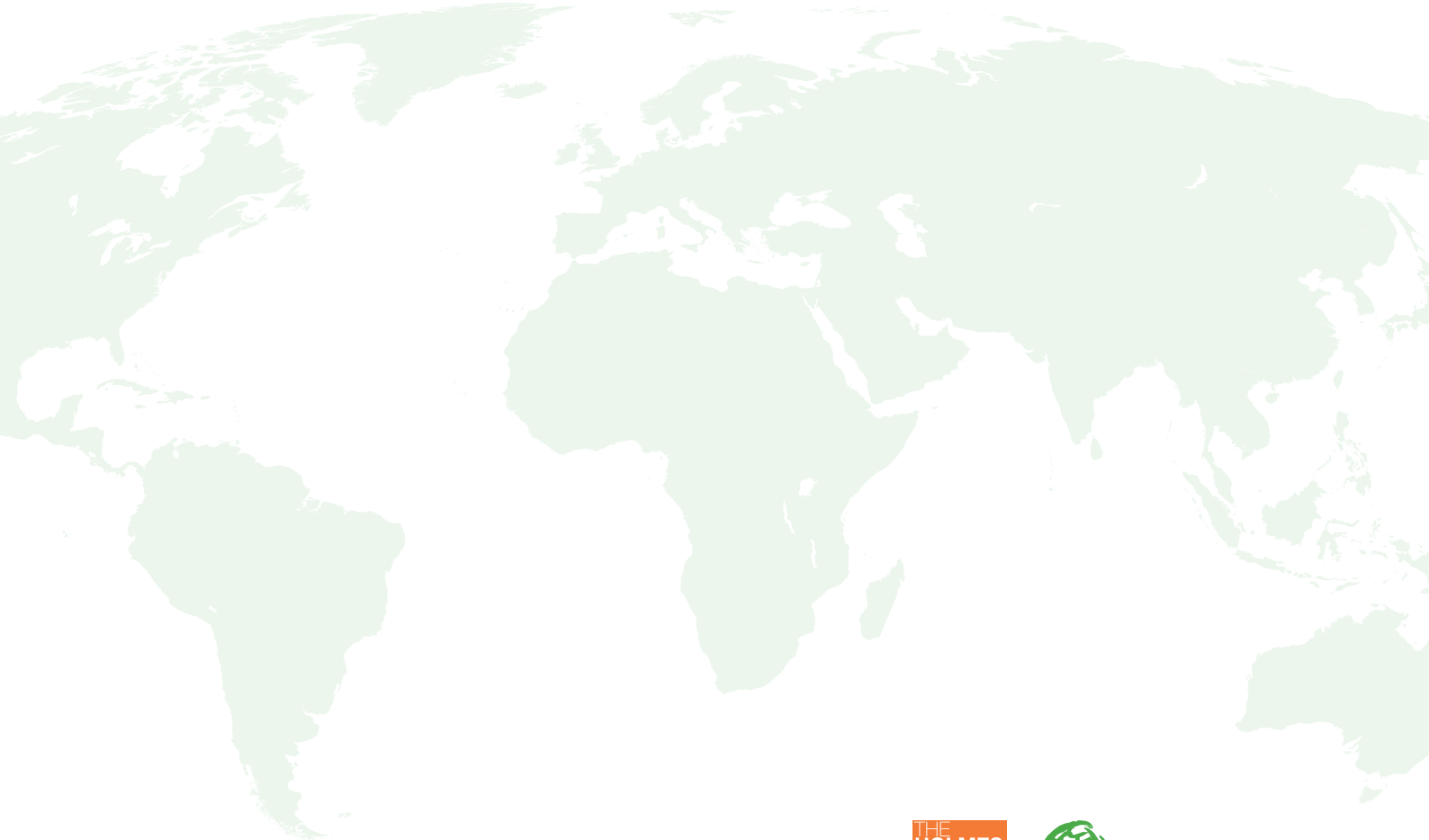
WORLD PR REPORT 2015

Produced by the Holmes Report and the International Communications Consultancy Organisation



THE HOLMES REPORT

ICCO

YouGov
What the world thinks

What can research do for you?

Pitching a new client? Get the edge on your competition and share consumer insights with the smart people you want to do business with.

Lost for things to say? We can help build compelling and authentic content for you're your brand or your clients' brands – and we deliver in 24 hours.

Launching a new campaign? We can give you the all-important intelligence about awareness or the impact on consumer perception.

Think you have a great idea? Test it against our consumer panel and find out if your idea really resonates.

YouGov 24-Hour Omnibus Research
Find out more: 1 888 729 0773
omnibus.us@yougov.com
today.yougov.com/24hour

YouGov®
What the world thinks

WORLD PR REPORT 2015

CONTENTS

04 Foreword
David Gallagher and Francis Ingham

05 Global Rankings
05 Executive Summary
07 Top 10
08 Top 250
14 Growth
18 CEO View

21 Global Research
21 Optimism and Attitudes
27 Talent and Challenges
37 Growth and Opportunities
54 Local Markets
56 Methodology
57 Sponsored Content

Produced by the Holmes Report and ICCO.

The Holmes Report
Paul A. Holmes — CEO
Arun Sudhaman — Partner & Editor-in-Chief
Aarti Shah — Chief Operating Officer & Sr. Editor
Greg Drury — Partner & Co-founder
Patrick Drury — Account Director
Celeste Picco — Administrator

ICCO
David Gallagher — President
Francis Ingham — Chief Executive
Binta Kristin Hammerich — General Manager

Report Design — Logo Logo Ltd

The Holmes Report

The Holmes Group is dedicated to proving and improving the value of public relations, by providing insight, knowledge and recognition to public relations professionals. The Holmes Group was founded in 2000 by Paul Holmes (pholmes@holmesreport.com), Editor-in-Chief and CEO, who has more than two decades of experience writing about and evaluating the public relations business and consulting with both public relations firms and their clients. The Holmes Group delivers against its mission by providing the most sophisticated reporting and analysis on public relations trends and issues.

www.holmesreport.com

ICCO

The International Communications Consultancy Organisation (ICCO) is the voice of public relations consultancies around the world. The ICCO membership comprises national trade associations in 31 countries across the globe: from Europe, Africa, Asia, the Americas and Australasia. Collectively, these associations represent over 2,000 PR firms.

ICCO welcomes its inaugural Direct Members: GlobalCom PR Network, GOLIN, Grayling, Hill+Knowlton Strategies, MWWPR, SERMO Network and thenetworkone.

www.iccopr.com

WORLD PR REPORT
FOREWORD

David Gallagher
FPRCA
ICCO President & Senior Partner / CEO, Ketchum Europe

Francis Ingham
MPRCA
ICCO Chief Executive

"PR agencies are growing, strongly and across the world."

This World Report provides the definitive analysis of the international PR market, with an enormous amount of data covering every conceivable area of interest.

What are its headline findings?

PR agencies are growing, strongly and across the world. Even with the distortions caused by currency volatility, we can we be incredibly proud of the 7% growth enjoyed by the PR industry over 2014. We've become used to growth around this level over recent years, but we shouldn't lose sight of the fact of quite how remarkable is the story of PR's apparently unstoppable ascent.

Second, that we can conservatively estimate the agency industry at over $13.5 billion, employing 85,000 people worldwide.

Third, that independents are growing more quickly than networks, but that the networks still hold the lion's share of the market –the Big 4 alone account for over a third of PR agency activity

If those are the bare numbers, where's the nuance and the challenge?

The nuance is of course that growth varies by region and by sector. Digital and social work is driving many PR agencies' growth. But even so, close on a third still cite traditional, media relations as helping them to expand. We need to embrace the future, but while keeping the best of the old skills too. It's what clients expect, and what we need to offer.

And we need to invest in research and evaluation too. Our industry has to be founded on insight. And that means investment in skills and investment in people. Too often, evaluation is an add-on. Too often still, it's based on the valueless AVE. That's why ICCO is committed to working hand-in-glove with AMEC to putting evaluation at the heart of PR.

We are in no doubt that PR faces challenges ahead. But we are equally certain that it is in robust good shape to meet those challenges. That it is an industry of the future. That its best days lie ahead of it. That we can be proud to call ourselves PR practitioners.

GLOBAL RANKINGS
EXECUTIVE SUMMARY

Arun Sudhaman
Partner & Editor-in-Chief
The Holmes Report

GLOBAL PR INDUSTRY UP 7% TO MORE THAN $13BN IN 2015

- Currency volatility softens overall growth
- Publicly-owned PR firms up 3.5%
- Independent PR firms up 8.7%
- PR agency industry worth $13.5bn, employes more than 85k people
- Revenue per head reaches $158k
- 'Floor' for Top 250 rises to $3.5m from $2.8m in 2013

The global PR industry grew by 7% in 2014, with currency volatility helping to soften another positive year for PR firms around the world, according to the 2015 World PR Report.

Produced by the Holmes Report and ICCO, the World PR Report again provides the clearest picture available of the global PR industry, based on submissions from more than 400 PR firms across the world. This year's research was powered by Newlio.

The research reveals that, for the first time, the Top 250 PR firms in the world cracked the $10m barrier in terms of fee income last year, reporting $10.4bn compared to $9.7bn in 2013. The world's Top 10 PR firms account for $4.8bn, a 5.4% increase on 2013.

Accounting for the numerous firms that reported outside of the Top 250, along with the vast number of smaller firms that do not provide revenue figures, the Holmes Report now estimates the size of the global PR agency industry at $13.5bn, up from $12.5bn in 2013.

Global Top 250 Growth

A growth rate of 7% may indicate a slower year for the industry after it improved by 11% in 2013, but much of this decrease can be explained by currency volatility, as the Global 250 is calculated in US$. So, while US firms are unaffected (and retain a good growth rate), firms reporting in GBP and Euros firms drag the overall growth rate down.

Accordingly, this year we have added a 'constant currency' metric to accurately reflect growth for firms reporting in GBP and Euros. This reveals:

- For PR firms reporting in GBP (accounting for around $700m), growth was flat in reported (USD) terms, but +5.5% in constant currency terms.
- For PR firms reporting in Euros (accounting for around $800m), growth was 1.2% in reported (USD) terms, but +6.5% in constant currency terms.
- For all PR firms reporting in USD (accounting for around $9bn), growth was 7.4%
- For US PR firms ($6.5bn), growth was 7.8%

"This was a year in which exchange rates played havoc with some of the numbers," said Holmes Report publisher/CEO Paul Holmes. "Because our list uses dollars, anyone reporting in euros or pounds took a significant hit, even if their underlying performance in constant currency terms was good."

"Industry growth in the high single-digits is encouraging; it certainly suggests that public relations continues to grow faster than the overall economy, which is a healthy sign," added Holmes. "Having said that, there is still a sense that PR could—and perhaps should—be doing better. The things PR does well—engagement and relationship-building—are more critical to successful marketing than ever, and PR is doing more: more social media, more content creation, more data and analytics. It ought to be growing more as a result."

GLOBAL RANKINGS
EXECUTIVE SUMMARY

Continued

Arun Sudhaman
Partner & Editor-in-Chief
The Holmes Report

Public vs Independent

Maintaining a trend that has firmly taken hold since the onset of the recession in 2008, independently-held PR firms again comfortably outperformed their publicly-held peers:

- Publicly held firms grew 3.5% (in reported USD terms) to $5.7bn
- Independent PR firms grew 8.7% (in reported USD terms) to $4.7bn
- The Big 6 PR holding groups (Omnicom, IPG, WPP, Publicis, Havas, Huntsworth, Next 15), grew just 0.3% to $5.3bn (because of currency volatility)
- The Big 4 holding groups (Omnicom, IPG, WPP, Publicis) were also flat at $4.7bn.
- Publicly-held firms account for around 42% of the overall PR market, down from 45% last year
- The Big 6 account for around 39%
- The Big 4 account for around 35%

"The growth of independent firms is impressive and beggars the question of whether we'll see their value overtake publicly held firms," said ICCO chief executive Francis Ingham. "It is intriguing to see that publicly-held firms account for around 42% of the overall market, down from 45% last year – this is perhaps a reflection of the fact that they may have been slightly hamstrung by profit targets to invest as freely in those all-important 'non-traditional services' as the independents."

Holmes, meanwhile, described holding company agency growth as "anaemic". "While exchange rates played a role here too—those firms with strong European operations fared poorly compared to those who have the bulk of their business in the US—it is clear that even after acquisitions are taken into consideration, the publicly held companies are losing market share to independents, particularly the dynamic midsize agencies."

Holding Groups / Networks

Omnicom's PR operations overtook WPP in 2014 for the first time, reporting $1.4bn in PR revenue — slightly ahead of the UK group's $1.39bn. That performance owed much to currency volatility, with WPP's operations impacted by the conversion of its international business into sterling. The holding group table also features DJE Holdings for the first time, reflecting the rise of the world's largest PR firm Edelman, and sister agency Zeno.

Revenue per capita

This year's World PR Report also finds another increase in revenue per capita for those firms reporting both fee income and headcount to an average of around $158,000, compared to $155,000 last year, and the highest it has ever been. Based on its research, the Holmes Report estimates that the global PR agency industry employs more than 85,000 people, up from 80,000 last year.

The World PR Report includes analysis of the world's fastest growing PR firms, along with its definitive research study into opportunities, challenges, trends and attitudes at PR firms around the world.

GLOBAL RANKINGS
TOP 10

Arun Sudhaman
Partner & Editor-in-Chief
The Holmes Report

TOP 10:
WORLD PR REPORT 2015: INTERPUBLIC AGENCIES MAKE TOP 10 INROADS

2014	2015	AGENCY	HQ	FEE INCOME 2014 ($)	FEE INCOME 2013 ($)	GROWTH (%)
1	1	EDELMAN	USA	812,300,000	746,672,274	8.8
2	2	WEBER SHANDWICK	USA	800,000,000	697,468,500	14.7
3	3	FLEISHMANHILLARD	USA	601,500,000	554,190,000	8.5
4	4	KETCHUM	USA	512,000,000	490,000,000	4.5
5	5	MSLGROUP	FRANCE	485,000,000	520,000,000	-6.7
6	6	BURSON MARSTELLER	USA	477,000,000	454,500,000	5.0
7	7	HILL+KNOWLTON STRATEGIES	USA	380,000,000	386,100,000	-1.6
8	8	OGILVY PUBLIC RELATIONS	USA	303,000,000	297,000,000	2.0
9	9	GOLIN	USA	213,000,000	196,000,000	8.7
10	10	HAVAS PR	FRANCE	212,000,000	209,000,000	1.4

Interpublic PR agencies Weber Shandwick and Golin have made significant advances among the world's ten largest public relations firms, according to the 2015 World PR Report.

Weber Shandwick has narrowed the gap on Edelman at the top of the global PR agency rankings, growing almost 15% (on a reported basis, including the acquisition of Swedish PR firm Prime) to reach $800m in fee income. Edelman, by comparison, grew almost 9% to $812m.

Golin, meanwhile, enters the top 10 for the first time in the agency's history, jumping from 12th position last year after growing by more than 8% in 2014, to take ninth position ahead of Havas PR and Brunswick, which drops out of the top 10.

Also of note was FleishmanHillard's performance. The Omnicom Group firm returned to significant growth in 2014, improving fee income by 8.5% to crack the $600m barrier and consolidate its hold on third spot.

FleishmanHillard sister agency Ketchum also grew, by 4.5%, enough to see the latter PR firm overtake MSLGroup and land fourth position. MSLGroup declined almost 7%, thanks in part to a significant foreign exchange impact, because of the high proportion of revenues that it earns in euros.

Overall, we estimate that the top 10 global PR firms generated fee income of almost $4.8bn, a 5.4% increase on 2013. A fuller picture of global PR industry size is provided by the annual ranking of the 250 biggest PR firms in the world, along with results of the definitive global survey of attitudes and trends among PR agencies, based on submissions from almost 400 PR firms from across the world.

The global rankings form part of the World PR Report, conducted in conjunction with ICCO and powered by Newlio.

GLOBAL RANKINGS
TOP 250

Global PR agency ranking: Revenue numbers for many agencies include subsidiaries—including research, advertising, and specialist PR firms—many of which operate under separate brands but nevertheless report into the listed PR agency. For full methodology please visit our methodology. For firms that submitted numbers in pounds sterling or euros, conversions were made using exchange rates as of 12/31/2014. In some cases, where last year's submitted numbers were used for comparison purposes, growth numbers may be lower because of exchange rate fluctuations than they would have been in constant currency terms. Accordingly a new constant currency growth metric has been added. Aside from large PR networks above $100m in fee income, the Rankings are totally dependent on submitted fee income; many agencies, often well-known, choose not to submit their numbers.

2015	2014	AGENCY	HQ	FEE INCOME 2014 ($)	FEE INCOME 2013 ($)	STAFF	GROWTH (USD)	GROWTH (CONSTANT CURRENCY)
1	1	EDELMAN	USA	812,300,000	746,672,274	5500	8.8%	8.8%
2	2	*WEBER SHANDWICK	USA	800,000,000	697,468,500		14.7%	14.7%
3	3	*FLEISHMANHILLARD	USA	580,000,000	554,190,000		4.7%	4.7%
4	5	*KETCHUM	USA	515,000,000	490,000,000		5.1%	5.1%
5	4	MSLGROUP	FRANCE	490,000,000	520,000,000	3055	-5.8%	-5.8%
6	6	*BURSON-MARSTELLER	USA	477,000,000	454,500,000		5.0%	5.0%
7	7	*HILL+KNOWLTON STRATEGIES	USA	380,000,000	386,100,000		-1.6%	-1.6%
8	8	*OGILVY PR	USA	303,000,000	297,000,000		2.0%	2.0%
9	11	*GOLIN	USA	213,500,000	196,000,000		8.9%	8.9%
10	10	*HAVAS PR	FRANCE	211,000,000	209,000,000		1.0%	1.0%
11	9	*BRUNSWICK	UK	210,000,000	210,000,000		0.0%	0.0%
12	12	FTI CONSULTING	USA	189,367,000	186,200,000	566	1.7%	1.7%
13	14	*COHN & WOLFE	USA	181,000,000	162,180,000		11.6%	11.6%
14	16	BLUEFOCUS (BLUEDIGITAL)	CHINA	179,214,216	123,360,510	1484	45.3%	45.3%
15	13	MEDIA CONSULTA INTERNATIONAL	GERMANY	172,802,280	151,819,146	684	13.8%	13.8%
16	18	*PORTER NOVELLI	USA	125,000,000	120,000,000		4.2%	4.2%
17	17	APCO WORLDWIDE	USA	118,112,600	120,345,400	635	-1.9%	-1.9%
18	15	GRAYLING	UK	109,740,000	130,310,000		-15.8%	-9.8%
19	19	WAGGENER EDSTROM WORLDWIDE, INC.	USA	106,676,000	117,608,000	562	-9.3%	-9.3%
20	20	*FINSBURY	US/UK	105,000,000	100,000,000		5.0%	
21	22	FSB COMUNICACOES	BRAZIL	86,895,982	77,000,000	655	12.9%	12.9%
22	21	*INVENTIV HEALTH [1]	USA	85,000,000	83,600,000		1.7%	
23	23	W2O GROUP	USA	82,625,000	75,050,000	402	10.1%	10.1%
24	27	RUDER FINN, INC.	USA	73,891,000	63,249,000	565	16.8%	16.8%
25	28	VECTOR INC.	JAPAN	67,000,000	62,000,000	395	8.1%	8.1%
26	26	RES PUBLICA (NATIONAL PR)	CANADA	67,000,000	69,000,000	418	-2.9%	-2.9%
27	24	PUBLIC SYSTEME HOPSCOTCH	FRANCE	64,624,890	73,836,900	550	-12.5%	-0.2%
28	35	LEWIS PR	UK	61,700,000	45,800,000	422	34.7%	34.7%
29	-	*PMK*BMC	USA	60,000,000	53,000,000	258	13.2%	13.2%
30	25	*KREAB [2]	UK/SWEDEN	58,205,810	60,747,020		-4.2%	-4.2%
31	31	TEXT100 CORPORATION	USA	57,806,333	50,337,135	549	14.8%	14.8%
32	33	MWW	USA	56,715,000	48,020,000	248	18.1%	18.1%
33	29	INSTINCTIF PARTNERS [3]	UK	55,695,000	54,249,000	372	2.7%	2.7%
34	38	FINN PARTNERS	USA	52,796,000	44,375,000	359	19.0%	19.0%
35	30	FISCHERAPPELT	GERMANY	52,523,030	52,003,000	360	1.0%	1.0%
36	-	ICR	USA	51,000,000	43,000,000		18.6%	18.6%
37	34	BELL POTTINGER PRIVATE	UK	50,700,000	47,500,000	221	6.7%	14.2%
38	43	WE ARE SOCIAL	UK	49,000,000	38,700,000	402	26.6%	29.1%
39	-	CYTS-LINKAGE PUBLIC RELATIONS CONSULTING CO., LTD	CHINA	45,924,152	44,295,409	180	3.7%	3.7%
40	32	FREUD COMMUNICATIONS	UK	43,982,800	46,564,660	213	-5.5%	1.2%

TABLE NOTES

1. InVentiv Health includes Chandler Chicco, Biosector 2 and Chamberlain.
2. Kreab is the firm p/k/a Kreab Gavin Anderson.
3. Instinctif is the firm p/k/a College Hill.

GLOBAL RANKINGS
TOP 250

Continued

2015	2014	AGENCY	HQ	FEE INCOME 2014 ($)	FEE INCOME 2013 ($)	STAFF	GROWTH (USD)	GROWTH (CONSTANT CURRENCY)
41	40	*DENTSU PUBLIC RELATIONS INC [4]	JAPAN	42,000,000	40,000,000	253	5.0%	5.0%
42	39	DEVRIES GLOBAL	USA	42,000,000	42,000,000	243	0.0%	0.0%
43	49	DKC PUBLIC RELATIONS	USA	41,500,000	36,500,000	200	13.7%	13.7%
44	45	*PRAP JAPAN, INC.	JAPAN	40,000,000	37,000,000		8.1%	8.1%
45	44	*MARINA MAHER COMMUNICATIONS	USA	40,000,000	38,000,000		5.3%	5.3%
46	41	ZENO GROUP	USA	39,900,000	35,900,000	276	11.1%	11.1%
47	37	HERING SCHUPPENER	GERMANY	38,962,000	43,194,000	182	-9.8%	2.9%
48	53	ALLISON+PARTNERS	USA	37,093,000	33,000,000	230	12.4%	12.4%
49	52	CITIZEN RELATIONS	USA	36,621,061	29,783,025		23.0%	12.4%
50	56	BLUE RUBICON	UK	34,000,000	26,842,049		26.7%	26.7%
51	42	CITIGATE DEWE ROGERSON	UK	33,945,000	38,678,000	85	-12.2%	-6.0%
52	-	KYODO PR	JAPAN	33,000,000	32,000,000	227	3.1%	3.1%
53	59	GLOBAL STRATEGY GROUP	USA	32,378,000	25,000,000	76	29.5%	29.5%
54	62	MIKHAILOV & PARTNERS	RUSSIA	32,119,953	23,039,329	244	39.4%	39.4%
55	50	PADILLACRT	USA	31,624,111	32,333,400	185	-2.2%	-2.2%
56	51	*PPR	AUSTRALIA	31,000,000	30,200,000		2.6%	
57	55	LLORENTE & CUENCA	SPAIN	29,538,874	24,954,852	350	18.4%	18.4%
58	99	IRIS WORLDWIDE	UK	28,703,992	23,463,109	120	22.3%	22.3%
59	76	PRAIN GLOBAL	KOREA	27,996,389	19,892,451	185	40.7%	40.7%
60	54	MAQUINA PUBLIC RELATIONS	BRAZIL	27,500,000	27,459,408		0.1%	
61	46	RACEPOINT GLOBAL	USA	27,279,597	23,915,652	140	14.1%	14.1%
62	70	FOUR COMMUNICATIONS GROUP PLC	UK	27,096,088	20,984,380	181	29.1%	37.4%
63	47	MHP COMMUNICATIONS	UK	26,262,822	30,359,573	168	-13.5%	-13.5%
64	82	IMARS GROUP	RUSSIA	26,183,400	18,100,000	146	44.7%	44.7%
65	-	*GCI HEALTH	USA	26,000,000				
66	58	HOTWIRE PUBLIC RELATIONS	UK	25,642,566	24,250,855	177	5.7%	5.7%
67	64	G&S BUSINESS COMMUNICATIONS	USA	25,438,112	22,490,108	140	13.1%	13.1%
68	60	AGT COMMUNICATIONS GROUP	RUSSIA	25,121,673	24,836,942	286	1.1%	1.1%
69	73	*THE OUTCAST AGENCY	USA	24,600,000	20,000,000		23.0%	23.0%
70	63	OLIVER SCHROTT KOMMUNIKATION	GERMANY	24,006,400	20,976,000	170	14.4%	30.5%
71	71	SPN COMMUNICATIONS	RUSSIA	23,193,412	20,121,836	180	15.3%	15.3%
72	72	COYNE PR	USA	23,010,000	20,040,000	155	14.8%	14.8%
73	65	TONIC HEALTH	UK	23,000,000	22,159,535		3.8%	
74	69	TAYLOR	USA	21,700,000	21,100,000	108	2.8%	2.8%
75	106	NEWGATE COMMUNICATIONS	UK	21,548,516	12,655,121	94	70.3%	81.2%
76	68	ICF MOSTRA	BELGIUM	21,365,376	19,576,539	136	9.1%	9.1%
77	78	GEELMUYDEN.KIESE GROUP	NORWAY	21,060,000	19,471,200		8.2%	8.2%
78	90	OLSON ENGAGE	USA	20,200,000	16,900,000	105	19.5%	19.5%
79	130	SEC	ITALY	20,015,047	19,306,200	175	3.7%	18.2%
80	85	PROSEK PARTNERS	USA	20,000,000	17,398,091	83	15.0%	15.0%
81	81	HUNTER PUBLIC RELATIONS	USA	20,000,000	18,400,000	107	8.7%	8.7%

4. Dentsu fee income is estimated based on its net sales.

GLOBAL RANKINGS
TOP 250

Continued

2015	2014	AGENCY	HQ	FEE INCOME 2014 ($)	FEE INCOME 2013 ($)	STAFF	GROWTH (USD)	GROWTH (CONSTANT CURRENCY)
82	75	BARABINO & PARTNERS	ITALY	20,000,000	19,950,000		0.3%	0.3%
83	94	FARNER CONSULTING	SWITZERLAND	19,724,630	17,090,242	72	15.4%	15.4%
84	74	STRATEGIC PUBLIC RELATIONS GROUP	HONG KONG	19,700,000	19,300,000	284	2.1%	2.1%
85	93	5W PUBLIC RELATIONS	USA	19,343,176	16,229,180	112	19.2%	19.2%
86	67	THE RED CONSULTANCY	UK	19,208,280	21,380,800	132	-10.2%	-4.4%
87	87	ADFACTORS PR	INDIA	19,100,000	16,420,000	450	16.3%	16.3%
88	83	CROS	RUSSIA	19,016,880	18,000,000	89	5.6%	5.6%
89	86	INTEREL	BELGIUM	19,000,000	17,290,000		9.9%	9.9%
90	84	PEPPERCOMM	USA	18,807,537	16,646,297	106	13.0%	13.0%
91	89	*M BOOTH	USA	18,800,000	17,088,234	100	10.0%	10.0%
92	79	FRENCH/WEST/VAUGHAN	USA	18,753,747	18,801,845	87	-0.3%	-0.3%
93	66	FISHBURN	UK	18,720,000	22,078,000	110	-15.2%	-9.8%
94	92	FAHLGREN MORTINE	USA	18,616,471	16,842,065	110	10.5%	10.5%
95	80	SHIFT COMMUNICATIONS INC.	USA	18,444,854	18,652,825	125	-1.1%	-1.1%
96	96	LANSONS	UK	18,302,649	15,542,988	86	17.8%	25.3%
97	88	SERVICEPLAN PR GROUP	GERMANY	17,666,000	17,857,200		-1.1%	12.8%
98	117	LEVICK STRATEGIC COMMUNICATIONS	USA	17,231,616	12,273,537	64	40.4%	40.4%
99	122	SPARKPR	USA	16,400,000	13,323,000	65	23.1%	23.1%
100	91	ATREVIA	SPAIN	16,366,460	17,516,340	240	-6.6%	6.6%
101	108	JACKSON SPALDING	USA	16,245,653	13,296,901	116	22.2%	22.2%
102	101	MITCHELL COMMUNICATIONS GROUP, LLC	USA	15,900,000	15,000,000	75	6.0%	6.0%
103	98	HABERLEIN & MAUERER	GERMANY	15,851,000	15,870,000	106	-0.1%	13.9%
104	95	PR ONE	SOUTH KOREA	15,800,836	15,911,644	130	-0.7%	-0.7%
105	97	MAITLAND	UK	15,600,000	15,400,000	45	1.3%	1.3%
106	105	COONEY/WATERS GROUP	USA	15,400,000	14,020,940		9.8%	9.8%
107	102	BRANDS2LIFE	UK	15,207,504	14,599,036	117	4.2%	10.8%
108	109	TRACCS	SAUDI ARABIA	14,600,000	13,323,000	199	9.6%	9.6%
109	107	ACHTUNG!	GERMANY	14,350,600	13,979,400	108	2.7%	17.1%
110	123	LAUNCHSQUAD	USA	14,062,803	11,341,707	108	24.0%	24.0%
111	-	MOTIV COMMUNICATION GROUP	RUSSIA	13,827,375	2,338,401	33	491.3%	491.3%
112	103	FAKTOR	GERMANY	13,431,000	14,904,000	175	-9.9%	2.8%
113	128	TVC GROUP	UK	13,416,000	10,790,000	49	24.3%	32.3%
114	104	MAKOVSKY	USA	13,200,000	14,250,000	60	-7.4%	-7.4%
115	-	ROI COMMUNICATION	USA	13,001,553	9,579,729	81	35.7%	35.7%
116	132	RASKY BAERLEIN	USA	13,000,000	9,957,467		30.6%	30.6%
117	100	ERGO KOMMUNIKATION	GERMANY	12,947,000	15,594,000	116	-17.0%	-5.3%
118	77	A&B ONE	GERMANY	12,947,000	16,284,000	85	-20.5%	-9.3%
119	112	ROWLAND	AUSTRALIA	12,700,000	12,500,000		1.6%	
120	116	RF BINDER	USA	12,650,000	12,300,000		2.8%	2.8%
121	110	AMI COMMUNICATIONS	CZECH REPUBLIC	12,582,784	15,936,919	113	-21.0%	-21.0%
122	115	ACTION GLOBAL COMMUNICATIONS	CYPRUS	12,500,000	12,400,000		0.8%	

5. Atrevia is the firm p/k/a Infopress.

GLOBAL RANKINGS
TOP 250

Continued

2015	2014	AGENCY	HQ	FEE INCOME 2014 ($)	FEE INCOME 2013 ($)	STAFF	GROWTH (USD)	GROWTH (CONSTANT CURRENCY)
123	114	FIRST HOUSE	NORWAY	12,500,000	12,444,810		0.4%	
124	127	MILTTON	FINELAND	12,100,000	11,040,000	107	9.6%	25.0%
125	129	GRUPO CDI - COMUNICACAO E MARKETING	BRAZIL	12,100,000	10,200,000	178	18.6%	18.6%
126	-	*BRODEUR PARTNERS [6]	USA	12,000,000	11,000,000		9.1%	9.1%
127	-	ERIC MOWER + ASSOCIATES	USA	11,968,851	11,887,278	69	0.7%	0.7%
128	119	F&H PORTER NOVELLI	GERMANY	11,845,900	12,282,000		-3.6%	10.0%
129	-	*BITE COMMUNICATIONS [7]	USA	11,682,750				
130	118	NELSON BOSTOCK GROUP	UK	11,621,900	11,852,400	83	-1.9%	5.0%
131	144	MAX BORGES AGENCY	USA	11,500,000	9,100,000	65	26.4%	26.4%
132	126	KAPLOW	USA	11,000,000	10,868,000		1.2%	
133	113	HANOVER	UK	10,969,920	11,485,540	52	-4.5%	1.6%
134	135	APPROACH	BRAZIL	10,956,000	9,452,384	160	15.9%	15.9%
135		M&C SAATCHI SPORT & ENTERTAINMENT	UK	10,920,000	7,968,000	85	37.0%	45.8%
136	121	WELLCOM	FRANCE	10,890,000	10,350,000	90	5.2%	20.0%
137	125	DAVIES	USA	10,875,050	12,749,351	31	-14.7%	-14.7%
138	194	SINGER ASSOCIATES	USA	10,766,223	6,658,905	16	61.7%	61.7%
139	124	FRANK PR	UK	10,548,314	11,430,825	60	-7.7%	-1.8%
140	-	CATALYST	USA	10,500,000	9,500,000		10.5%	10.5%
141	138	THE HOFFMAN AGENCY	USA	10,270,000	9,420,000	110	9.0%	9.0%
142	151	MERRITT GROUP, INC.	USA	10,186,230	8,559,395	45	19.0%	19.0%
143	-	SOBYTIE COMMUNICATIONS	RUSSIA	10,135,060	3,271,568	25	209.8%	209.8%
144	131	VERITAS	CANADA	10,000,000	10,000,000		0.0%	0.0%
145	120	JESCHENKO MEDIENAGENTUR	GERMANY	9,970,400	12,047,400	52	-17.2%	-5.6%
146	134	PEGASUS	UK	9,906,000	9,628,000	71	2.9%	9.5%
147	156	EXPONENT	USA	9,850,000	7,700,000	54	27.9%	27.9%
148	-	EASTWICK	USA	9,600,000	7,600,000	53	26.3%	26.3%
149	143	3 MONKEYS COMMUNICATIONS	UK	9,592,413	9,127,608	57	5.1%	11.8%
150	133	124 COMMUNICATIONS CONSULTING	THAILAND	9,500,000	9,956,522		-4.6%	
151	139	ADVICE A/S	DENMARK	9,400,000	9,385,282		0.2%	
152	-	INKHOUSE	USA	9,017,618	6,383,153	68	41.3%	41.3%
153	145	TBWA/CORPORATE	FRANCE	9,000,000	9,000,000		0.0%	
154		M&C SAATCHI PR	UK	8,892,000				
155	136	RED DOOR COMMUNICATIONS	UK	8,884,600	9,480,260		-6.3%	0.4%
156	137	LIFT WORLD	PORTUGAL	8,792,346	9,779,690	90	-10.1%	2.5%
157	192	REVIVEHEALTH	USA	8,780,000	5,300,000	47	65.7%	65.7%
158	153	KWITTKEN	USA	8,750,000	7,750,000	65	12.9%	12.9%
159	149	KPR & ASSOCIATES	SOUTH KOREA	8,614,922	8,668,970	95	-0.6%	-0.6%
160		APPLE TREE COMMUNICATIONS	SPAIN	8,261,880	7,995,720	64	3.3%	17.8%
161	182	HIGHWIRE	USA	8,208,694	6,022,255	52	36.3%	36.3%
162	160	PODESTA GROUP	USA	8,200,000	7,374,124		11.2%	11.2%
163	181	SPECTRUM	USA	8,100,000	6,102,379	35	32.7%	32.7%

6. Brodeur fee income has been re-estimated following its MBO from Omnicom.
7. Bite fee income has been re-estimated following the merger of its operations in Continental Europe and Asia-Pacific with Text 100.

GLOBAL RANKINGS
TOP 250

Continued

2015	2014	AGENCY	HQ	FEE INCOME 2014 ($)	FEE INCOME 2013 ($)	STAFF	GROWTH (USD)	GROWTH (CONSTANT CURRENCY)
164	174	FOODMINDS	USA	8,072,494	6,432,640	23	25.5%	25.5%
165	183	PAN COMMUNICATIONS	USA	7,800,000	6,008,000	48	29.8%	29.8%
166	142	JEFFREYGROUP	USA	7,722,736	7,287,466	115	6.0%	6.0%
167	147	MURPHY O'BRIEN	USA	7,518,485	8,818,200	49	-14.7%	-14.7%
168	158	EMG	THE NETHERLANDS	7,500,000	7,448,000		0.7%	
169	161	GREGORY FCA	USA	7,300,000	7,300,000		0.0%	0.0%
170	141	SENATESHJ	NEW ZEALAND	7,257,361	9,255,358	52	-21.6%	-21.6%
171	146	*OCTOPUS	UK	7,176,000	8,798,000		-18.4%	-13.2%
172	159	AIRFOIL GROUP	USA	7,170,140	7,382,549	47	-2.9%	-2.9%
173	155	HORN GROUP	USA	7,100,000	8,000,000	45	-11.3%	-11.3%
174	-	ENZAIM HEALTH	REPUBLIC OF KOREA	7,075,354	6,560,714	45	7.8%	7.8%
175	-	451 MARKETING	USA	7,000,000	5,800,000	77	20.7%	20.7%
176	164	DODGE COMMUNICATION	USA	7,000,000	7,006,911	55	-0.1%	-0.1%
177	162	MARCO DE COMUNICACION	SPAIN	7,000,000	7,182,000		-2.5%	
178	-	NEBO	USA	6,911,589		53		
179	178	LAMBERT, EDWARDS & ASSOCIATES	USA	6,840,000	6,188,000	44	10.5%	10.5%
180	176	BLISS INTEGRATED COMMUNICATIONS	USA	6,783,000	6,231,000	39	8.9%	8.9%
181	186	MCNEELY PIGOTT & FOX PUBLIC RELATIONS	USA	6,764,064	5,605,768	60	20.7%	20.7%
182	171	LOU HAMMOND & ASSOCIATES	USA	6,748,039	6,552,466	40	3.0%	3.0%
183	210	BATEMAN GROUP	USA	6,700,000	4,400,000		52.3%	52.3%
184	168	ENGLANDER KNABE & ALLEN	USA	6,700,000	6,700,000		0.0%	0.0%
185	157	KRICHHOFF CONSULT	GERMANY	6,645,737	7,859,590	54	-15.4%	-3.6%
186	180	SALT	UK	6,591,647	6,147,780	36	7.2%	14.1%
187	166	TALK PR	UK	6,573,840	6,980,300	46	-5.8%	0.2%
188	173	IMAGEM CORPORATIVA	BRAZIL	6,568,609	6,487,000	98	1.3%	1.3%
189	179	360 PUBLIC RELATIONS	USA	6,547,000	6,175,000	41	6.0%	6.0%
190	-	EXCEL COMMUNICATIONS MANAGEMENT	TURKEY	6,437,550	6,122,845	44	5.1%	5.1%
191	191	NARVA	SWEDEN	6,413,000	6,486,000	30	-1.1%	12.8%
192	148	MISCHIEF	UK	6,410,800	6,865,760	56	-6.6%	0.0%
193	185	RBB PUBLIC RELATIONS, LLC	USA	6,402,200	5,810,104	39	10.2%	10.2%
194	177	PUBLIC INTEGRATED COMMUNICATIONS	USA	6,312,563	6,214,154		1.6%	
195	167	KOMM.PASSION	GERMANY	6,292,000	7,452,000	50	-15.6%	-3.7%
196	150	EULOGY!	UK	6,241,850	8,017,800	42	-22.2%	-16.6%
197	165	FINK & FUCHS PUBLIC RELATIONS	GERMANY	6,171,000	7,245,000	54	-14.8%	-2.9%
198	184	SHINE	UK	6,000,000	6,000,000		0.0%	0.0%
199	169	CP/COMPARTNER	GERMANY	5,808,000	6,900,000	54	-15.8%	-4.0%
200	163	DIPLOMAT COMMUNICATIONS	SWEDEN	5,640,210	4,659,717	30	21.0%	21.0%
201	-	LDWWGROUP	USA	5,468,960	3,911,803	11	39.8%	39.8%
202	170	AKKANTO SA	BELGIUM	5,401,498	6,816,964	28	-20.8%	-9.6%
203	188	YJOO	SWITZERLAND	5,400,000	5,400,000		0.0%	0.0%
204	-	LONDON COMMUNICATIONS AGENCY	UK	5,372,119	5,647,571	30	-4.9%	1.2%

*The Holmes Report has estimated revenue. In many cases, the parent companies of these firms have elected not to provide revenue numbers for individual firms in response to Sarbanes-Oxley financial regulations.

GLOBAL RANKINGS
TOP 250

Continued

2015	2014	AGENCY	HQ	FEE INCOME 2014 ($)	FEE INCOME 2013 ($)	STAFF	GROWTH (USD)	GROWTH (CONSTANT CURRENCY)
205	224	W COMMUNICATIONS	UK	5,265,000	3,867,800	50	36.1%	44.8%
206	-	MAGNA CARTA	SOUTH AFRICA	5,202,698				
207	213	AKIMA MEDIA	GERMANY	5,190,900	5,727,000	28	-9.4%	3.4%
208	204	CREATIVE CREST	INDIA	5,185,000	4,712,400	43	10.0%	10.0%
209	196	THREEPIPE COMMUNICATIONS LIMITED	UK	5,148,000	4,980,000	35	3.4%	10.0%
210	198	SAXUM	USA	5,097,697	4,410,058	46	15.6%	15.6%
211	195	INTEGRAL PR SERVICES PVT LIMITED	INDIA	5,050,000	5,050,000	78	0.0%	0.0%
212	-	SEVEN HILLS	UK	5,029,569	3,998,940	32	25.8%	33.8%
213	220	CERRELL ASSOCIATES	USA	5,000,000	4,001,072	21	25.0%	25.0%
214	-	JUST:HEALTH	UK	4,992,000				
215	205	TANGERINE PR	UK	4,909,320	4,518,520	62	8.6%	15.6%
216	200	BERSAY COMMUNICATIONS GROUP	TURKEY	4,901,287	4,901,287		0.0%	0.0%
217	208	BERKELEY PR INTERNATIONAL	UK	4,842,206	4,766,990	45	1.6%	8.1%
218	202	ALL CHANNELS	BULGARIA	4,814,904	4,814,904		0.0%	0.0%
219	-	STORY PARTNERS	USA	4,800,000	3,600,000	20	33.3%	33.3%
220	209	COOPERKATZ & COMPANY, INC.	USA	4,790,810	4,465,856	31	7.3%	7.3%
221	206	L C WILLIAMS & ASSOCIATES	USA	4,700,000	4,659,667		0.9%	0.9%
222	212	CIRKLE	UK	4,680,000	4,150,000	35	12.8%	20.0%
223	-	HARVARD	UK	4,602,000				
224	218	PRETTY GREEN	UK	4,508,400	4,565,000	37	-1.2%	5.1%
225	219	TRIGGER OSLO	NORWAY	4,448,354	4,009,201	36	11.0%	26.5%
226	175	RUMEUR PUBLIQUE	FRANCE	4,356,000	4,692,000	28	-7.2%	5.9%
227	152	PRO-VISION COMMUNICATIONS	RUSSIA	4,155,708	8,591,874	60	-51.6%	-51.6%
228	203	IKP	AUSTRIA	4,150,179	5,006,502	31	-17.1%	-5.5%
229	232	PLMR	UK	4,149,510	3,627,799	29	14.4%	21.7%
230	-	HET PR	NETHERLANDS	4,114,000				
231	223	RMA COMUNICACAO	BRAZIL	4,087,885	3,345,484		23.0%	23.0%
232	238	ROCKORANGE	USA	4,020,000	3,200,000	23	25.6%	25.6%
233	222	GROUNDFLOOR MEDIA	USA	4,018,676	3,944,744	20	1.9%	1.9%
234	-	DJEMBE COMMUNICATIONS	UAE	4,000,000				
235	-	THE WHITEOAKS CONSULTANCY	UK	3,999,043	4,622,122	31	-13.5%	-7.9%
236	-	HOPE&GLORY	UK	3,944,995	2,250,802	32	75.3%	86.5%
237	233	MEROPA COMMUNICATIONS	SOUTH AFRICA	3,928,000	3,750,000	58	4.7%	4.7%
238	-	BELLENDEN	UK	3,918,288	4,236,494	34	-7.5%	-1.6%
239	-	CAMBRE ASSOCIATES	BELGIUM	3,872,000	3,864,000	27	0.2%	14.3%
240	216	LANE	USA	3,846,887	4,109,561	26	-6.4%	-6.4%
241	228	STANDING PARTNERSHIP	USA	3,824,984	3,704,065	24	3.3%	3.3%
242	214	INTERMARKET COMMUNICATIONS	USA	3,815,447	4,128,335	18	-7.6%	-7.6%
243	225	WALKER SANDS	USA	3,811,380	3,811,380		0.0%	0.0%
244	-	TACT INTELLIGENCE-CONSEIL	CANADA	3,800,000	3,100,000	34	22.6%	22.6%
245	234	CROSSROADS	USA	3,800,000	3,300,000	19	15.2%	15.2%
246	217	WHYTE CORPORATE AFFAIRS	BELGIUM	3,799,400	4,071,000	23	-6.7%	6.4%
247	-	AGENDA	USA	3,744,655	3,393,028	26	10.4%	10.4%
248	241	CAP & CIME PR	FRANCE	3,707,813	4,232,190	20	-12.4%	-0.1%
249	211	JMW KOMMUNIKATION	SWEDEN	3,690,500	4,278,000	24	-13.7%	-1.6%
250	-	ROSE	RUSSIA	3,600,000	3,150,000	38	14.3%	14.3%

GLOBAL RANKINGS
GROWTH

Aarti Shah
Chief Operating Officer & Sr. Editor
The Holmes Report

FAST MOVERS:
US, UK FIRMS DOMINATE FAST MOVERS

For the second consecutive year, firms from the US and UK had the strongest showing on the global fast movers ranking. Even so, two agencies from Russia took the top spot: Motiv Communications grew a staggering 491% to $13.8m and Sobytie Communications boomed 210% to $10.1m.

Among the UK-based firms, Hope & Glory made its debut on the global list growing 87% to nearly $4m. Meanwhile, Newgate made its third consecutive appearance with remarkable growth — especially considering its size: 81% to $21.5m. Firstlight PR and Manifest London rounded out the UK showing — each with around 57% growth putting them just over $2m.

Interestingly, most of the US firms on the global fast movers ranking have a West Coast bent. Healthcare firm ReviveHealth grew nearly 66% to $8.8m (the firm is headquartered in Nashville but maintains operations just north of Los Angeles). The rest of the US are all San Francisco-based — riding a tech wave that has been especially kind to the PR industry. Reputation powerhouse Singer Associates grew 62% to nearly $11m; tech agencies BOCA expanded 57% to $3.3m and Bateman Group jumped 52% to $6.7m.

Because rapid growth tends to favor boutiques, for the first time this year, the Holmes Report isolated those agencies over $30m. In this category, China-based Blue Focus flew to the top with 45% growth to $179.2m, followed by Russia-based Mikhailov & Partners that grew 39% to $32.1m. The remainder of the top 10 were UK and US-based firms reinforcing that — in most cases — when it comes to growing beyond a certain point, the mature markets are where the opportunities still lie.

Breaking it down by region, the UK firms that made the cut tended to be of the new wave of PR that's big idea driven with more digital and content leanings (Hope & Glory, Manifest London, M&C Saatchi Sport & Entertainment, W Communications, Four Communications, Seven Hills, TVC Group and We Are Social); the remaining consultancies (Newgate and firstlight PR) sit in the reputation and issues arena.

When looking closer at the US, the technology and West Coast tilt becomes more pronounced. Among the top 10, seven are either based on the West Coast or primarily technology firms (Singer Associates, BOCA Communications, Bateman Group, InkHouse, Konnect PR, Highwire and ROI Communications). While Silicon Valley's good fortune has meant overflowing pipelines for PR, more recently the sky-high valuations and relatively easy money have some PR firms bracing for an inevitable correction. But for now, West Coast PR firms are riding the wave. The others on the list are the healthcare darling Revive Health, corporate reputation shop Levick and Ken Luce's LDWW.

In Asia-Pac, Blue Focus landed on top with its 45% growth, followed by South Korea-based Prain Global at 41% reaching to nearly $28m. Among the boutiques, the list had a few heavyhitters: the India-based Adfactors (16% to $19.1m), Japan-based PRAP (8% to $40m) and Vector (8% to $67m). Meanwhile, all of the top 10 fast movers in Europe saw double-digit growth — or more — with two firms based in Russia growing more than 100%.

GLOBAL RANKINGS
GROWTH

Continued

"When it comes to growing beyond a certain point, the mature markets are where the opportunities still lie."

AGENCY (GLOBAL)	HQ	GROWTH (CONSTANT CURRENCY)	FEE INCOME 2014 ($)
MOTIV COMMUNICATION	RUSSIA	491.3%	13,827,375
SOBYTIE COMMUNICATIONS	RUSSIA	209.8%	10,135,060
HOPE&GLORY	UK	86.5%	3,944,995
NEWGATE COMMUNICATIONS	UK	81.2%	21,548,516
REVIVEHEALTH	USA	65.7%	8,780,000
SINGER ASSOCIATES	USA	61.7%	10,766,223
FIRSTLIGHT PUBLIC RELATIONS	UK	57.3%	2,294,760
BOCA COMMUNICATIONS	USA	57%	3,319,894
MANIFEST LONDON	UK	56.9%	2,202,720
BATEMAN GROUP	USA	52.3%	6,700,000

AGENCY (ABOVE $30M)	HQ	GROWTH (CONSTANT CURRENCY)	FEE INCOME 2014 ($)
BLUEFOCUS (BLUEDIGITAL)	CHINA	45.3%	179,214,216
MIKHAILOV & PARTNERS	RUSSIA	39.4%	32,119,953
LEWIS PR	UK	34.7%	61,700,000
GLOBAL STRATEGY GROUP	USA	29.5%	32,378,000
WE ARE SOCIAL	UK	29.1%	49,000,000
BLUE RUBICON	UK	26.7%	34,000,000
FINN PARTNERS	USA	19%	52,796,000
ICR	USA	18.6%	51,000,000
MWW	USA	18.1%	56,715,000
RUDER FINN, INC.	USA	16.8%	73,891,000

AGENCY (UK)	GROWTH (CONSTANT CURRENCY)	FEE INCOME 2014 ($)
HOPE&GLORY	86.5%	3,944,995
NEWGATE COMMUNICATIONS	81.2%	21,548,516
FIRSTLIGHT PUBLIC RELATIONS	57.3%	2,294,760
MANIFEST LONDON	56.9%	2,202,720
M&C SAATCHI SPORT & ENTERTAINMENT	45.8%	10,920,000
W COMMUNICATIONS	44.8%	5,265,000
FOUR COMMUNICATIONS GROUP PLC	37.4%	27,096,088
SEVEN HILLS	33.8%	5,029,569
TVC GROUP	32.3%	13,416,000
WE ARE SOCIAL	29.1%	49,000,000

GLOBAL RANKINGS
GROWTH

Continued

"Silicon Valley's good fortune has meant overflowing pipelines for PR."

AGENCY (US)	GROWTH (CONSTANT CURRENCY)	FEE INCOME 2014 ($)
REVIVEHEALTH	65.7%	8,780,000
SINGER ASSOCIATES	61.7%	10,766,223
BOCA COMMUNICATIONS	57%	3,319,894
BATEMAN GROUP	52.3%	6,700,000
INKHOUSE	41.3%	9,017,618
LEVICK STRATEGIC COMMUNICATIONS	40.4%	17,231,616
LDWWGROUP	39.8%	5,468,960
KONNECT PUBLIC RELATIONS	37.9%	3,229,239
HIGHWIRE	36.3%	8,208,694
ROI COMMUNICATION	35.7%	13,001,553

AGENCY (ASIA PACIFIC)	GROWTH (CONSTANT CURRENCY)	FEE INCOME 2014 ($)
BLUEFOCUS (BLUEDIGITAL)	45.3%	179,214,216
PRAIN GLOBAL	40.7%	27,996,389
RICE COMMUNICATIONS PTE LTD	30.9%	1,967,151
AVIAN MEDIA PVT. LTD	20.2%	2,970,000
ADFACTORS PR	16.3%	19,100,000
FORTUNE PR	12.9%	2,555,920
CREATIVE CREST	10%	5,185,000
TRACCS	9.6%	14,600,000
PRAP JAPAN, INC.	8.1%	40,000,000
VECTOR INC.	8.1%	67,000,000

AGENCY (EUROPE)	GROWTH (CONSTANT CURRENCY)	FEE INCOME 2014 ($)
MOTIV COMMUNICATION	491.3%	13,827,375
SOBYTIE COMMUNICATIONS	209.8%	10,135,060
ITEO CONSULTING	42.9%	2,420,000
OSEON	36.3%	824,530
OLIVER SCHROTT KOMMUNIKATION	30.5%	24,006,400
TRIGGER OSLO	26.5%	4,448,354
MILTTON	25%	12,100,000
DE ISSUEMAKERS BV	21.8%	2,300,228
WELLCOM	20%	10,890,000
LLORENTE & CUENCA	18.4%	29,538,874

GLOBAL RANKINGS
GROWTH

Continued

HOLDING GROUPS/NETWORKS
THE FOLLOWING IS THE RANKING OF 2014 REVENUE FROM THE PR OPERATIONS OF MAJOR HOLDING GROUPS AND INDEPENDENT NETWORKS.

2015	2014	AGENCY	HQ	FEE INCOME 2014 ($)	GROWTH (CONSTANT CURRENCY)
1	2	OMNICOM GROUP [1]	USA	1,400,000,000	7.7%
2	3	INTERPUBLIC GROUP (CMG) [2]	USA	1,400,000,000	7.7%
3	1	WPP [3]	UK	1,391,520,000	-3.1%
4	-	DJE HOLDINGS [4]	US	852,200,000	8.9%
5	5	PROI WORLDWIDE	UK	615,000,000	17.1%
6	4	PUBLICIS GROUPE [5]	FRANCE	490,000,000	-5.8%
7	6	WORLDCOM PUBLIC RELATIONS GROUP [6]	USA	288,409,941	2.6%
8	7	HUNTSWORTH GROUP [7]	UK	256,932,000	-4.1%
9	9	IPREX [8]	USA	220,000,000	10.0%
10	8	HAVAS PR [9]	US	211,000,000	1.0%
11	10	NEXT 15 [10]	UK	170,352,000	13.6%

WORLD PR REPORT 2015:
OMNICOM OVERTAKES WPP

Omnicom's PR operations overtook WPP in 2014 for the first time, reporting $1.4bn in PR revenue — slightly ahead of the UK group's $1.39bn.

That performance owed much to currency volatility with WPP's operations impacted by the conversion of its international business into sterling.

The holding group table also features DJE Holdings for the first time, reflecting the rise of the world's largest PR firm Edelman, and sister agency Zeno.

TABLE NOTES

1. Omnicom Group includes FlishmanHillard, Ketchum, Porter Novelli and many more PR and public affairs firms.
2. Interpublic Group does not break out specific PR revenue. This figure reflects revenue from its CMG unit, which houses Weber Shandwick, Golin and DeVries, along with numerous other specialty marketing firms.
3. WPP includes Burson-Marsteller, H+K Strategies, Ogilvy PR and many more PR and public affairs firms.
4. DJE Holdings includes Edelman and Zeno.
5. Publicis Groupe reflects revenue for MSLGroup, under which it houses all PR operations.
6. Worldcom is a network of independent PR firms.
7. Huntsworth includes Grayling, Citigate, Red Consultancy and Huntsworth Health.
8. IPREX is a network of independent PR firms.
9. Havas PR includes Havas PR, Red Agency, Cake and many more PR firms.
10. Next 15 includes Text 100, Outcast, Bite and many more PR and digital marketing firms.

GLOBAL RANKINGS
CEO VIEW

Dave Senay
CEO, FleishmanHillard (Global)
2014: +4.7%

"Our big bets are taking the firm beyond the status quo."

"FleishmanHillard's growth has been fueled by big bets we've made in reputation management, the social enterprise, analytics, strategic integration and investment in deep expertise by industry sectors and practices. It's what our clients need and it's how we are becoming the most complete communications firm in the world. That's a vision realized first and foremost by an amazing array of talent working together across a truly collaborative global network. Multi-regional clients are now the rule, not the exception.

Clients are responding, as well, to our role as trusted advisor in a world of bewildering choices and hyperventilated claims. They appreciate our relentless commitment to excellence as we deliver the right message, to the right people, at the right time and place, in an always-on paid, earned, shared and owned media environment. Our global platform, FH ContentWorks, the industry's largest network of content studios, delivers a client engagement model suited to their specific needs.

Our big bets are taking the firm beyond the status quo. And our clients are reaping the rewards of an unprecedented era of innovation at FH. Products like TrueIQ (a social, analytics and content command center), The Authenticity Gap (true insights as brand and reputation merge), our proprietary A.R.C. crisis methodology and certification, all respond to burgeoning client needs. In this way, we have become uniquely positioned to deliver the best counsel, the best content and ultimately more value to all of our clients. We talk about The Power of True, and this is what we mean by it."

Donna Imperato
CEO, Cohn & Wolfe (Global)
2014: +11.6%

"The drivers of today's communications marketplace have always been PR industry strengths."

"Driven by the unprecedented and remarkable speed of technological advances, we are witnessing a communications revolution. With consumers now deeply involved in, and often driving, the marketing equation, clients are increasingly looking for the best solutions for their brands across paid, owned, earned and shared media.

Cohn & Wolfe's sweet spot is the intersection of marketing and brand communications, so we were well positioned to capitalize on this revolution. Five years ago we set out to evolve and expand our offering to bring clients more integrated solutions. With double-digit global growth over the past 18 months, our financial results are proof positive of the success we've had delivering what consumers want and what clients need.

This past year, we made significant moves to further our integrated communications capabilities, including hiring senior talent with diverse backgrounds, formalizing our Paid Media offer, advancing our Digital Healthcare expertise and launching our ME-24 Mobile Engagement Unit, a joint venture with global multiscreen marketing giant Joule.

Despite seismic changes in technology and media, many of the drivers of today's communications marketplace have always been PR industry strengths: storytelling, strategic communications, earned media and even content creation. Our industry's future success will be defined by staying ahead of the technology curve, hiring and training the right talent to meet new demands and delivering compelling, integrated programming that makes an impact. All without losing sight of our roots of inspiring and earning the trust of influencers and stakeholders."

GLOBAL RANKINGS
CEO VIEW

Continued

Madan Bahal
CEO, Adfactors (India)
2014: +16.3%

"The explosion of digital and social media communications will be nothing short of exponential."

"All growth is a leap of faith, without the benefit of experience. Five years ago, given the global economic conditions that prevailed then, no one would have said that we would have grown the way we have. And yet, here we are, at a crucial inflection point: the World Bank and the International Monetary Fund say India will be the fastest growing economy in 2016.

Several factors will combine to drive the next phase of growth of our industry. For the first time in two decades, we have a government that has a substantial majority in Parliament; that means that progressive policymaking that will drive growth will not be hampered by the 'policy paralysis' of coalition politics. What's more, growth will be sustainable, and over several years.

Second, the faith in our ability to realise our potential is present among both foreign and domestic investors; we are attracting billions of dollars in investment into healthcare, infrastructure, education and manufacturing – all drivers of sustained growth. Coupled with that is the tsunami of Indian entrepreneurship that has been unleashed in recent years. Together, the promise for the communications industry is enormous.

Third, digital and social media in India may lag behind the developed countries by years, but there is no doubt that digital media is becoming a critical source of influence. The numbers may be small, but what you cannot ignore is the speed of acceleration. The explosion of digital and social media communications will be nothing short of exponential.

Fourth, there is a vast untapped market in India's smaller cities; they are fast becoming the critical driver of economic and corporate revenue growth, be it in consumer markets or financial purchasing power. The government's 'smart cities' initiative will further enhance that potential.

Fifth, India's media is wonderfully complex: there are several thousand newspapers, more than 500 TV channels; 'Digital India' will be here much faster as broadband connectivity reaches further into the so-called hinterland. The media is free, independent and vibrant.

For those who leverage the combination of these factors, growth will be the great separator of those succeed and those who will not."

Beth Garcia
CEO, Approach (Brazil)
2014: +15.9%

"What we now call "storytelling" refers to the good 'old stories well told by journalists everywhere."

"Communications' agencies in Brazil have doubled their market income over the last 5 years, achieving almost a total of $1b (US) in 2014. This is a trend that tends to sustain especially among the medium to big agencies, which are now taking advantage of the crises scenario and the new demand of a handful of services. This growth is not only the result, but also the cause of an increase in markets' and agencies' maturity. This is an especially amazing achievement, mostly given that Brazil, as a whole, had only 0.1% of growth.

Over the last years, content has increased its importance, value, and role in corporate communications' strategy. This was advantageous to Brazilians PR agencies, which are mostly consisted by former journalists. What we now call "storytelling" refers to the good 'old stories well told by journalists everywhere. The journalistic scrutiny in finding trustworthy sources, intriguing stories, interesting features, and captivating characters has proven to be an advantage in creating quality content.

In this ever so maturing market, Approach's entrepreneurs, with a creative mindset and the capability to adapt to a situation of years of economic crisis and instability, led the company to stand out and grow in the market. Approach's culture has enabled the company to go further than simply responding to clients' demands. There has been a significant increase among digital and internal communications, different stakeholders' platforms, and even advertising in the company. Widening the spectrum of PR has been of outstanding importance for the biggest communications' firms in Brazil, and this will become increasingly necessary in the future."

GLOBAL RANKINGS
CEO VIEW

Continued

Jo Carr
Managing Partner, Hope & Glory (UK)
2014: +75.3%

"Big brands are moving away from some of the traditional agency networks and wanting a more bespoke, more personal relationship."

"Our growth over the past 12 months has been thanks to the team focussing more rigorously than ever on the craft of PR. Great ideas, brilliant execution, old fashioned media contacts and skills. Doing that work means we attract and keep the best talent; we have happy clients who stay and want to do more and a healthy stream of prospective clients that come knocking. When you find yourselves in that situation, the money tends to take care of itself.

Great work doesn't happen by accident, however. Too many agencies take a "monkeys with typewriters" approach to ideas - have infinite numbers of them in a room and they'll come up with something eventually.

We've tried to foster a sense of bravery within the agency and a willingness to experiment and try new things. That active search for better ideas than ever - and a brilliant team of publicists to make sure they get more than their share of space - is what will continue to drive our development.

At the same time, we've deliberately shied away from creating divisions or fixed account groups so we can continue to cast the right teams for our clients - giving them access to people who either have the relevant experience, the requisite skills or simply a passion for a subject.

So our growth has come from being able to offer clients the best of both worlds: big, integrated brand campaigns and activations, alongside an agile and nimble press office. In the past year clients such as Sony and IKEA have expanded their remits with us to encompass both aspects.

Finally, I think we've also been lucky in that we launched at a time and in a market where big brands are moving away from some of the traditional agency networks and wanting a more bespoke, more personal relationship with their agency team. It's not by accident that the UK has seen a sharp rise in the number of small, independent, creative agencies being launched. There's certainly demand for braver and more interesting work which we feel we are well-placed to deliver."

GLOBAL RESEARCH
OPTIMISM & ATTITUDES

RESEARCH: OPTIMISM & ATTITUDES

- Global PR industry remains bullish on growth
- Europe rebounds
- Marketers continue to increase PR spend

"For the past couple of years, Europe has lagged behind the rest of the world in part because of slower growth in the economy overall and in part because firms have not seen quite the same benefit from the social media revolution."

Public relations agency leaders from around the world remain generally bullish on the outlook for their business, with continuing optimism about the growth of the PR market in general and—to a slightly lesser extent—about their own agencies' profitability.

The most significant shift saw less of a gap between the Americas and Asia (more optimistic in recent years) and Europe (where agency leaders have been inclined to pessimism).

Global optimism levels declined just a little from last year's survey, with agency principals averaging a 7.62 (on a scale of one to 10) when asked whether they were optimistic about the future of public relations in their market (compared to 7.69 last year and 7.50 in 2013) and a 7.52 (down from 7.60) when asked whether they expected profits to increase this year.

The research—conducted by The Holmes Report and the International Communications Consultancies Organisation (ICCO) among nearly 500 PR agency principals as part of the World PR Report—found the gap between the Americas and Europe narrowing. Last year, North American agencies were considerably more optimistic than those in Western Europe (8.46 compared to 7.28) but this year optimism levels were more similar (7.89 for North America, 7.44 for Western Europe.

Once again, Latin America was the most optimistic region (7.90) and Eastern Europe the most pessimistic (7.16)—although again, the gap between the two narrowed significantly.

"For the past couple of years, Europe has lagged behind the rest of the world in part because of slower growth in the economy overall and in part because firms have not seen quite the same benefit from the social media revolution," said Paul Holmes, founder and CEO of The Holmes Group. "But over the past 12 months, there has been an increase in optimism in Europe, in both the marketing and corporate communications realms."

"Europe has undoubtedly been the most challenging region over the last few years. But from both this data, and what I see when visiting our European ICCO members, better times are definitely here, and growth and optimism are returning to European markets," said David Gallagher, ICCO president and Ketchum EMEA CEO.

Globally, agencies are still broadly optimistic that marketers are increasing their spending on PR relative to other disciplines (6.05, down slightly from 6.19 the previous year). The biggest change was in Asia, which last year was most optimistic on this score (6.56) but this year was among the more pessimistic regions (5.76). North American agencies (6.33) remained the most optimistic about PR's role in marketing.

Agencies are also optimistic about the willingness of clients to turn to PR for non-traditional services (a category that includes advertising, digital and social media support, and word-of-mouth marketing). Firms in the Americas and Asia (7.29) were most likely to report demand for such services, but Western European firms were significantly more optimistic on this score (6.95 compared to 6.65) than they were 12 months ago.

Similarly, Western European firms were increasingly more optimistic about their ability to meet clients' digital needs (6.47).

On the corporate front, there is still a gap between the Anglo-Saxon markets and Asia—all of which report that CEOs in their regions take corporate reputation seriously—and other regions. North American agency principals are most likely (7.69) to say CEOs take reputation seriously, while agency heads in Eastern Europe are less convinced (6.88).

"One of the great opportunities for PR practitioners is to convince clients of the direct impact corporate reputation has on corporate success", said Francis Ingham, ICCO chief executive and PRCA director general.

Agency leaders in Asia, meanwhile, were most likely to agree that companies in their region take corporate social responsibility seriously (7.41) compared to those in Eastern Europe (6.32), who see companies as least interested in CSR.

GLOBAL RESEARCH
OPTIMISM & ATTITUDES

Continued

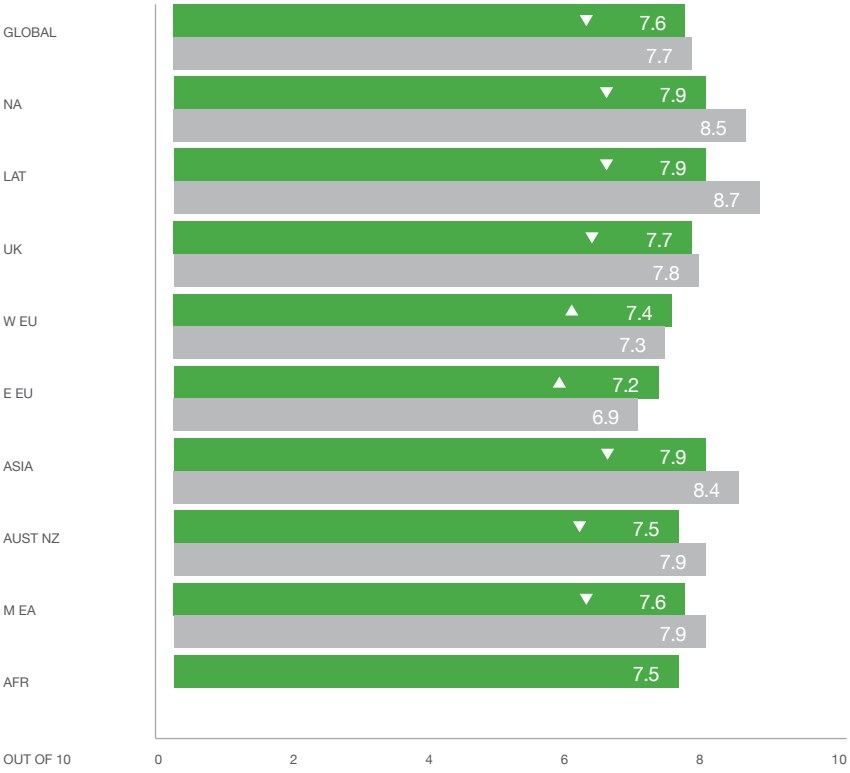
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

OPTIMISM
I am optimistic about the growth of the PR industry.

HIGH
NA, LAT, ASIA
7.9

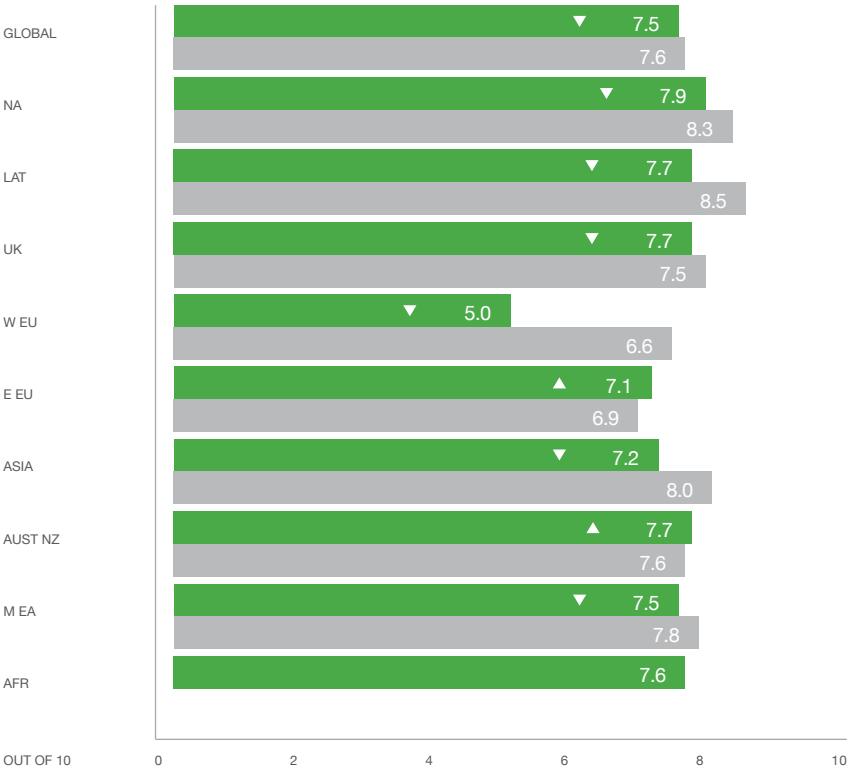
E EU
7.2
LOW



PROFITABILITY
In my market, I expect an increase in agency profitability this year

HIGH
NA
7.9

W EU
5.0
LOW



GLOBAL RESEARCH
OPTIMISM & ATTITUDES

Continued

2015
2014

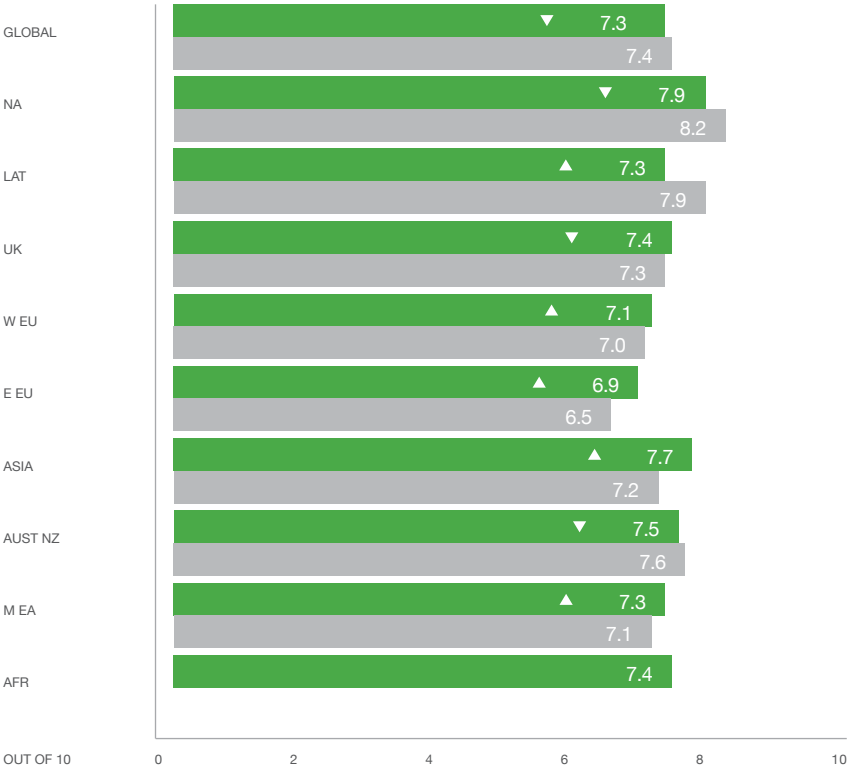
NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

CORPORATE REPUTATION

In my market, corporate CEOs take corporate reputation seriously

HIGH NA **7.9**

LOW E EU **6.9**

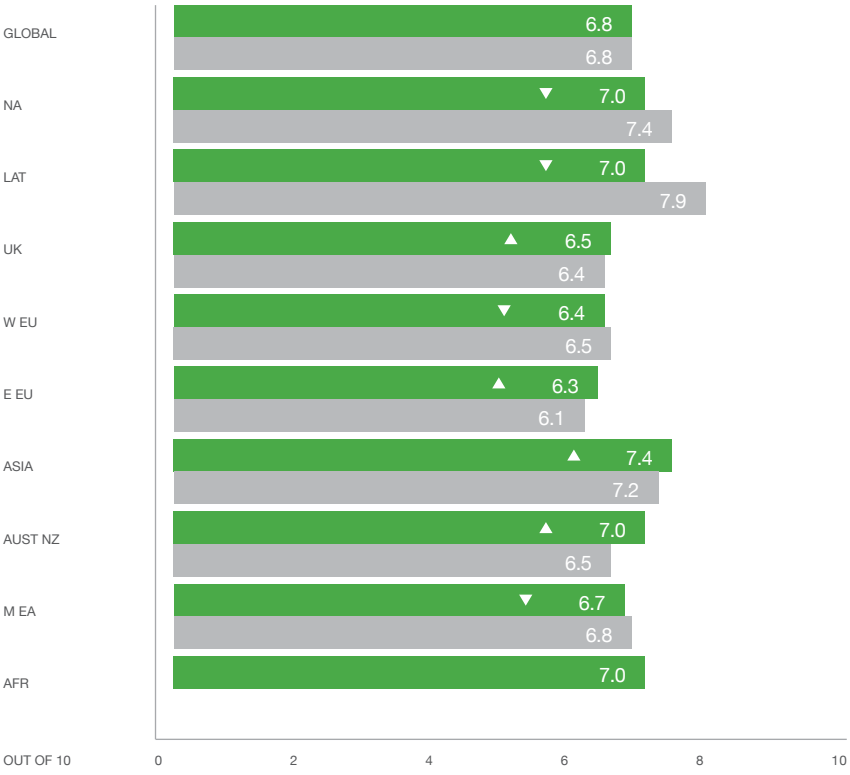


SOCIAL RESPONSIBILITY

Companies are paying more attention to corporate social responsibility

HIGH ASIA **7.4**

LOW E EU **6.3**



GLOBAL RESEARCH
OPTIMISM & ATTITUDES

Continued

2015
2014

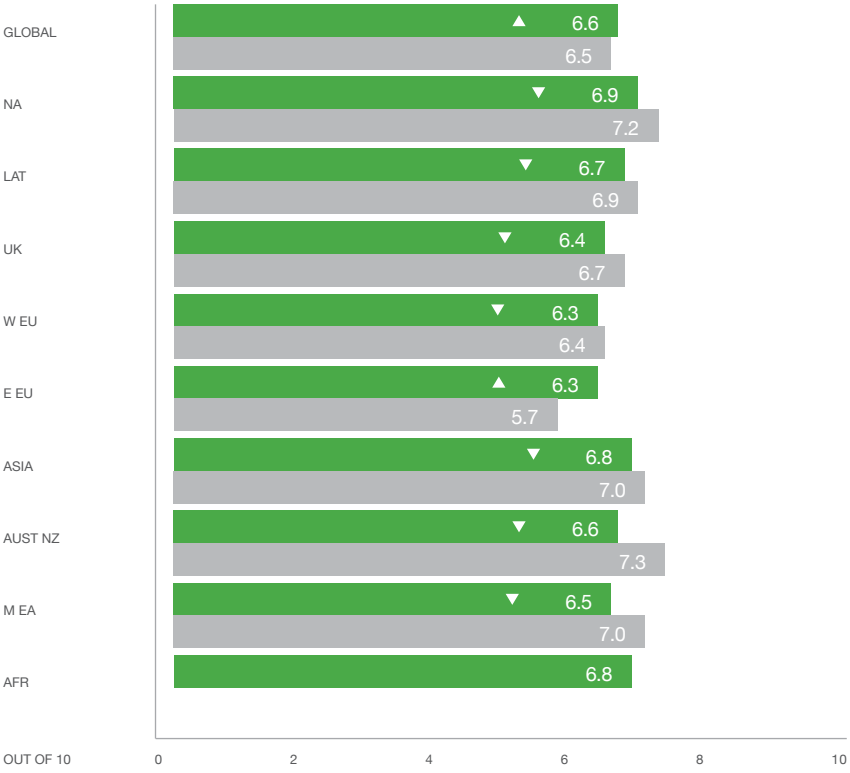
NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

SHAREHOLDER INTEREST

In my market, companies understand the need to balance shareholder interests with those of other stakeholders

HIGH
NA
6.9

E EU, W EU
LOW
6.3

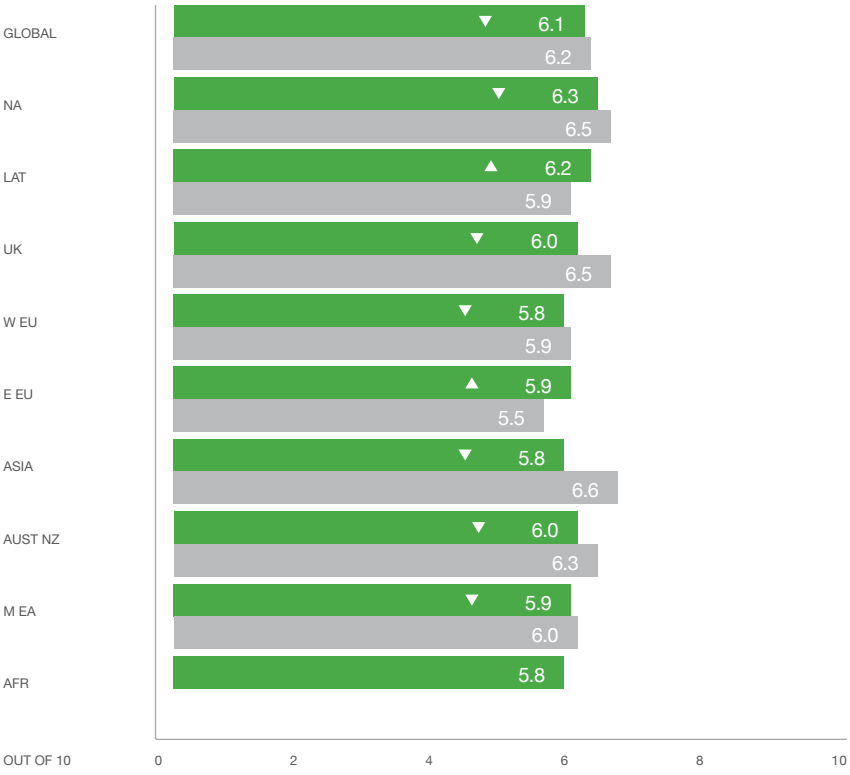


MARKETING SPEND

Marketers are spending more money on PR relative to other marketing disciplines

HIGH
NA
6.3

AFR, ASIA, W EU
LOW
5.8



GLOBAL RESEARCH
OPTIMISM & ATTITUDES

Continued

2015
2014

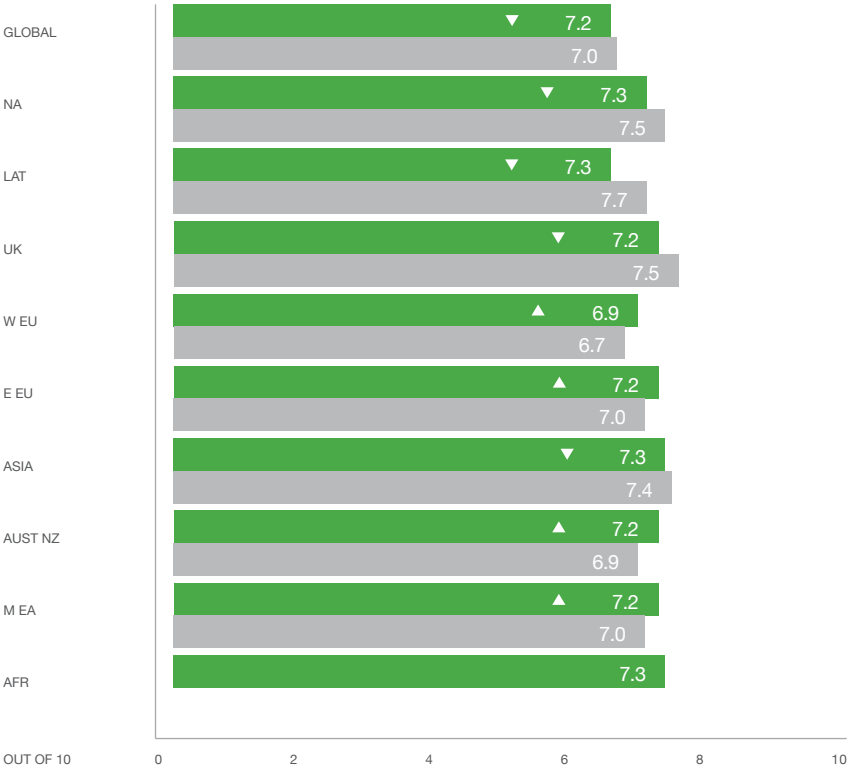
NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

NON-TRADITIONAL SERVICES

Clients in this market are willing to turn to PR firms to provide non-traditional services

HIGH
NA, LAT, ASIA, AFR
7.3

W EU
LOW **6.9**

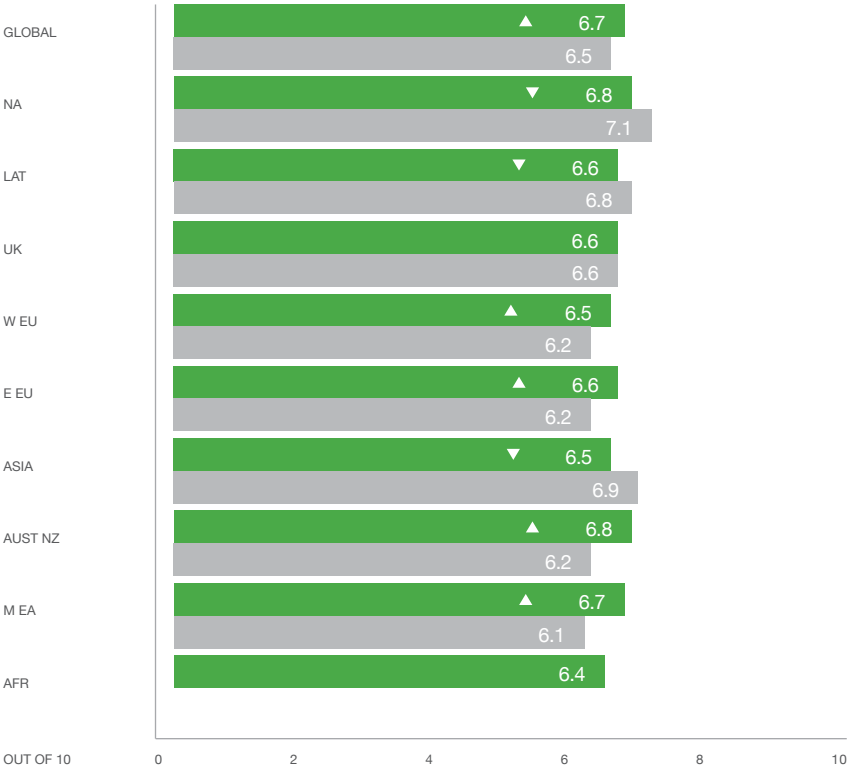


CLIENT'S DIGITAL NEEDS

In my market, PR agencies are successfully addressing client digital needs

HIGH
AUS NZ, NA
6.8

AFR
LOW **6.4**



GLOBAL RESEARCH
OPTIMISM & ATTITUDES

Continued

2015
2014

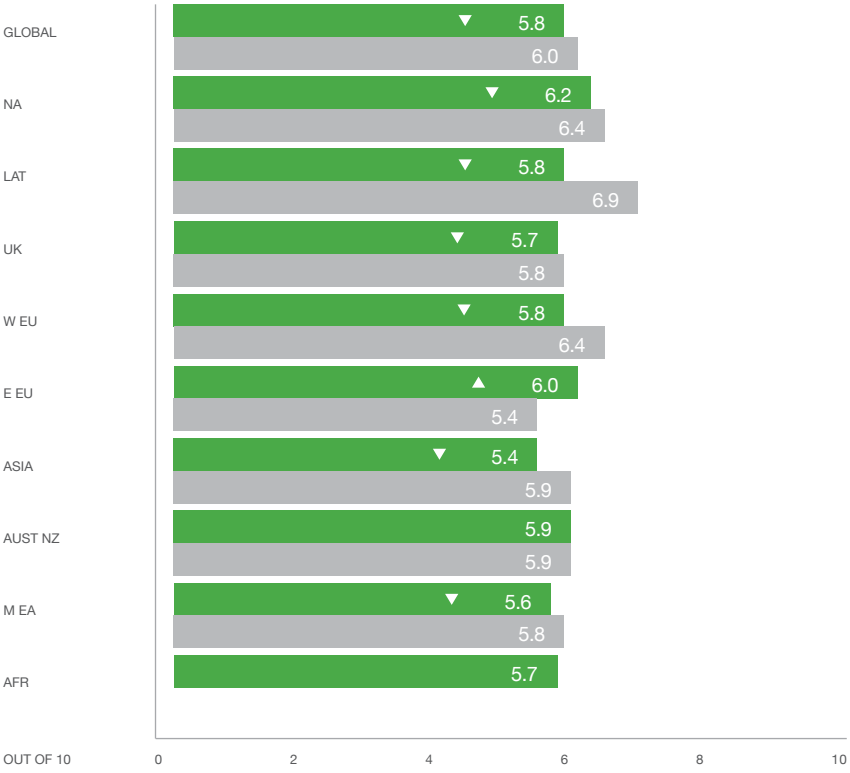
NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

TALENT

There is a plentiful supply of intelligent, well-educated talent in this market

HIGH
NA
6.2

ASIA
5.4
LOW

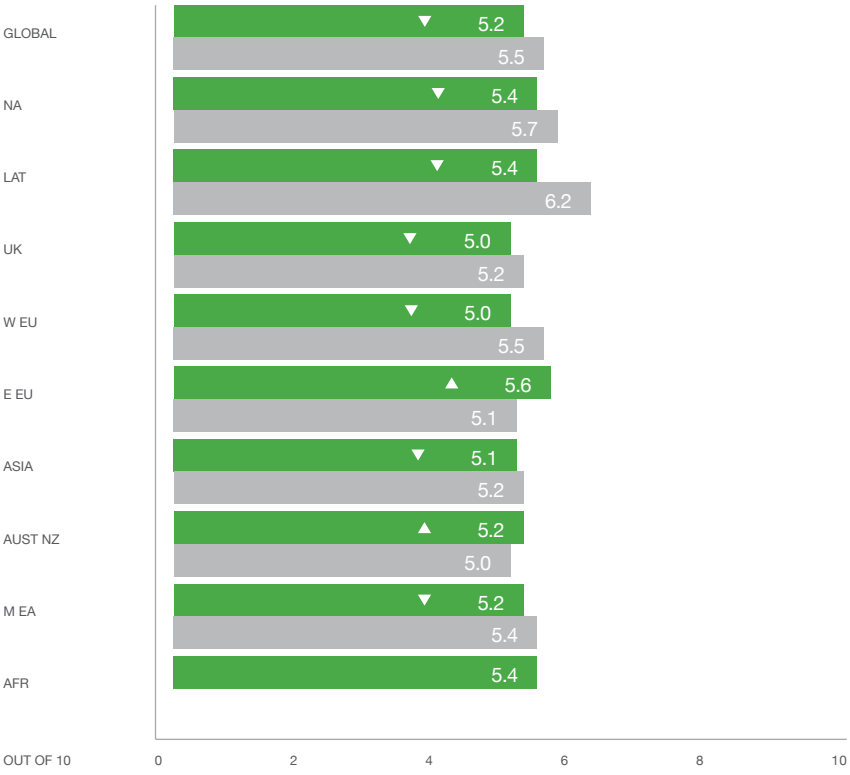


OUTSOURCING

In my market, the PR industry does a good job of sourcing talent from outside the industry

HIGH
E EU
5.6

UK, W EU
5.0
LOW



GLOBAL RESEARCH
TALENT & CHALLENGES

RESEARCH: TALENT & CHALLENGES

- Talent remains PR industry's biggest challenge
- Concerns over recruitment and talent pool grow; most firms continue to hire from rivals
- Client budgets also remain challenging
- Progress on measurement/ evaluation

"The inability to find new people is holding us back."

The ability to attract top talent is still the biggest concern for public relations agency leaders around the world, according to a survey conducted by The Holmes Report and ICCO (and powered by Newlio) as part of the World PR Report.

But there is growing concern about the willingness of clients to budget appropriately for successful public relations activity, and about the ability of public relations agencies to master digital media and other new communications technology.

This year, more than four out of 10 (44%) of consultancy principals around the world cited "staff recruitment" as one of the most significant challenges facing PR firms in their market. That was an increase over last year (39.9%).

At the same time, there was growing concern over the supply of "intelligent, well-educated talent" for PR agencies to recruit, with agency heads less confident (5.76, compared to 6.01 last year and 6.13 in 2013) that such a supply existed.

"Modern public relations requires a much more diverse set of skills," said Paul Holmes, founder and CEO of The Holmes Group, "and PR firms are increasingly worried about being able to find people with those skills. We have suggested several times that while PR is growing, it is not growing as fast as it could be given the new opportunities presented by the social and digital media revolution. It's not unreasonable to suggest that the inability to find new people is holding us back."

"There is a definite war for talent going on right now, particularly ar wound the senior account manager/account director level. Employers should expect to see their wage bills increase in the short to medium term, as employees ask for more", said Francis Ingham ICCO chief executive and PRCA director general.

Concerns were strongest in Asia (5.43) and the Middle East (5.67) while only agency leaders in North America remained relatively sanguine (6.22) about the supply of talent.

A paucity of senior staff was the greatest concern in terms of talent, cited by 46.4% of respondents globally, ahead of mid-level staff (42.9%). There was considerably less concern about the pipeline of junior staff, cited by just 6.3% of respondents.

Senior staff are most difficult to find in Eastern Europe (48.5%) but considerably more plentiful in Western Europe, where only 39.6% expressed concern about their ability to find top-level talent. Midlevel talent is a major concern for North American agencies (48.6%), those in the UK and Ireland (51.4%) and firms in Asia (52.3%), while junior talent is a much greater concern in Asia (9%) than in other markets.

Meanwhile, many firms continue to experience difficulty finding people from non-traditional backgrounds (27.4% globally), training and developing junior and midlevel staff (23.4%), and motivating younger employees (21%).

Finding people from non-traditional backgrounds is particularly problematic in Latin America (where 38.2% identified it as a major concern) but relatively easier in the UK and Ireland (25.3%). Motivating young people is most difficult in Asia (26.9%) but less of a challenge in North America (15.6%).

When it comes to sourcing new talent, most PR firms still find it easier to cannibalize their direct competitors—other PR agencies were identified as a key source by 65.6%—than to look elsewhere. Agencies in the UK and Ireland (81.7%) and North America (78.4%) were more likely to focus their recruitment on rival firms than those in less developed markets.

In terms of other sources, graduate programs (41.8%) were targeted by more firms than other advertising and marketing firms (34.8%), journalism (29.3%) and in-house communications departments (20.3%).

But more firms globally (23%) are looking to research and analytics for new talent—and interestingly, there is greater interest in developing markets such as Eastern Europe (31.9%), Asia (30.9%) and Latin America (30.4%) than in more developed parts of the world.

There is also more interest (17.2%) in looking to other professional services—management consultancy and law firms—for talent.

GLOBAL RESEARCH
TALENT & CHALLENGES

Continued

"Concern about competition appears to be declining."

The biggest obstacle to recruiting from outside the industry, meanwhile, is economic: 50.2% of respondents say that expected salary levels make it difficult to bring in non-traditional talent, compared to 38.8% who worry about the lack of transferable skills and 25.5% who say potential recruits are just not interested.

The worry about salary levels is clearly related to PR agency principals' second greatest concern—after recruitment—which is the reluctance of clients to commit to significant spending on PR, cited by 26.1% of respondents.

Among the factors perhaps influencing that reluctance: a continued concern about the general economic conditions (21.4%) and too much focus on the short-term (19.5%). The economy is a particularly big worry for firms in Eastern Europe (30.4%) while a short-term focus appears to be more of a problem in North America (21.4%).

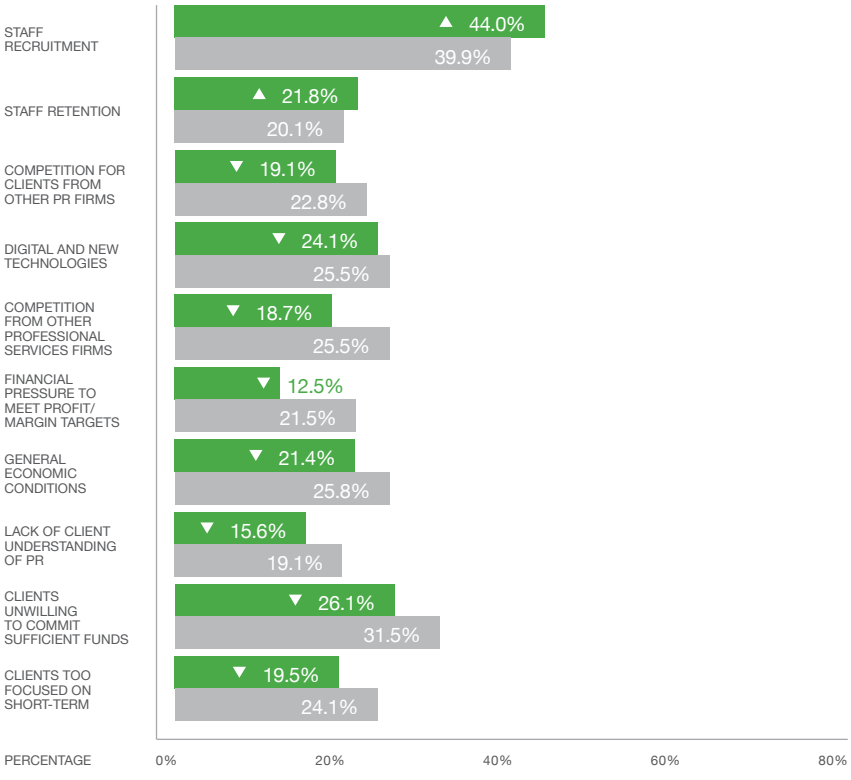
Interestingly, concern about competition appears to be declining. Last year more than a quarter of responding firms (25.5%) cited competition from other marketing disciplines as a major obstacle to growth. Competition from other PR firms was cited by 19.1% this year, down from 22.8% last year.

More worrying is the concern that PR firms are not mastering digital and other new technologies, cited by 24.1% of respondents this year—and particularly worrying in Western Europe and the UK and Ireland—up from 22.5% of respondents this year.

On the other hand, it looks as though firms are making progress on measurement and evaluation: the difficulty of measuring PR efforts was cited by 11.7% of respondents this year, down from 13.8% last year and 17.5% the year before.

"Welcome as that news is, we do need to do more here. Strong evaluation skills are a prerequisite for PR success," said David Gallagher ICCO president and Ketchum EMEA CEO.

IN YOUR MARKET(S), WHICH OF THE FOLLOWING PRESENT THE GREATEST CHALLENGES FOR PR FIRMS?



TALENT & CHALLENGES
GREATEST GLOBAL CHALLENGES

Continued

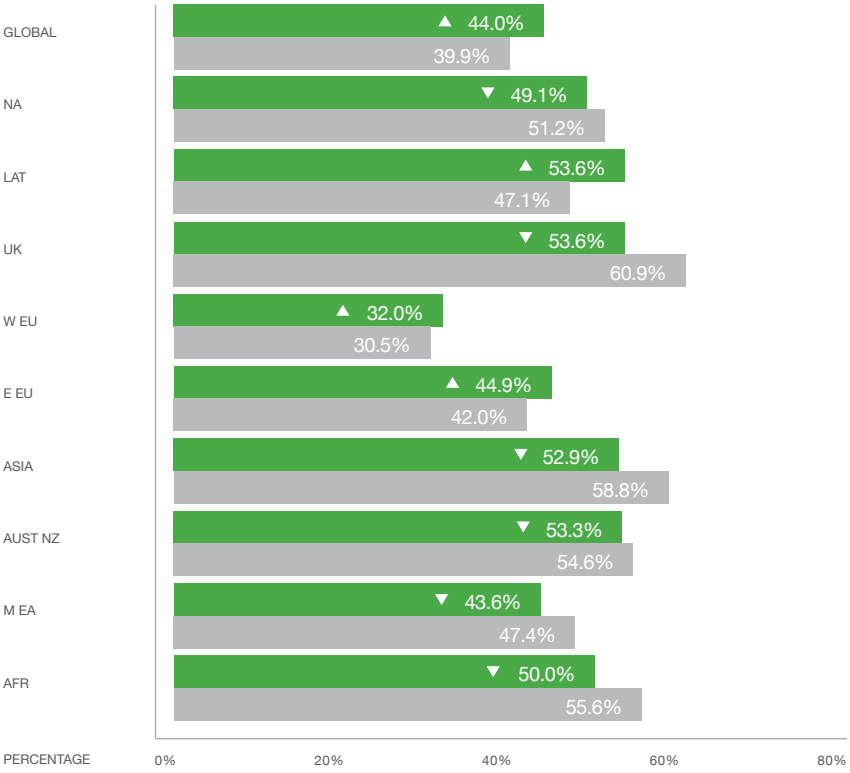
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

STAFF RECRUITMENT

HIGH
LAT, UK
53.6%

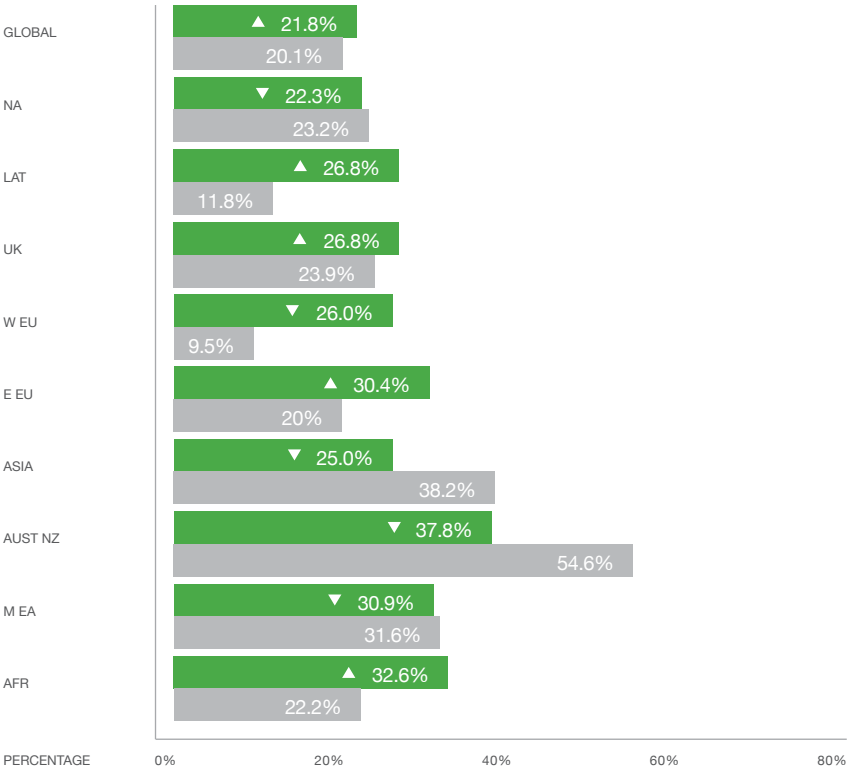
W EU
32.0%
LOW



STAFF RETENTION

HIGH
AFR
32.6%

NA
22.3%
LOW



TALENT & CHALLENGES
GREATEST GLOBAL CHALLENGES

Continued

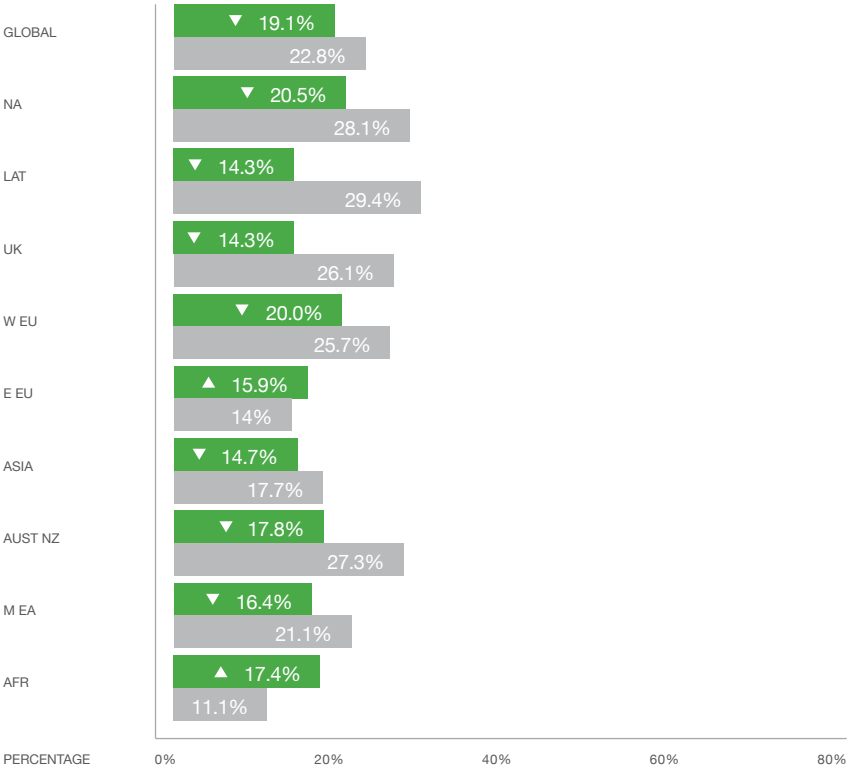
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

COMPETITION FOR CLIENTS FROM OTHER PR FIRMS

HIGH
NA
20.5%

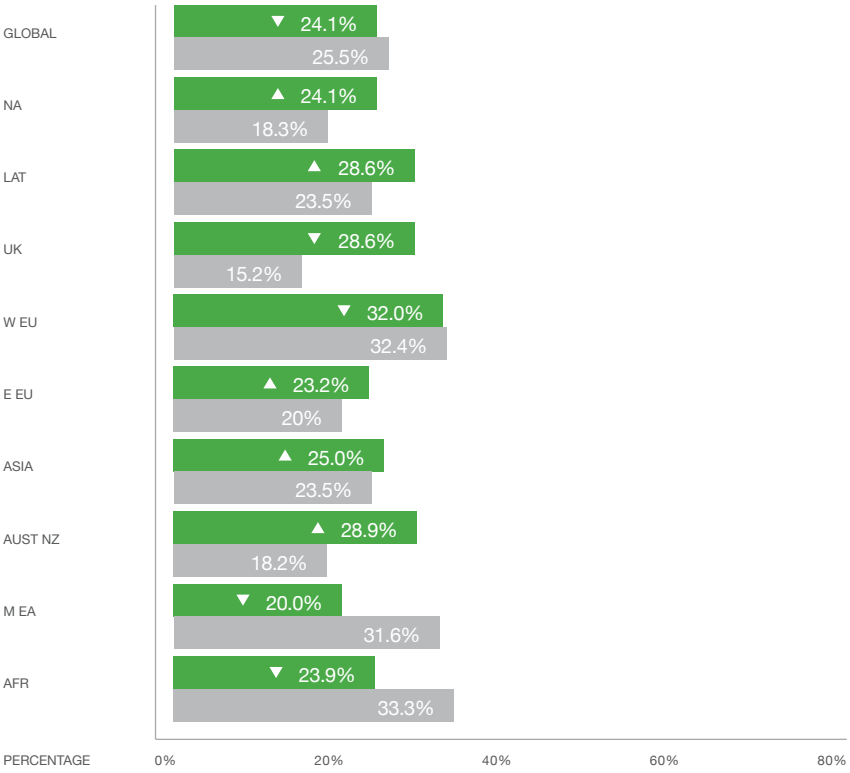
LAT, UK
14.3%
LOW



DIGITAL AND NEW TECHNOLOGIES

HIGH
W EU
32.0%

M EA
20.0%
LOW



TALENT & CHALLENGES
GREATEST GLOBAL CHALLENGES

Continued

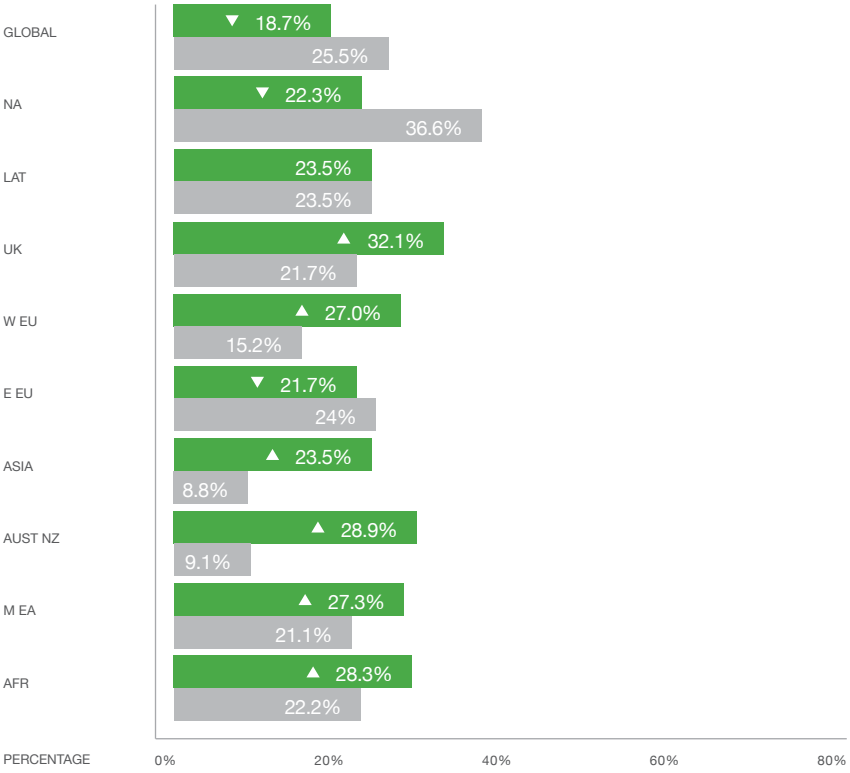
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

COMPETITION FROM OTHER PROFESSIONAL SERVICES FIRMS

HIGH
UK
32.1%

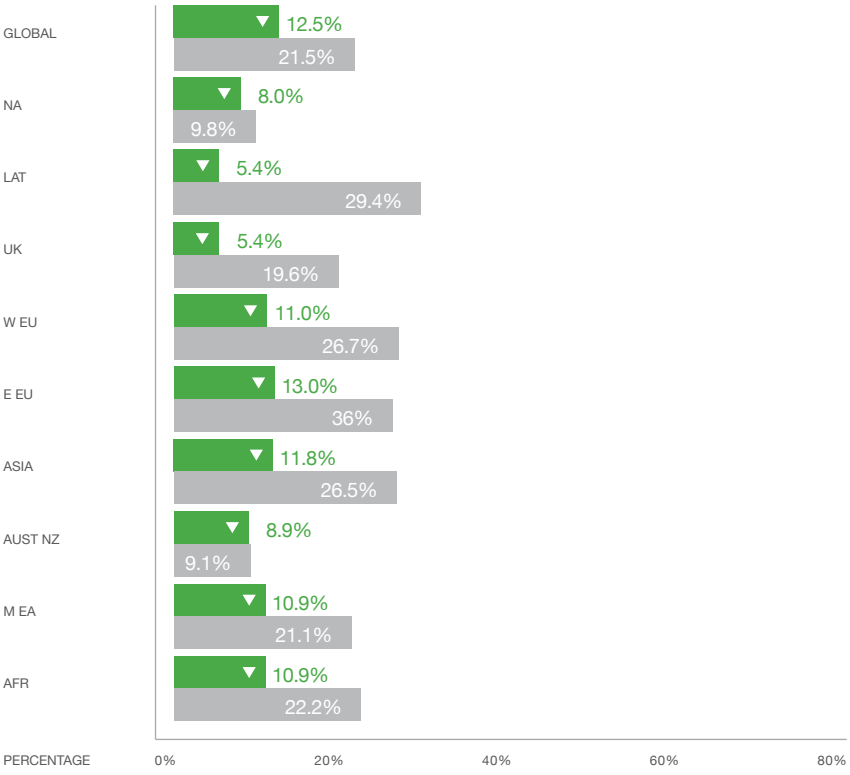
E EU
LOW
21.7%



FINANCIAL PRESSURE TO MEET PROFIT/ MARGIN TARGETS

HIGH
E EU
13.0%

LAT, UK
LOW
5.4%



TALENT & CHALLENGES
GREATEST GLOBAL CHALLENGES

Continued

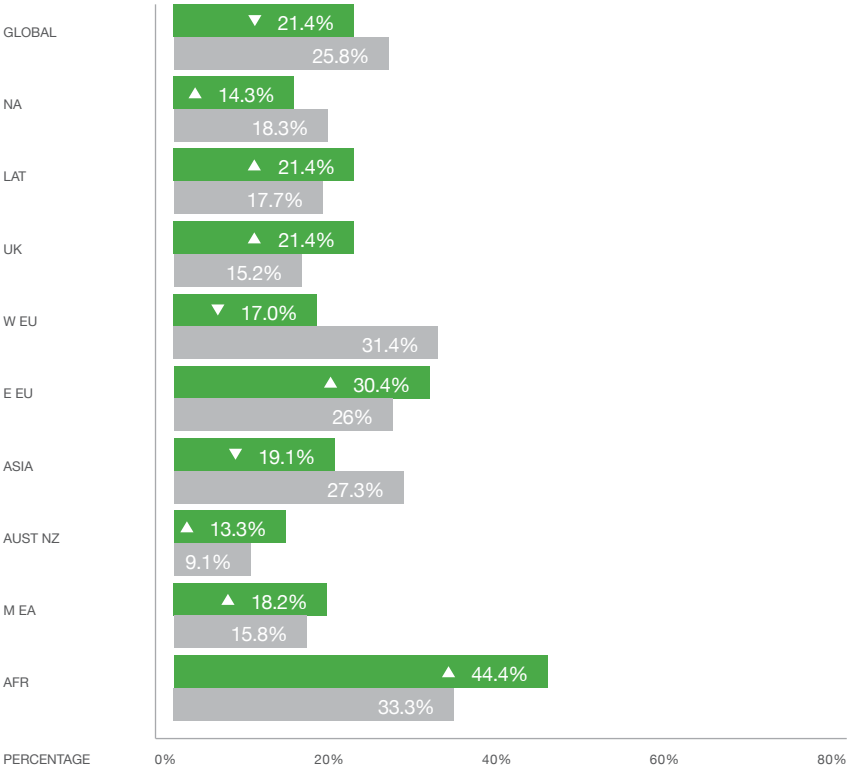
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

GENERAL ECONOMIC CONDITIONS

HIGH
AFR
44.4%

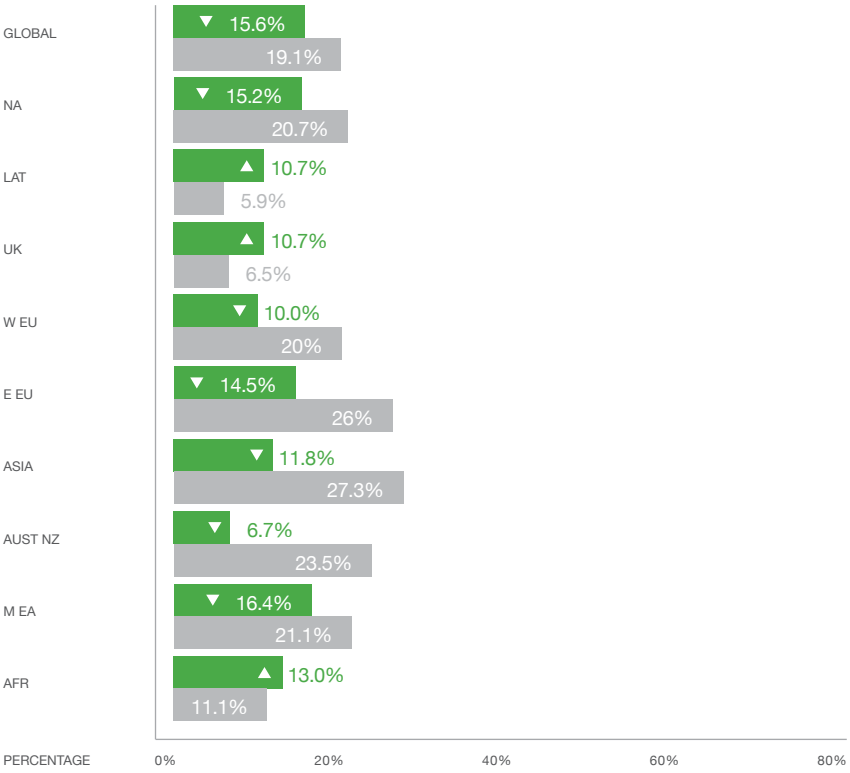
AUST NZ
13.3%
LOW



LACK OF CLIENT UNDERSTANDING OF PR

HIGH
NA
15.2%

AUST NZ
6.7%
LOW



TALENT & CHALLENGES
GREATEST GLOBAL CHALLENGES

Continued

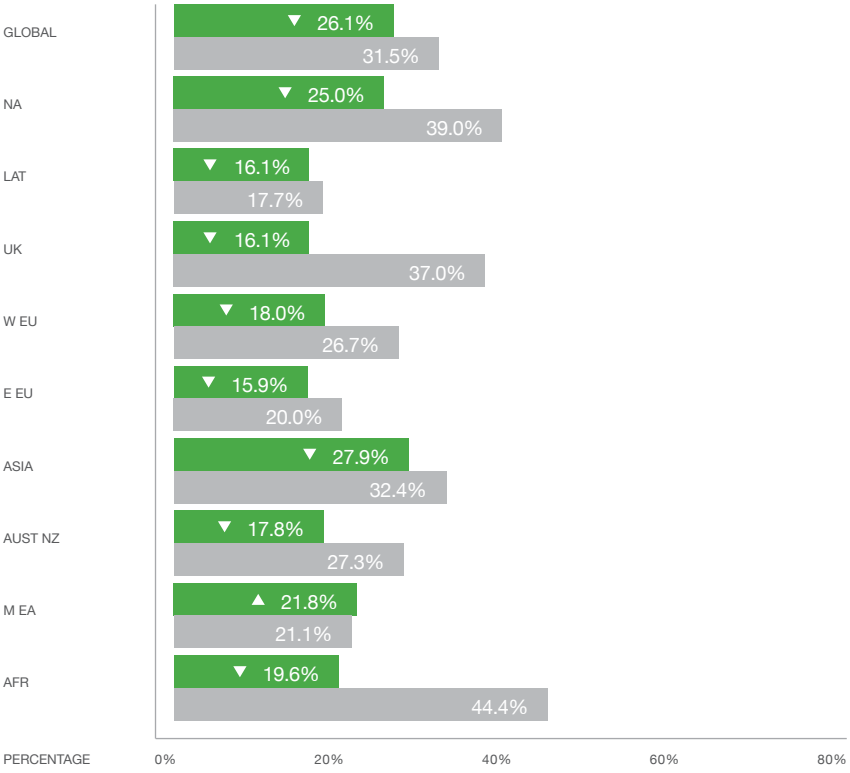
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

CLIENTS UNWILLING TO COMMIT SUFFICIENT FUNDS

HIGH
ASIA
27.9%

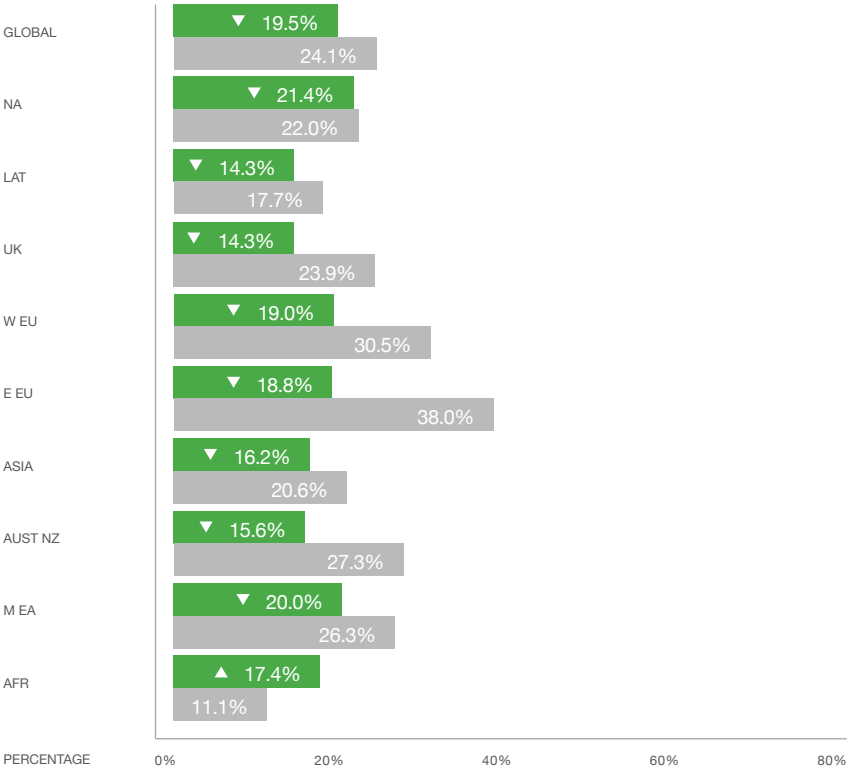
LAT, UK
16.1%
LOW



CLIENTS TOO FOCUSED ON SHORT-TERM

HIGH
NA
21.4%

LAT, UK
14.5%
LOW

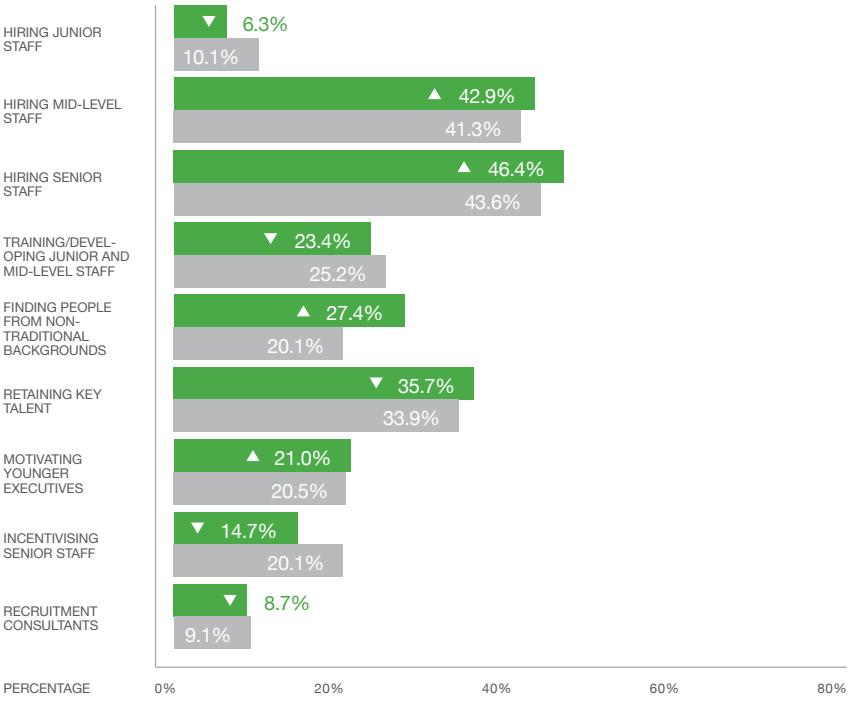


TALENT & CHALLENGES
TALENT

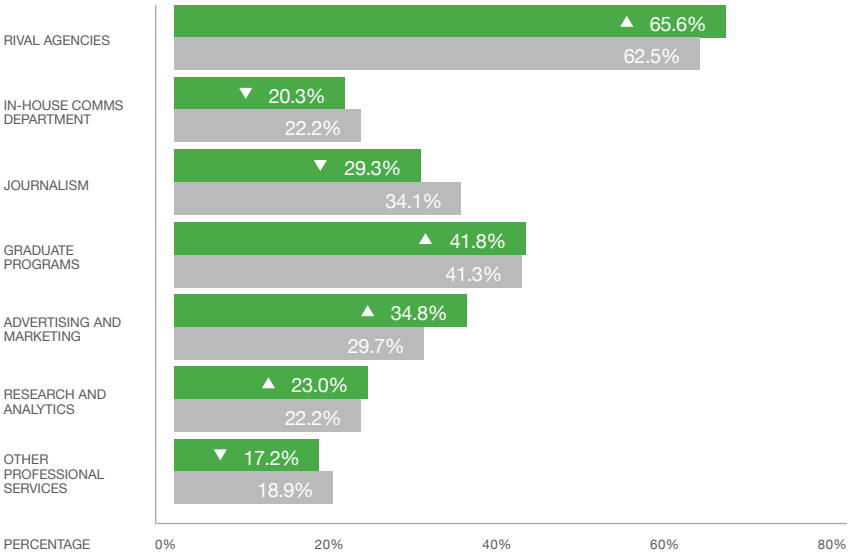
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

REGARDING YOUR TALENT STRATEGY, WHAT ARE THE BIGGEST CHALLENGES YOU FACE?



FROM WHERE ARE YOU LIKELY TO SOURCE TALENT THIS YEAR?



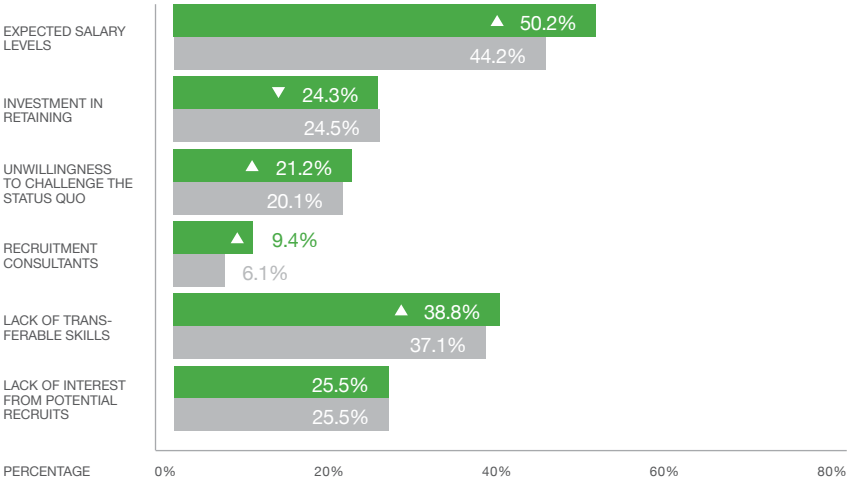
TALENT & CHALLENGES
TALENT

Continued

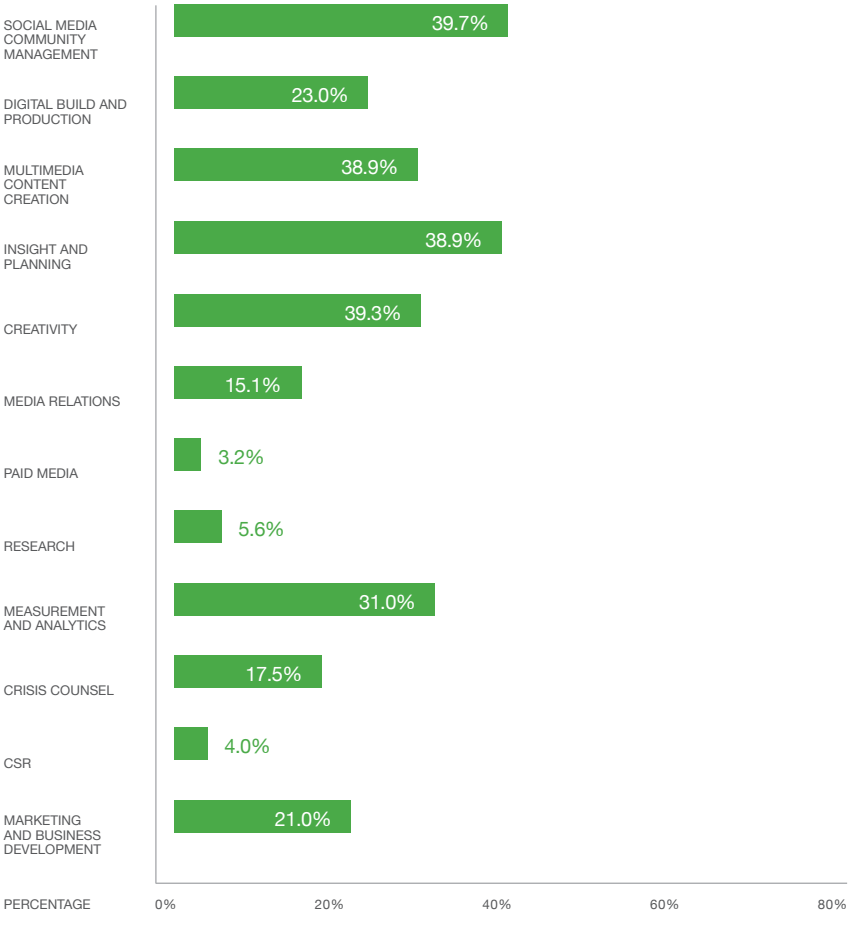
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

IN YOUR MARKET(S), WHAT PROHIBITS OR LIMITS THE ABILITY OF PR FIRMS TO SOURCE TALENT FROM OUTSIDE THE INDUSTRY?



LOOKING AT THE NEXT DECADE, WHICH SKILLS WILL BE MOST RELEVANT FOR PR EXECUTIVES?



TALENT & CHALLENGES
TALENT

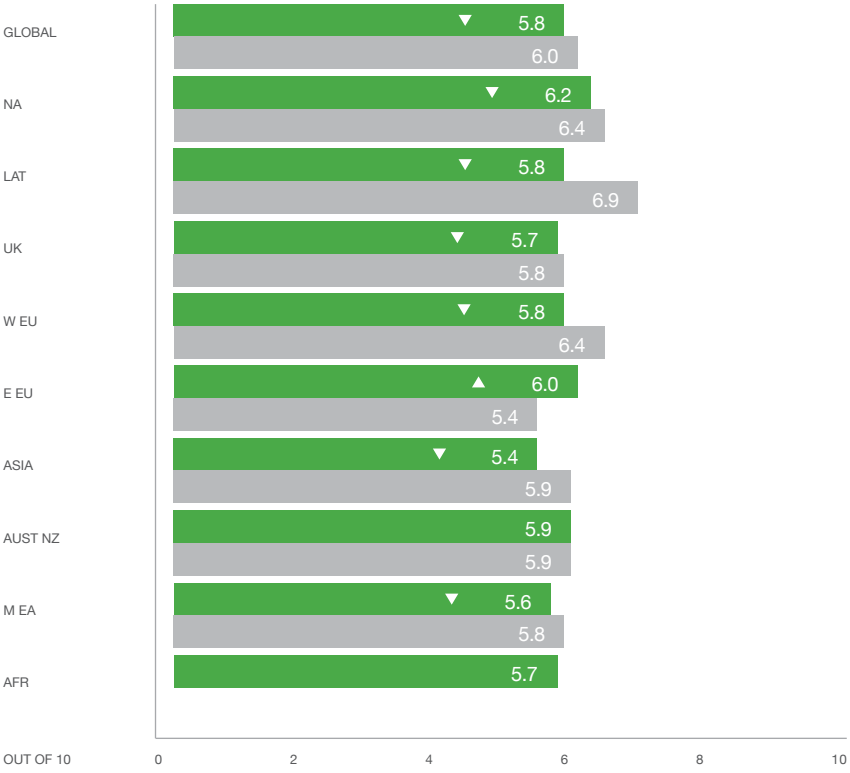
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

TALENT
There is a plentiful supply of intelligent, well-educated talent in this market

HIGH
NA
6.2

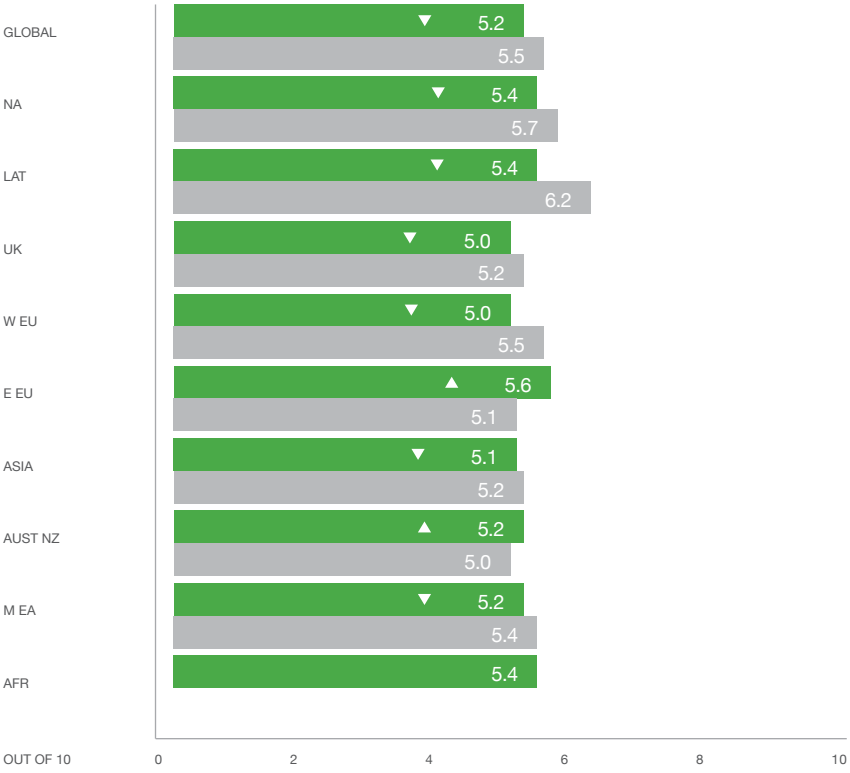
ASIA
5.4
LOW



OUTSOURCING
In my market, the PR industry does a good job of sourcing talent from outside the industry

HIGH
E EU
5.6

UK, W EU
5.0
LOW



GLOBAL RESEARCH
GROWTH & OPPORTUNITIES

RESEARCH: GROWTH & OPPORTUNITIES

- Digital continues to drive growth
- Marketing communications outpaces corporate reputation
- Relatively few firms seeing growth from research/analytics
- Technology, consumer & healthcare lead sectors

"The agency of the future will be one that combines cutting edge digital skills with traditional print media ones."

Public relations firms around the world continue to benefit from increased spending on digital and social media activity, with 72% of respondents to our World Report—conducted by The Holmes Report and the International Communications Consultancy Organisation (ICCO)—citing digital and social as one of their top three growth drivers, up slightly from 69.5% last year.

Again, digital was the top growth driver in every region, cited by 85.3% in Asia (the highest score in any region) to 70.4% in the UK—which interestingly was the highest score last year (80.3%) and the lowest score this year.

Social media community management continues to be the strongest driver of growth in the digital and social arena (cited by 55.3% of agency leaders globally), followed by multimedia content creation (39.9%) and digital build and production (28%) but it was interesting to note that traditional media relations continues to be cited by a significant number of firms (28.8%) as a major driver of growth.

Media relations was particularly important in developing markets such as the Middle East and Eastern Europe.

"There has been a lot of focus—and rightly so—on the opportunities presented by digital and social media," said Paul Holmes, CEO of The Holmes Group. "But it is important to note that many clients still come to PR firms because they want earned media coverage in traditional print and broadcast outlets, and in many markets the ability to deliver that coverage is still a critical success factor."

"The agency of the future will be one that combines cutting edge digital skills with traditional print media ones. Quite simply, there is demand for both," said Francis Ingham, ICCO chief executive and PRCA director general.

If there is a single major cause for concern, meanwhile, it is that relatively few firms are seeing growth in either research (cited by just 7% as a major growth factor) or measurement and analytics (12.8%). Similarly, only 5.6% of respondents cited research as one of the critical skills for PR professionals of the future.

"In the modern world, the agency with the best strategic insight—whether it's an ad agency, a digital specialist or a PR firm—will be the agency that leads the overall communications effort," said Holmes. "That insight can only come from sound research, and that's an area where PR firms will need to step up their game if they are going to play a real strategic role."

ICCO president and Ketchum CEO David Gallagher added: "As an industry, we need to commit to offering clients greater strategic insight -and that means investing in our research capabilities. We must also make evaluation a priority. To that end, ICCO will be working closely with and over coming years to make sure that agencies and clients alike see evaluation as a code requirement of any brief, rather than an optional extra."

In terms of agency growth, marketing communications (cited by 55.3%, up from 53.6% last year) continues to outpace corporate reputation (44.7%, down from 45.8%). The gap between the two areas is even wider in North America (58.9% to 43.8%).

GLOBAL RESEARCH
GROWTH & OPPORTUNITIES

Continued

2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

"These are excellent times to be in the industry."

Agency leaders were also moderately optimistic about growth in public affairs and government relations (25.7%) but less so about social responsibility (13.9%), employee communications (9.7%) and financial communications/investor relations (5.8%).

Public affairs showed the strongest growth in developing markets: the Middle East (35. 4%), Latin America (33.9%), Asia (33.8%), and Africa (32.6%).

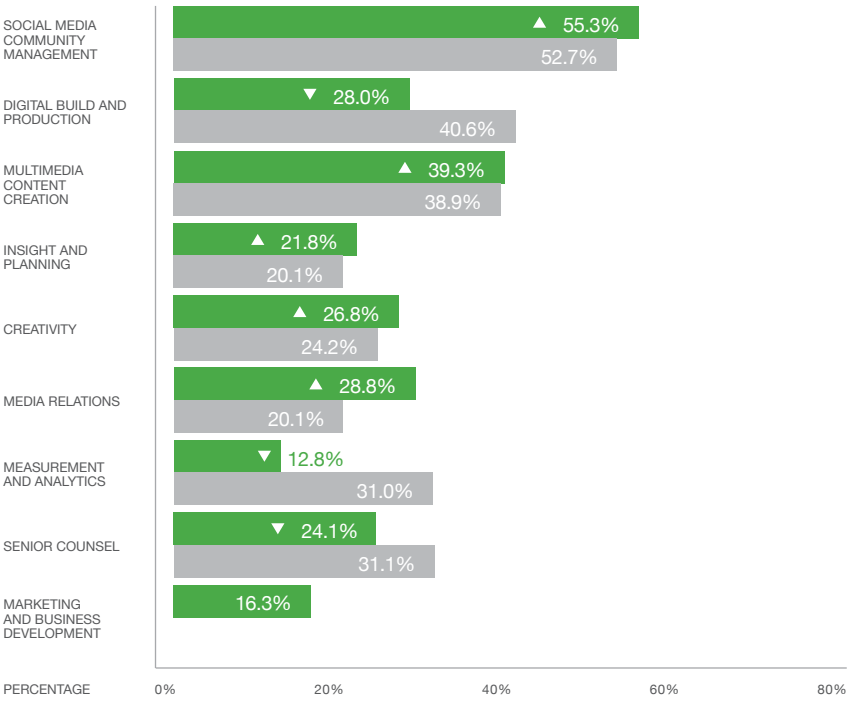
In terms of industry sectors, technology—cited by 49.8% of agency principals as one of the three top growth areas—nudged ahead of consumer products (47.9%), with healthcare (39.1%) also making a strong contribution to growth.

Healthcare made the biggest contribution to growth in Africa (54.3%), Asia (52.9%), and Latin America (50%). "The growth of healthcare PR in Asia is particularly significant," said Holmes. "Historically, agency healthcare practices have been smaller there, but aging populations and increased public education activity is making the sector more important to PR agencies."

The public sector (12.1%) and the non-profit realm (10.1%) continued to make lesser contributions to growth.

"While growth varies region by region and sector by sector, what strikes me is that our industry continues, year after year after year to grow. These are excellent times to be in the industry", said Ingham.

IN WHICH OF THE FOLLOWING AREAS DID YOU SEE THE MOST GROWTH LAST YEAR?



GROWTH & OPPORTUNITIES
GLOBAL INVESTMENT PLANS

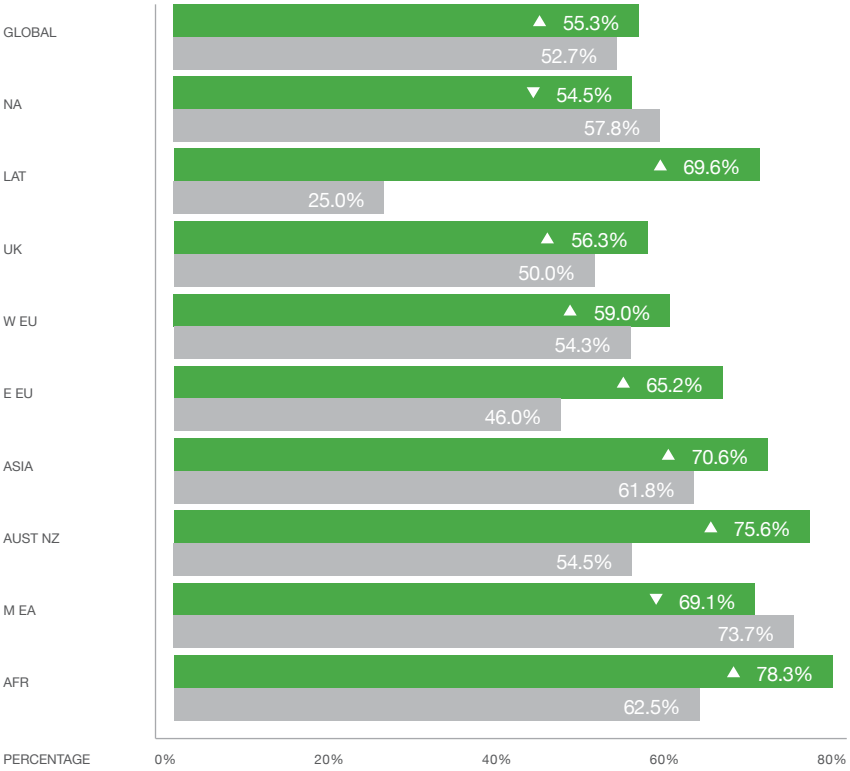
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

SOCIAL MEDIA COMMUNITY MANAGEMENT

HIGH
AFR
78.3%

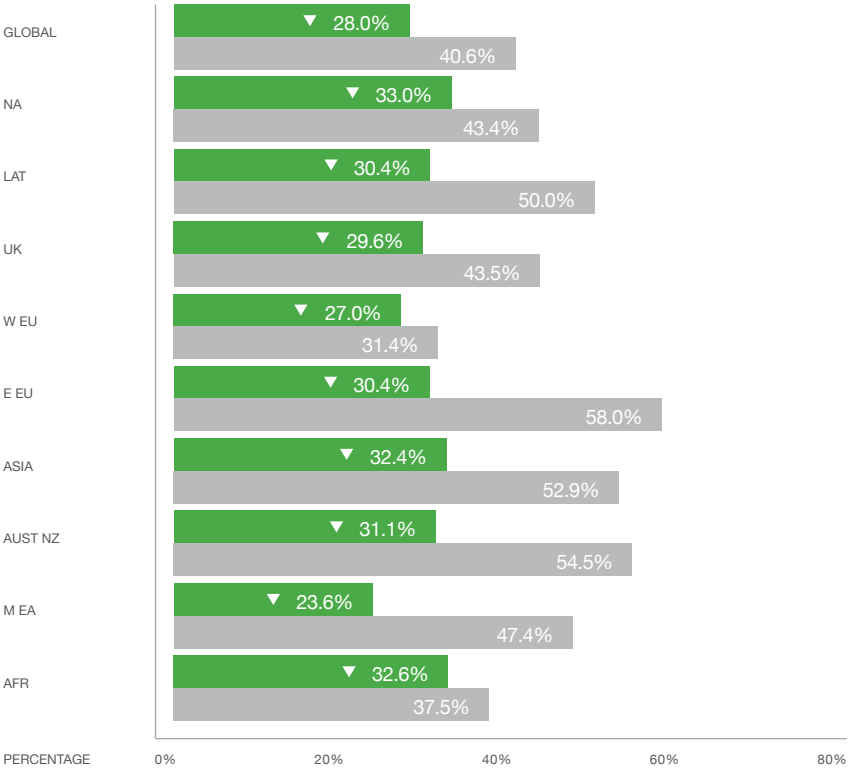
NA
54.5%
LOW



DIGITAL BUILD AND PRODUCTION

HIGH
NA
33.0%

M EA
23.6%
LOW



GROWTH & OPPORTUNITIES
GLOBAL INVESTMENT PLANS

Continued

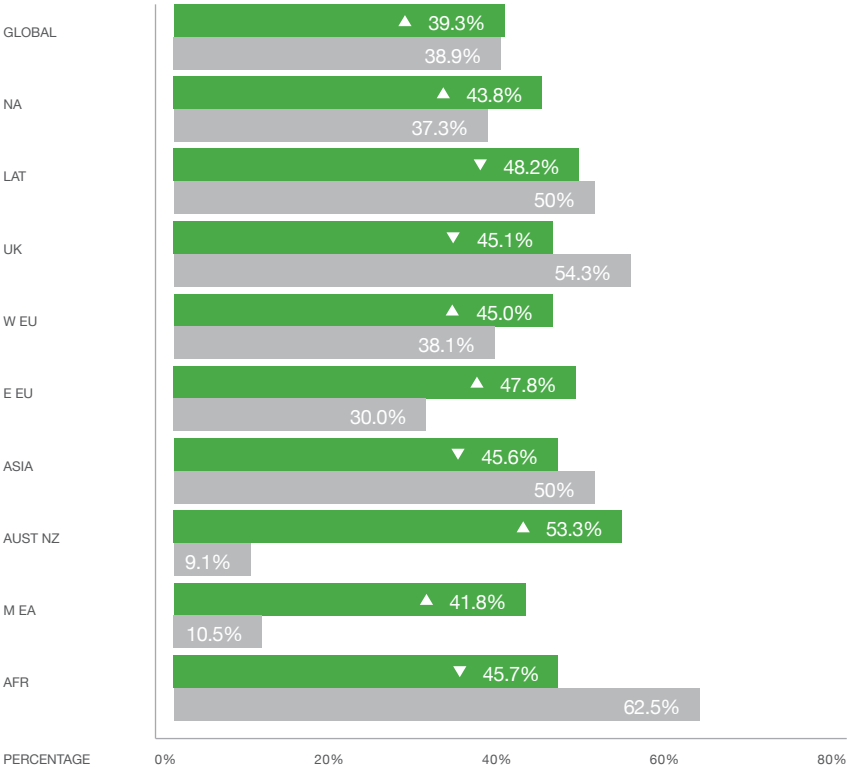
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

MULTIMEDIA CONTENT CREATION

HIGH
AUST NZ
53.3%

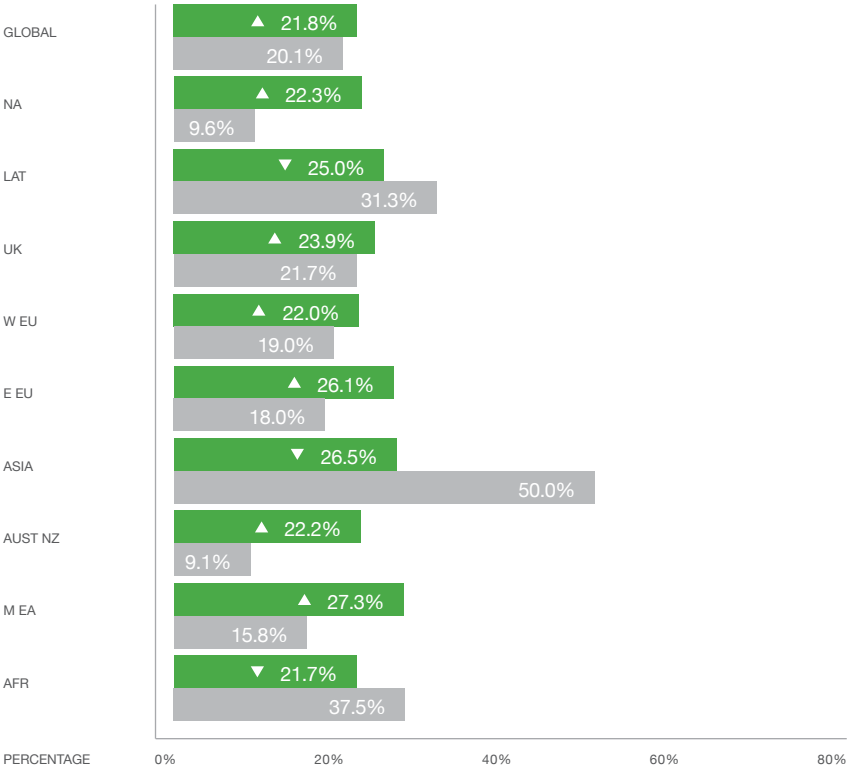
M EA
41.8%
LOW



INSIGHT AND PLANNING

HIGH
M EA
27.3%

AFR
21.7%
LOW



GROWTH & OPPORTUNITIES
GLOBAL INVESTMENT PLANS

Continued

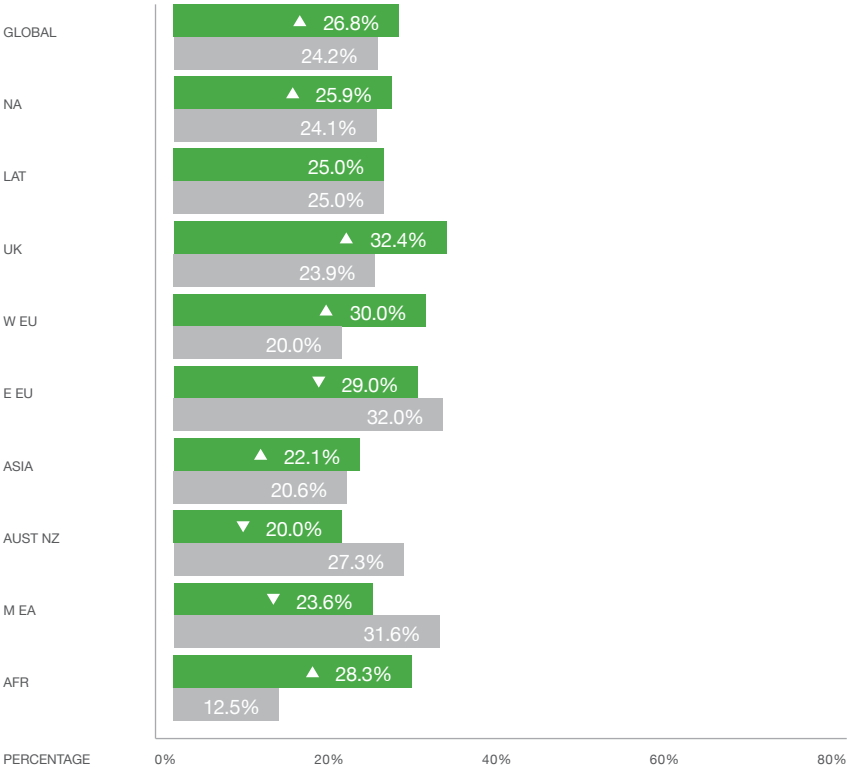
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

CREATIVITY

HIGH
UK
32.4%

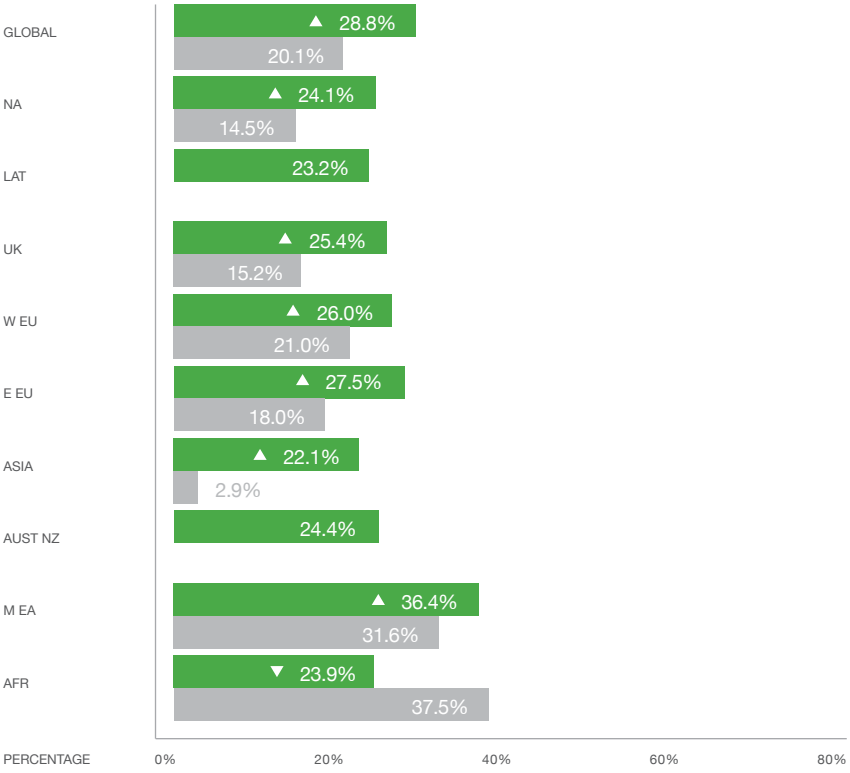
AUST NZ
20.0%
LOW



MEDIA RELATIONS

HIGH
M EA
36.4%

ASIA
22.1%
LOW



GROWTH & OPPORTUNITIES
GLOBAL INVESTMENT PLANS

Continued

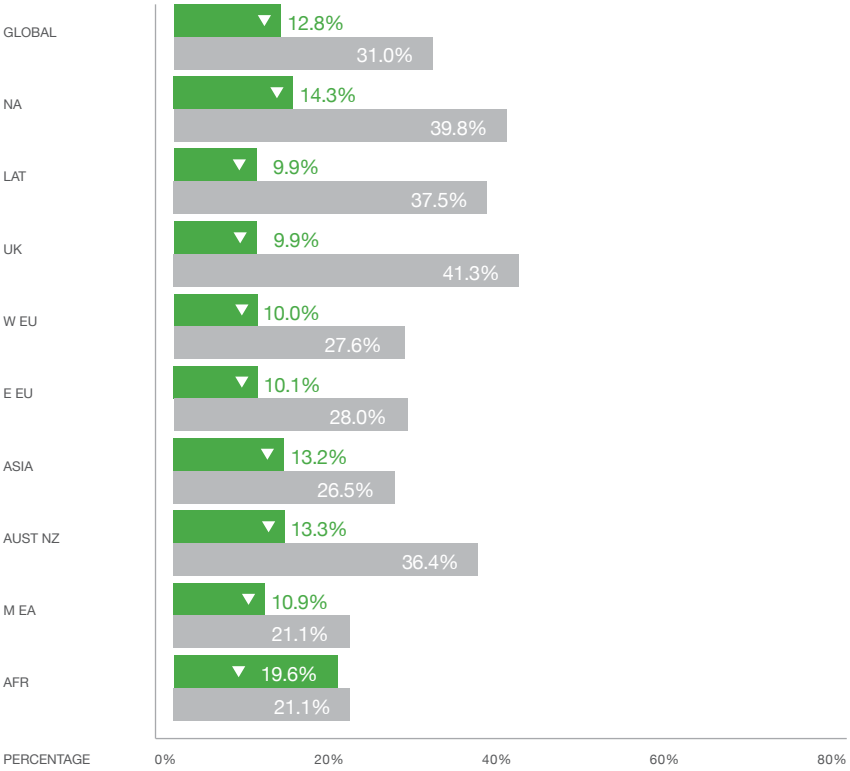
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

MEASUREMENT AND ANALYTICS

HIGH
AFR
19.6%

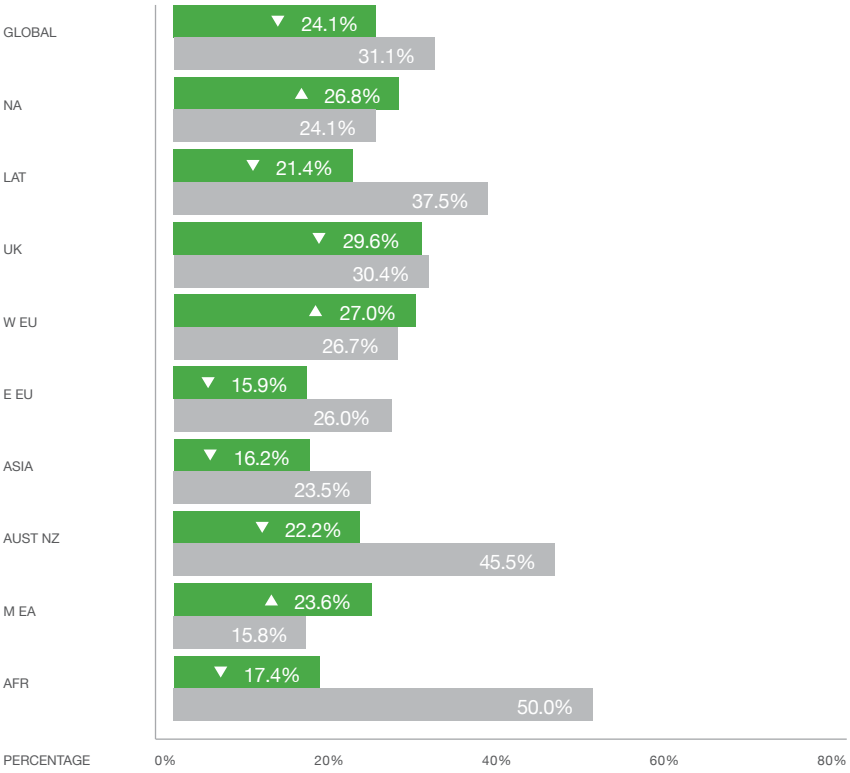
UK, LAT
9.9%
LOW



SENIOR COUNSEL

HIGH
UK
29.6%

E EU
15.9%
LOW



GROWTH & OPPORTUNITIES
GLOBAL INVESTMENT PLANS

Continued

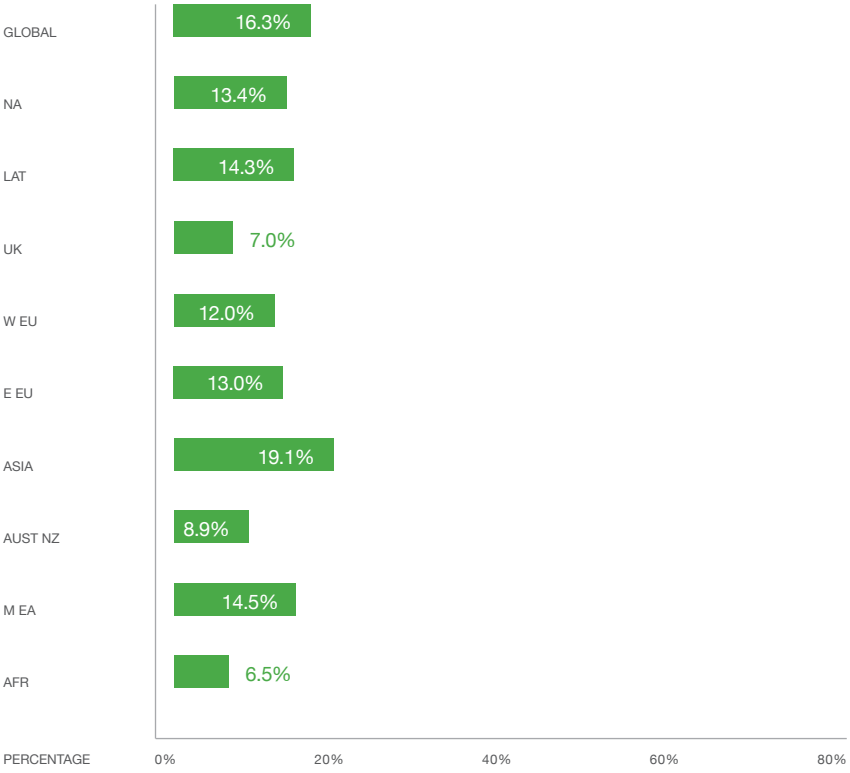
2015
2014

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

MARKETING AND BUSINESS DEVELOPMENT

HIGH
ASIA
19.1%

AFR
6.5%
LOW

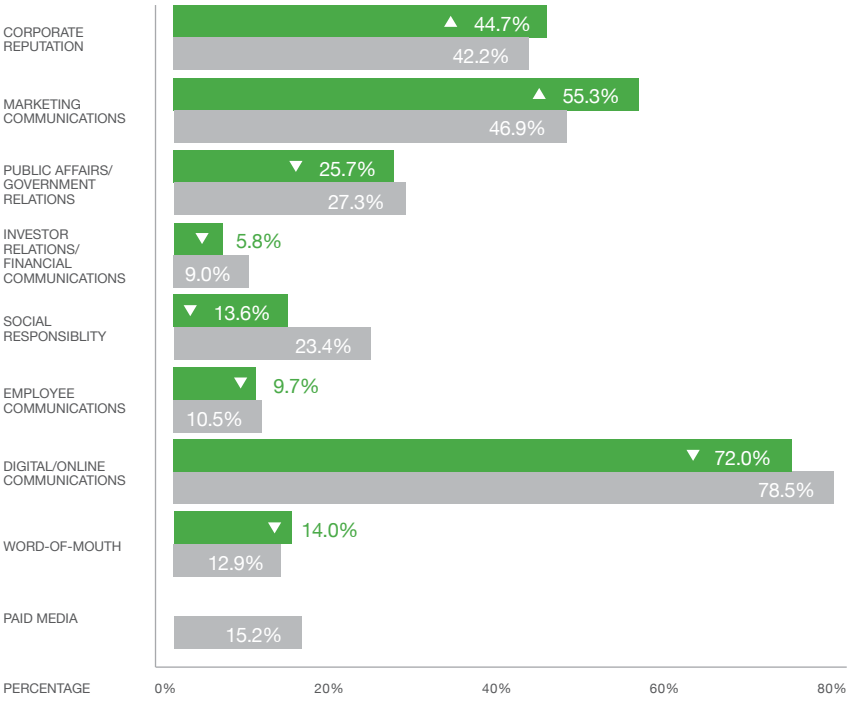


GROWTH & OPPORTUNITIES
GLOBAL PRACTICE AREA GROWTH

LAST YEAR
NEXT FEW YEARS

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

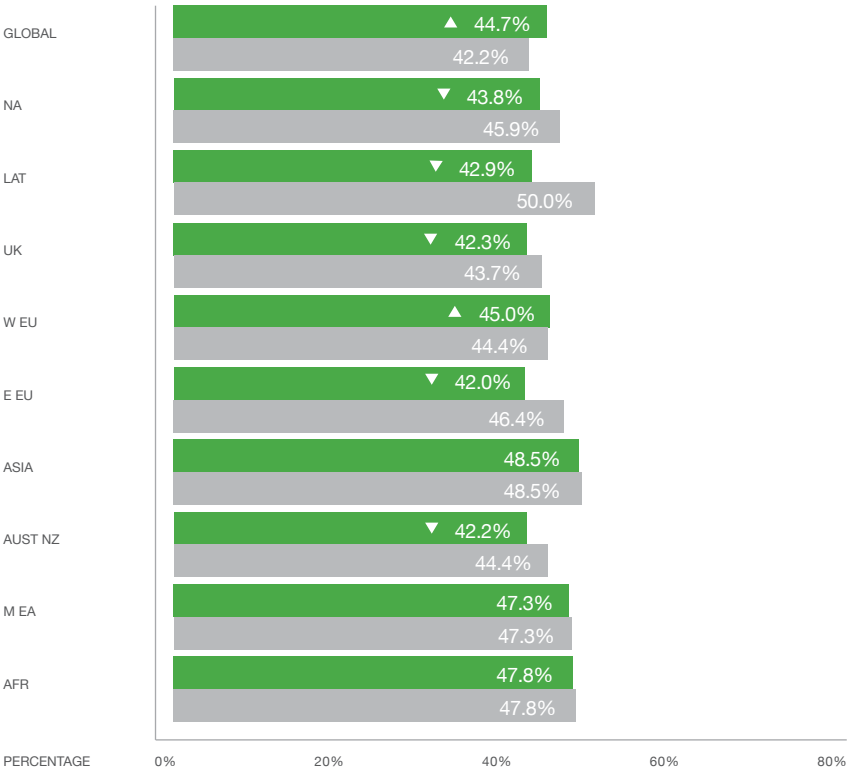
IN WHICH OF THE FOLLOWING AREAS DID YOU SEE/EXPECT TO SEE THE MOST GROWTH?



CORPORATE REPUTATION

HIGH
ASIA
48.5%

LOW
E EU
42.0%



GROWTH & OPPORTUNITIES
GLOBAL PRACTICE AREA GROWTH

Continued

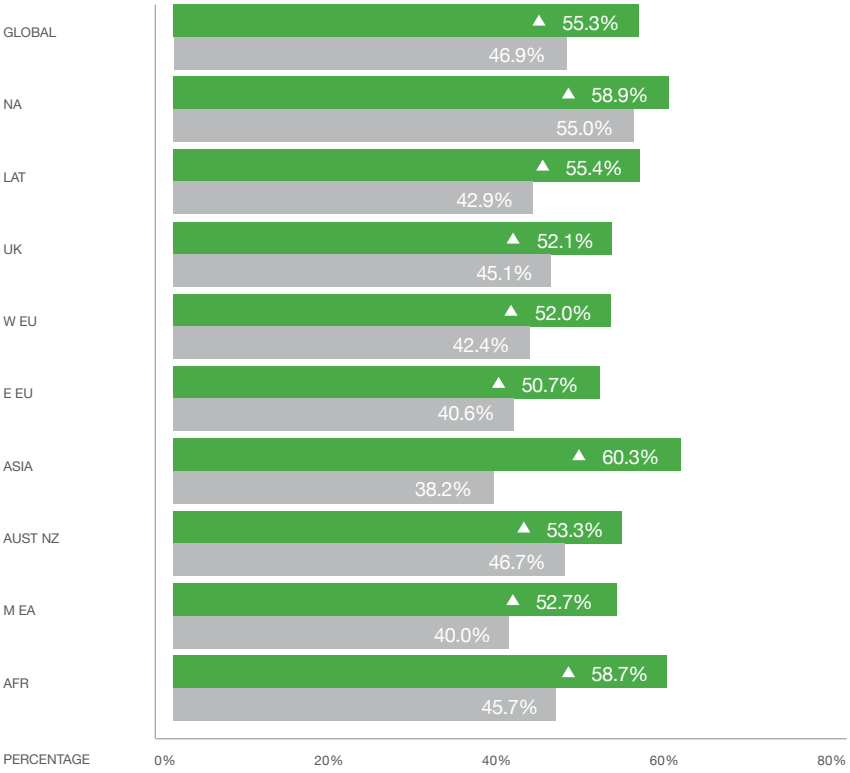
LAST YEAR
NEXT FEW YEARS

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

MARKETING COMMUNICATIONS

HIGH
ASIA
60.3%

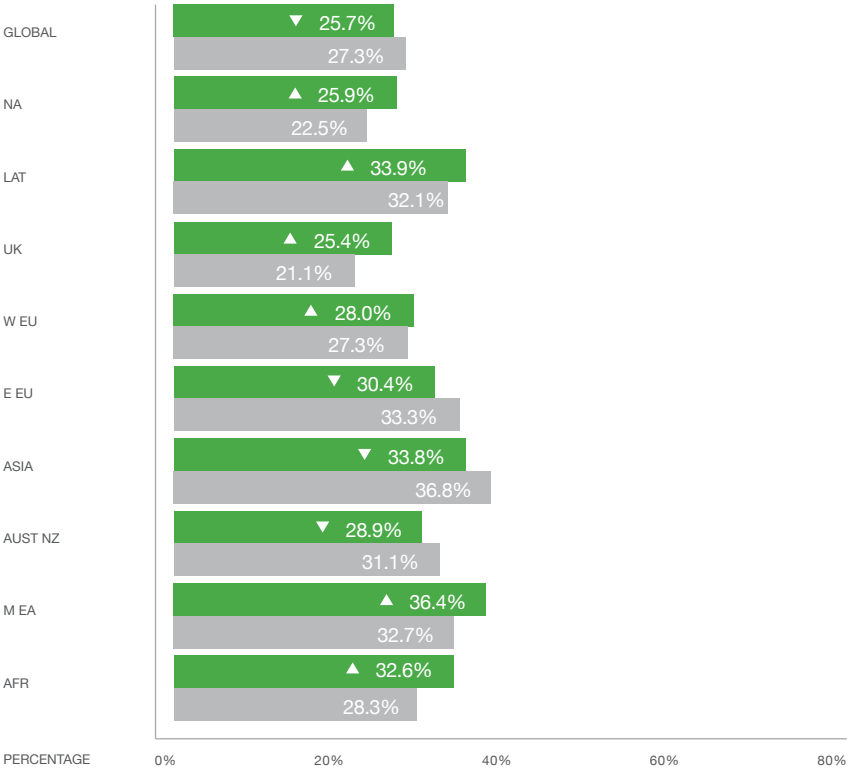
E EU
50.7%
LOW



PUBLIC AFFAIRS/GOVERNMENT RELATIONS

HIGH
M EA
36.4%

UK
25.4%
LOW



GROWTH & OPPORTUNITIES
GLOBAL PRACTICE AREA GROWTH

Continued

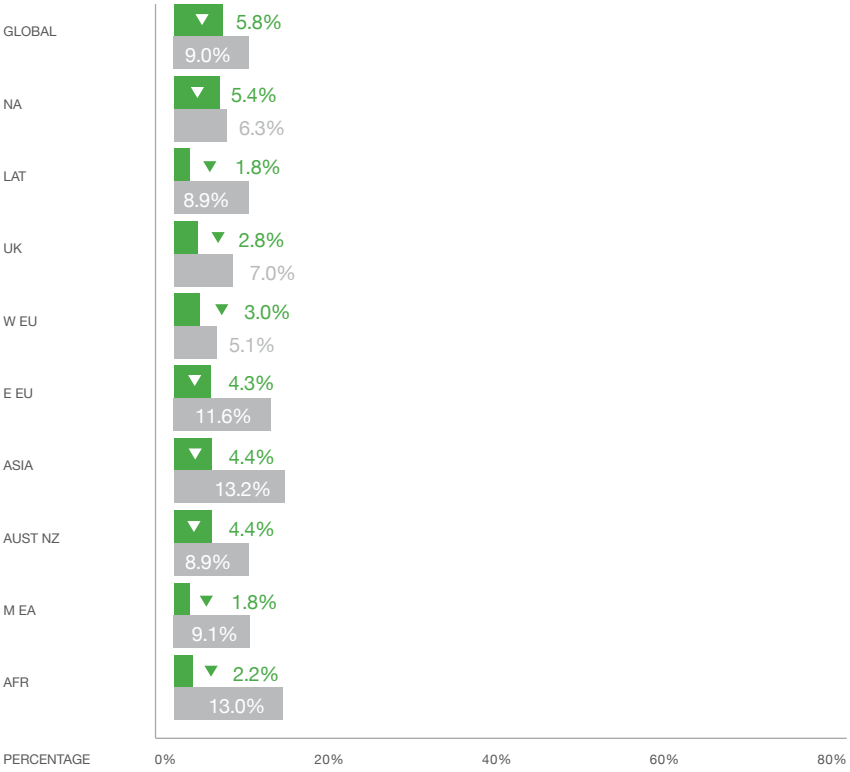
LAST YEAR
NEXT FEW YEARS

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

INVESTOR RELATIONS/FINANCIAL COMMUNICATIONS

HIGH
NA
5.4%

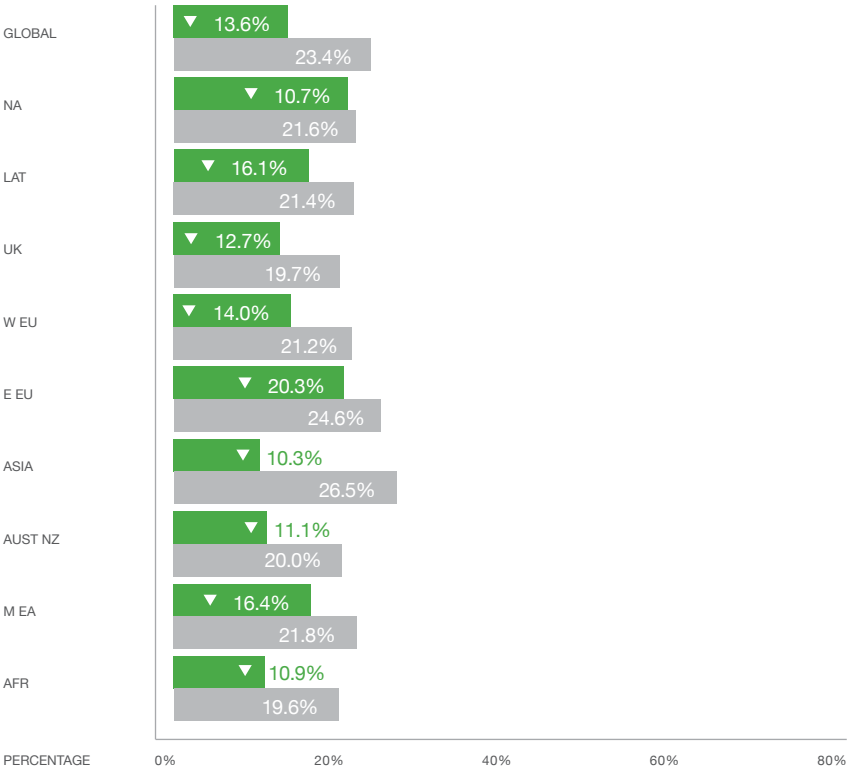
LAT, M EA
1.8%
LOW



SOCIAL RESPONSIBILITY

HIGH
E EU
20.3%

ASIA
10.3%
LOW



GROWTH & OPPORTUNITIES
GLOBAL PRACTICE AREA GROWTH

Continued

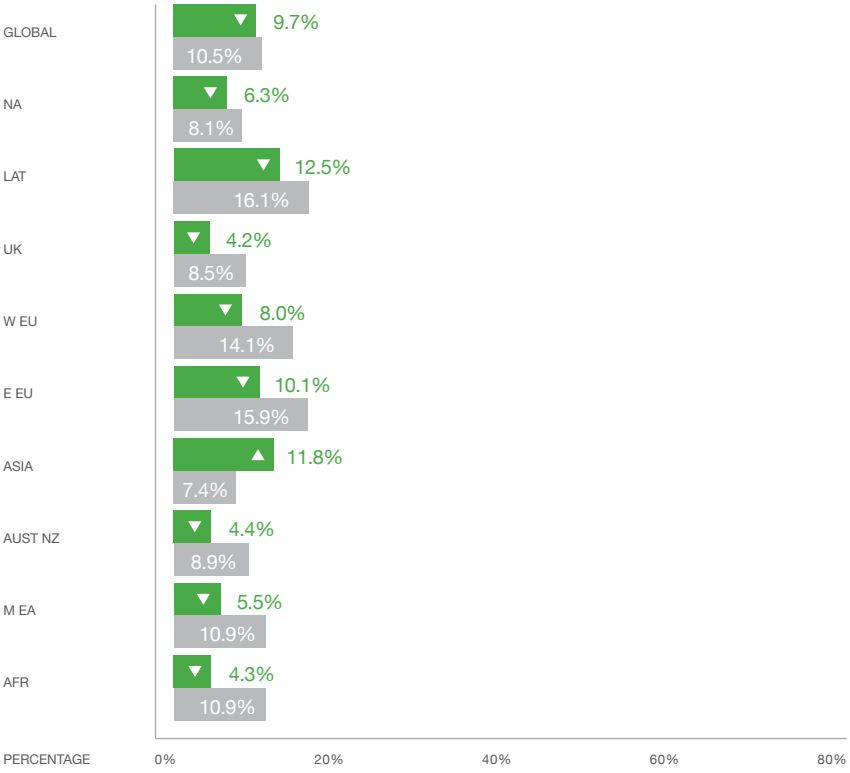
LAST YEAR
NEXT FEW YEARS

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

EMPLOYEE COMMUNICATIONS

HIGH
LAT
12.5%

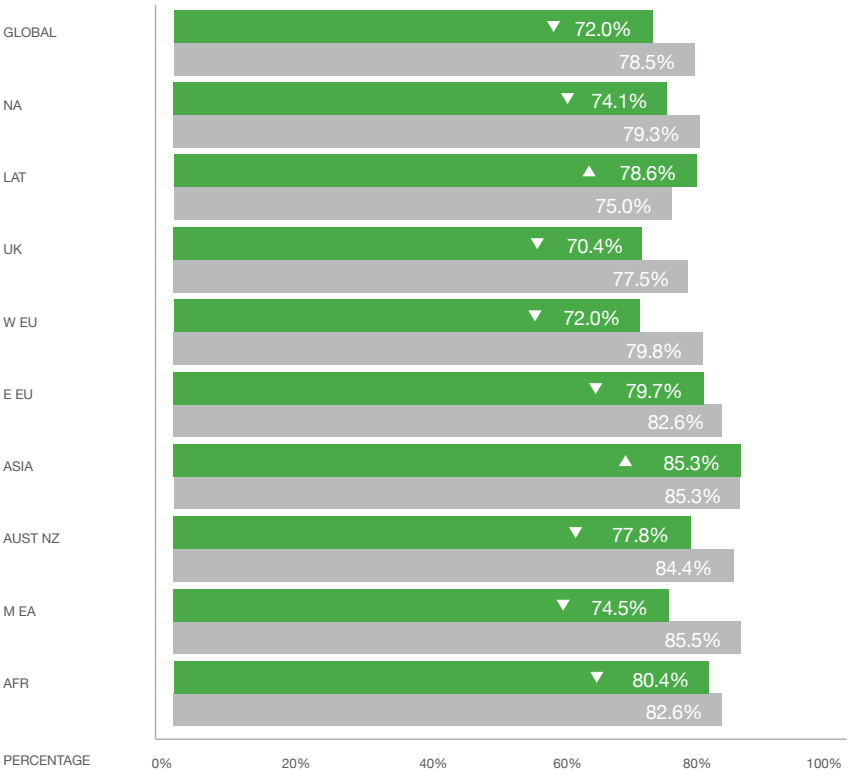
UK
4.2%
LOW



DIGITAL/ONLINE COMMUNICATIONS

HIGH
ASIA
85.3%

UK
70.4%
LOW



GROWTH & OPPORTUNITIES
GLOBAL PRACTICE AREA GROWTH

Continued

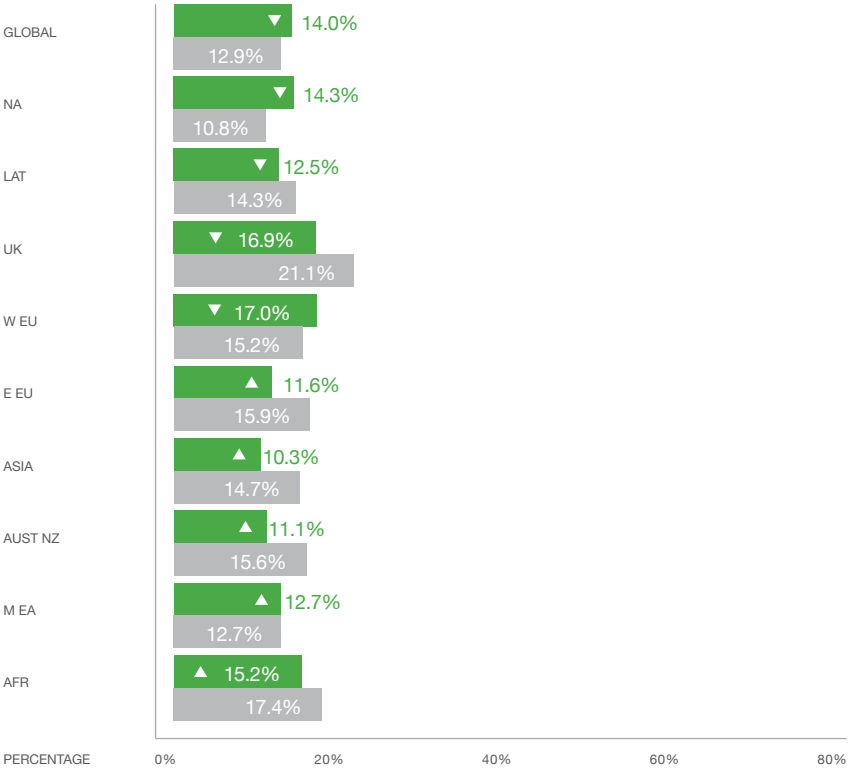
LAST YEAR
NEXT FEW YEARS

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

WORD OF MOUTH

HIGH
W EU
17.0%

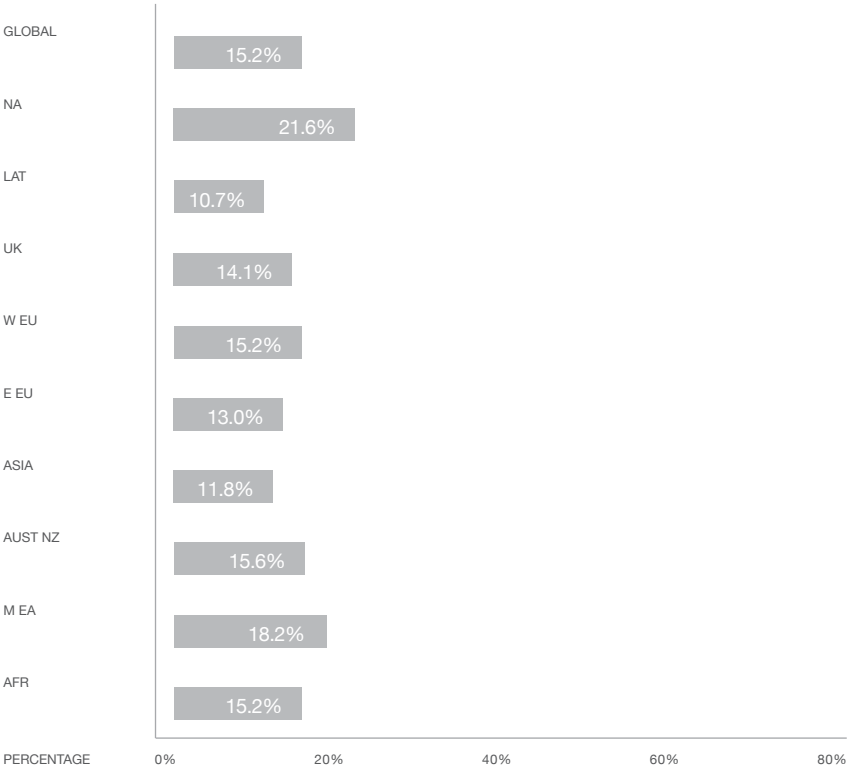
ASIA
10.3%
LOW



PAID MEDIA

HIGH
NA
21.6%

LAT
10.7%
LOW



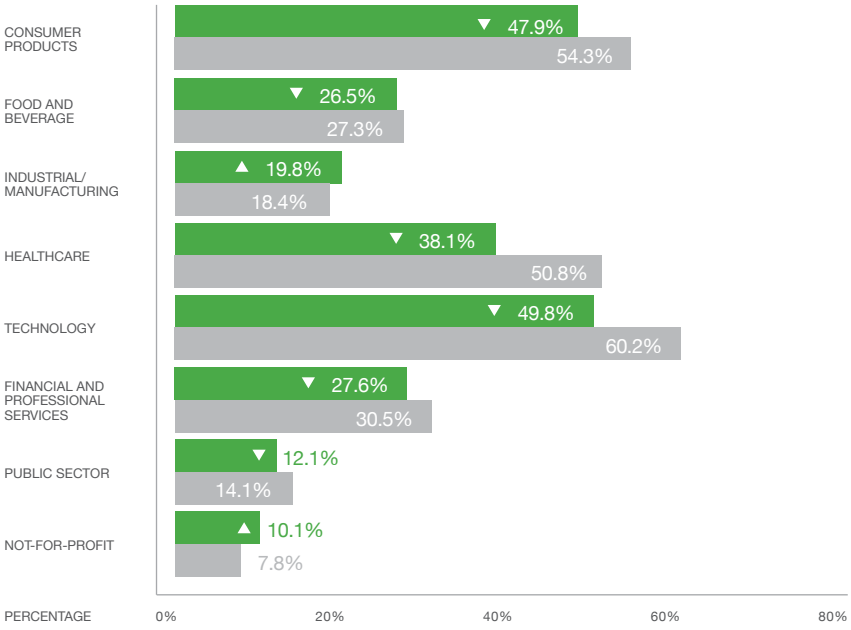
GROWTH & OPPORTUNITIES
GLOBAL PRACTICE SECTOR GROWTH

Continued

LAST YEAR
NEXT FEW YEARS

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

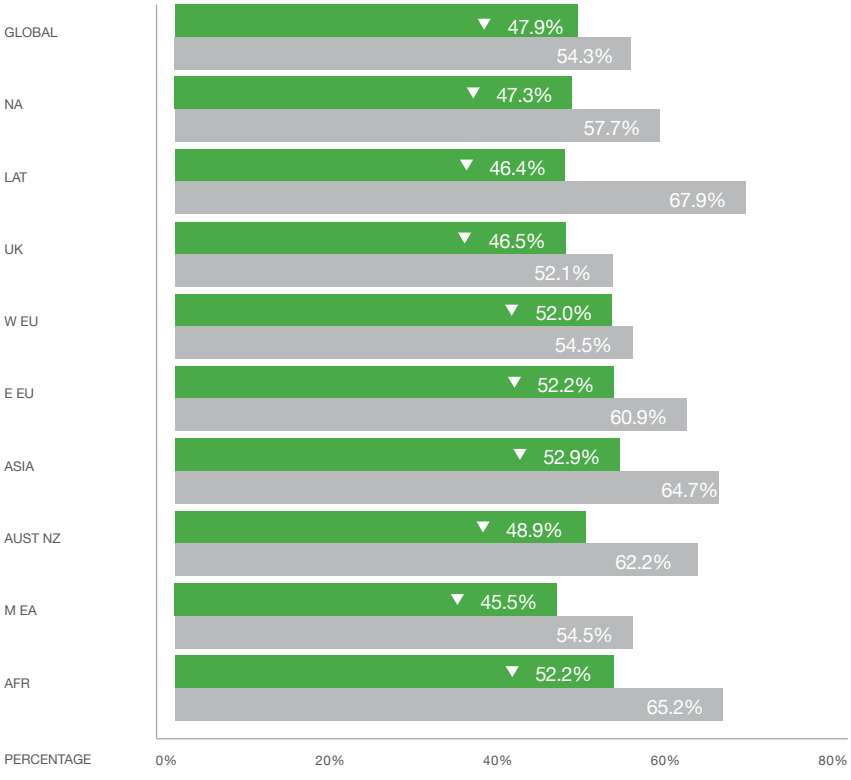
IN WHICH OF THE FOLLOWING SECTORS DID YOU SEE/EXPECT TO SEE THE MOST GROWTH?



CONSUMER PRODUCTS

HIGH
ASIA
52.9%

M EA
45.5%
LOW



GROWTH & OPPORTUNITIES
GLOBAL PRACTICE SECTOR GROWTH

Continued

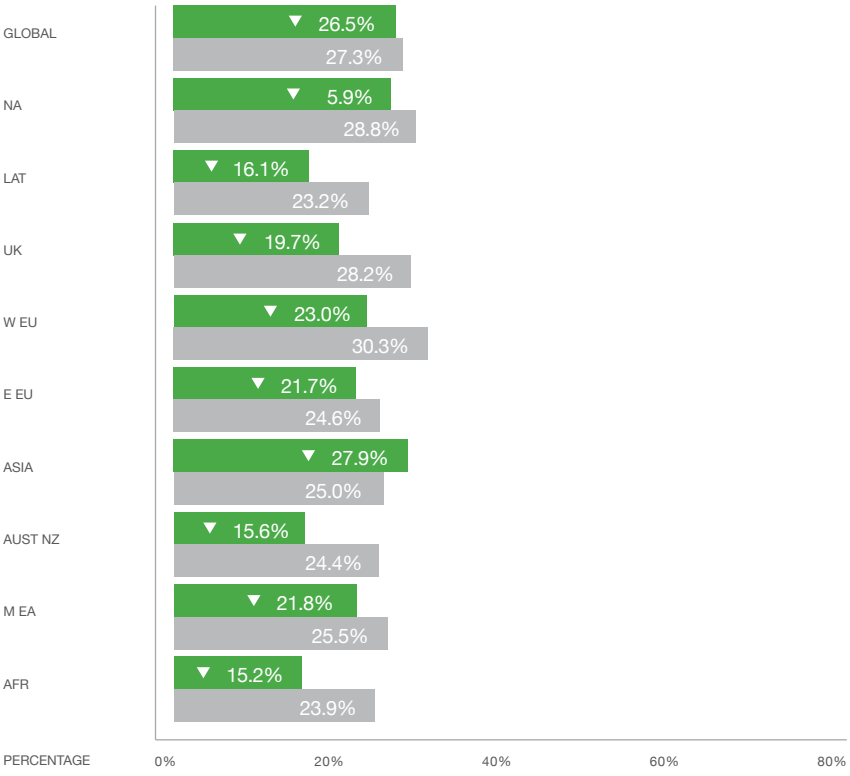
LAST YEAR
NEXT FEW YEARS

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

FOOD AND BEVERAGE

HIGH
ASIA
27.9%

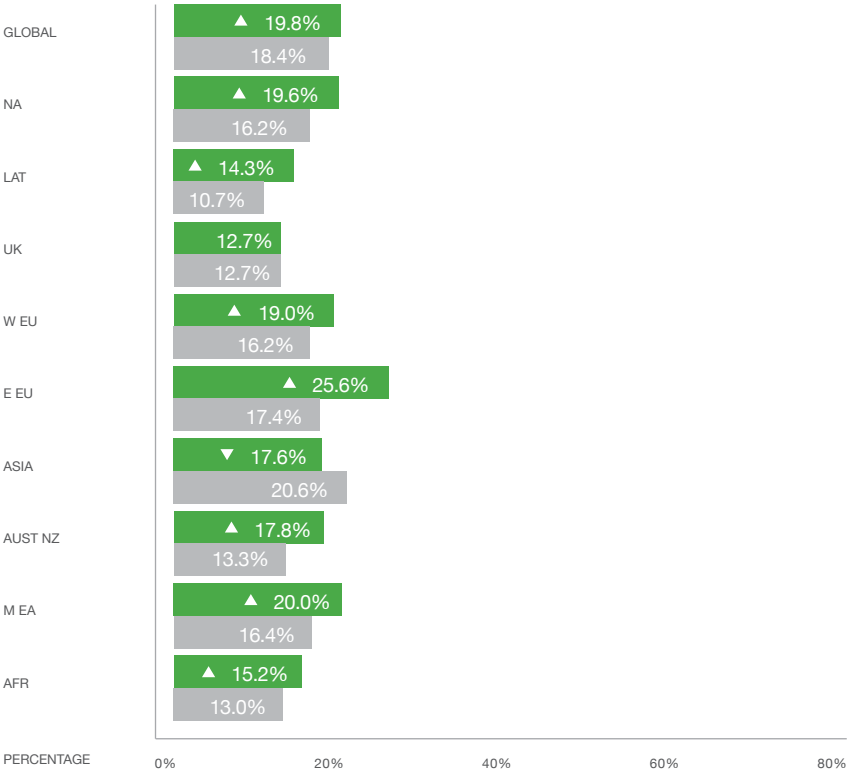
AFR
15.2%
LOW



INDUSTRIAL/MANUFACTURING

HIGH
E EU
25.6%

UK
12.7%
LOW



GROWTH & OPPORTUNITIES
GLOBAL PRACTICE SECTOR GROWTH

Continued

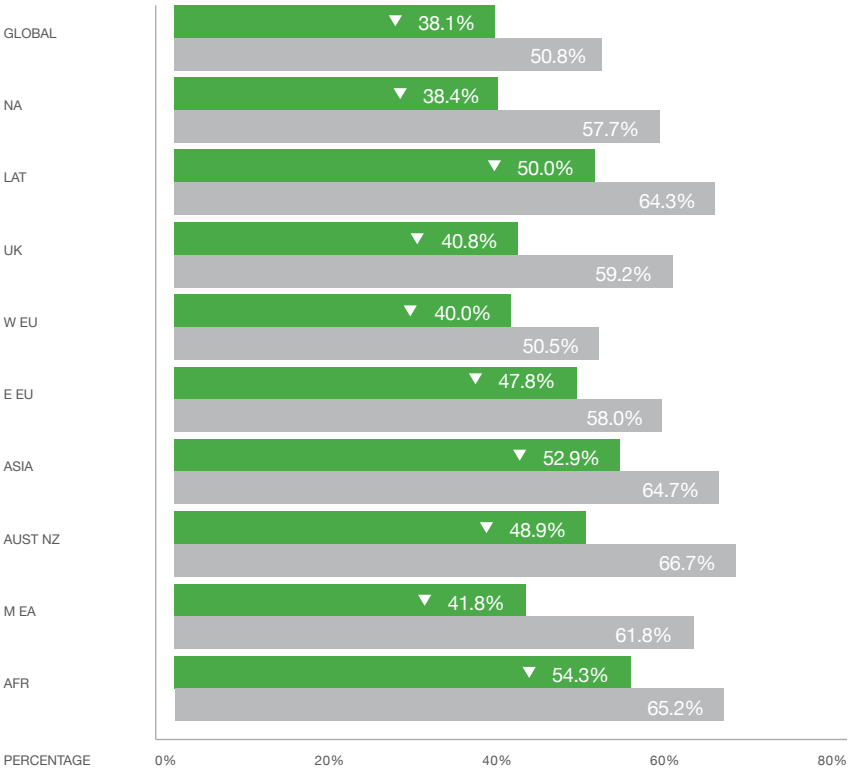
LAST YEAR
NEXT FEW YEARS

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

HEALTHCARE

HIGH
AFR
54.3%

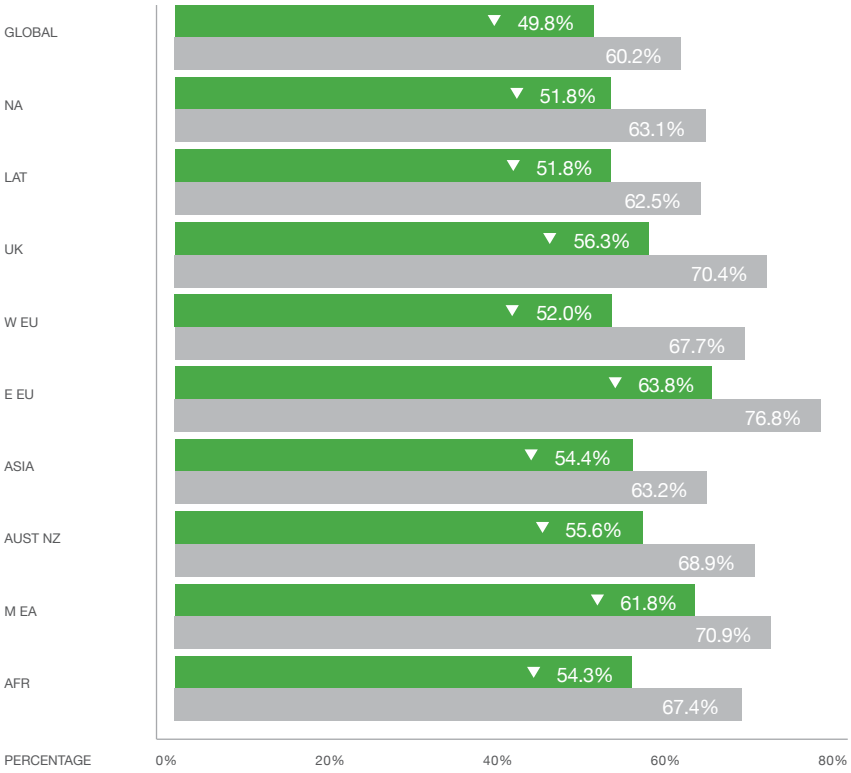
NA
38.4%
LOW



TECHNOLOGY

HIGH
E EU
20.3%

ASIA
10.3%
LOW



GROWTH & OPPORTUNITIES
GLOBAL PRACTICE SECTOR GROWTH

Continued

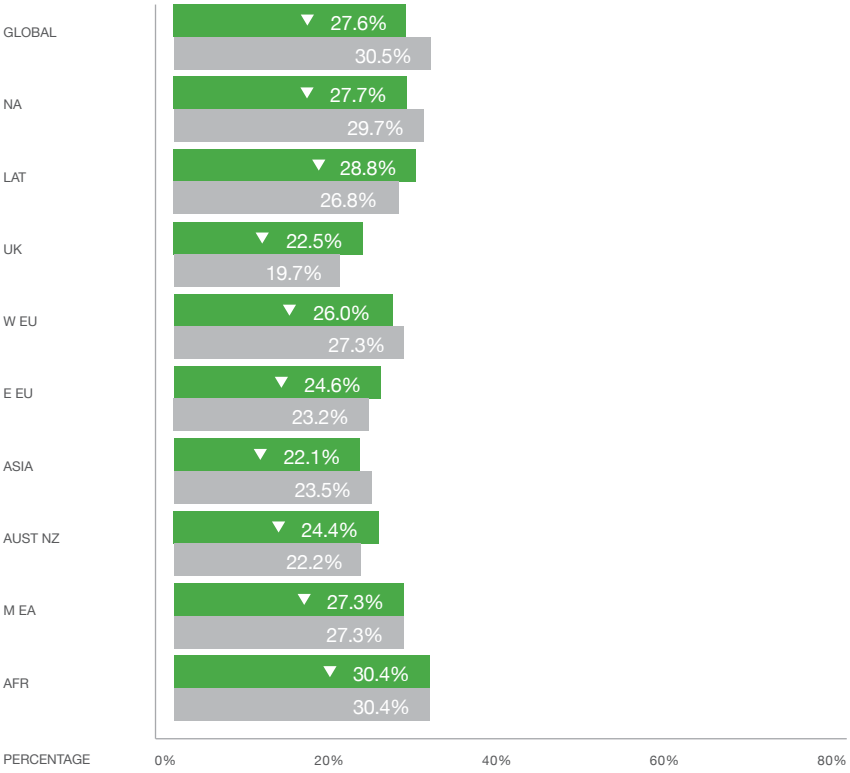
LAST YEAR
NEXT FEW YEARS

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

FINANCIAL AND PROFESSIONAL SERVICES

HIGH
AFR
30.4%

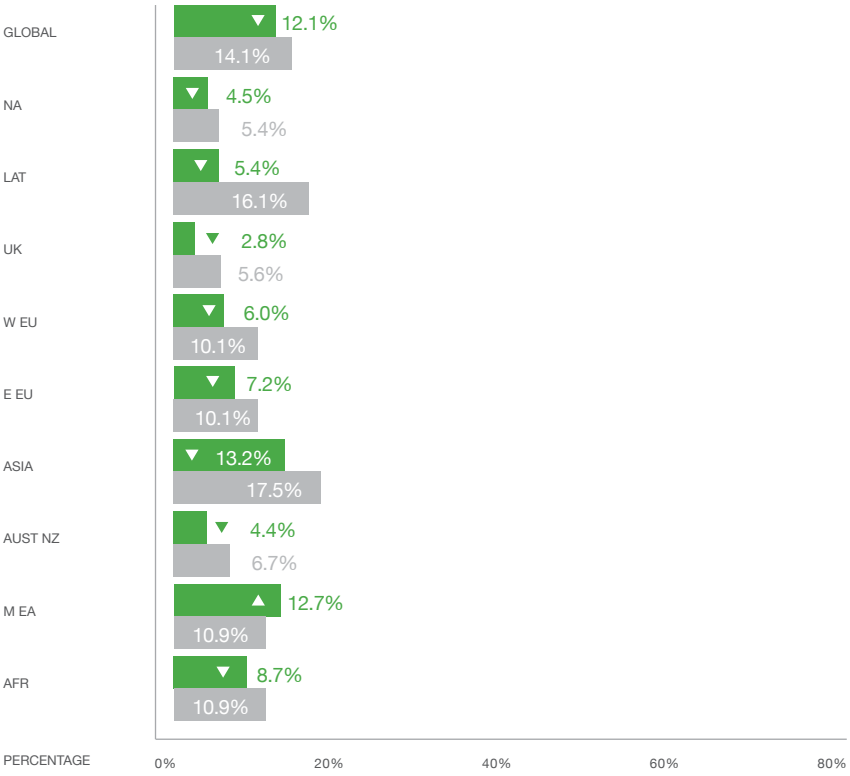
ASIA
22.1%
LOW



PUBLIC SECTOR

HIGH
M EA
12.7%

UK
2.8%
LOW



GROWTH & OPPORTUNITIES
GLOBAL PRACTICE SECTOR GROWTH

Continued

LAST YEAR
NEXT FEW YEARS

NA: NORTH AMERICA
LAT: LATIN AMERICA
UK: UNITED KINGDOM
W EU: WESTERN EUROPE
E EU: EASTERN EUROPE
ASIA: ASIA
AUST NZ: AUSTRALIA AND NEW ZEALAND
M EA: MIDDLE EAST
AFR: AFRICA

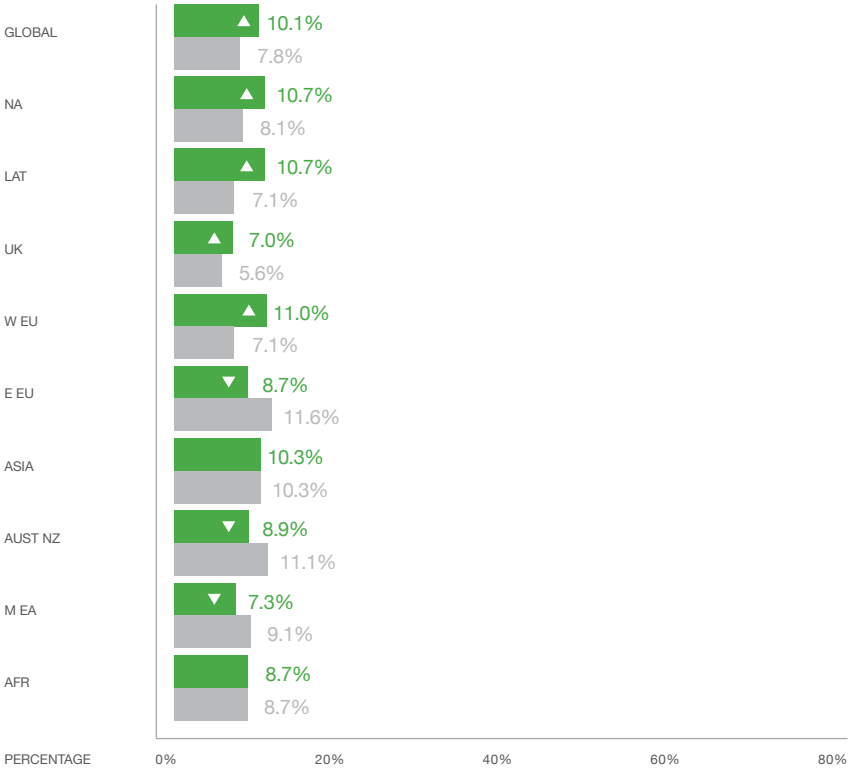
NOT-FOR-PROFIT

HIGH

W EU
11.0%

UK
7.0%

LOW



LOCAL MARKETS

COUNTRY	TRADE ASSOCIATION	NUMBER OF MEMBER FIRMS	ESTIMATED % OF TOTAL MARKET	IN WHICH OF THE FOLLOWING SECTORS DID YOU SEE MOST GROWTH LAST YEAR?	BIGGEST CHALLENGE AREAS FOR PR FIRMS	BIGGEST PREDICTED AREAS OF GROWTH
AUSTRALIA	PRIA	126	30%	HEALTHCARE, TECHNOLOGY, FINANCIAL SERVICES	STAFF RECRUITMENT AND RETENTION, SUSTAINABLE LONG-TERM GROWTH, CHANGING MARKET REQUIREMENTS AND EXPECTATIONS FROM COMMUNICATION SERVICES	CONTENT-RELATED INFLUENCER AND COMMUNICATION SERVICES ACROSS ALL CHANNELS
AUSTRIA	PRVA AND PR QUALITY AUSTRIA	73	90%	HEALTHCARE, TECHNOLOGY, FINANCIAL AND PROFESSIONAL SERVICES	COMPETITION FROM OTHER MARKETING DISCIPLINES, GENERAL ECONOMIC CONDITIONS, SHORT-TERM CLIENT FOCUS	CORPORATE REPUTATION, SOCIAL RESPONSIBILITY, DIGITAL/ONLINE COMMUNICATIONS
BELGIUM	BELGIAN PUBLIC RELATIONS CONSULTANTS ASSOCIATION (BPRCA)	26	70%	CONSUMER PRODUCTS, FOOD AND BEVERAGE, HEALTHCARE	STAFF RETENTION, CLIENTS UNWILLING TO COMMIT SUFFICIENT FUNDS, CLIENTS TOO FOCUSED ON SHORT-TERM	CORPORATE REPUTATION, MARKETING COMMUNIATIONS, DIGITAL/ONLINE COMMUNICATIONS
BRAZIL	BRAZILIAN ASSOCIATION OF COMMUNICATIONS AGENCIES (ABRACOM)	251	45%	CONSUMER PRODUCTS; TECHNOLOGY; PUBLIC SECTOR	STAFF RETENTION; PR MANAGED AT JUNIOR LEVEL BY CLIENTS; ECONOMIC CONDITIONS GENERALLY	CORPORATE REPUTATION; PUBLIC AFFAIRS/ GOVERNMENT RELATIONS; SOCIAL RESPONSIBILITY
BULGARIA	BULGARIAN ASSOCIATION OF PR AGENCIES (BAPRA)	20	75%	HEALTHCARE, FOOD AND BEVERAGE, TELECOMMUNICATIONS	LOCAL AND GENERAL ECONOMIC CONDITIONS, STAFF RECRUITMENT, TALENT DEVELOPMENT	TOURISM, HEALTHCARE, FOOD & BEVERAGE.
CROATIA	CROATIAN ASSOCIATION OF COMMUNICATION AGENCIES (HRVATSKA UDRUGA KOMUNIKACIJSKIH AGENCIJA - HUKA)	14	70%	FOOD AND BEVERAGE; HEALTHCARE	PROFESSIONAL DEVELOPMENT; GENERAL ECONOMIC CONDITIONS; CLIENTS TOO FOCUSED ON SHORT-TERM	PUBLIC AFFAIRS/ GOVERNMENT RELATIONS; INVESTOR RELATIONS/ FINANCIAL COMMUNICATIONS; SOCIAL RESPONSIBILITY
CZECH REPUBLIC	ASSOCIATION OF PUBLIC RELATIONS AGENCIES (APRA)	19	75%	FINANCIAL AND PROFESSIONAL SERVICES, CONSUMER PRODUCTS, SOCIAL MEDIA	DIGITAL AND NEW TECHNOLOGY, MARKETING COMMUNICATIONS	TECHNOLOGIES, INDUSTRY, MULTIMEDIA
DENMARK	PUBLIC RELATIONS BRANCHEN	31	80%	HEALTHCARE, TECHNOLOGY	RECRUITMENT OF STAFF	MARKETING COMMUNICATIONS, PUBLIC AFFAIRS/GOVERNMENT RELATIONS, DIGITAL/ONLINE COMMUNICATIONS
FINLAND	"THE FINNISH ASSOCIATION OF MARKETING COMMUNICATION AGENCIES MTL	30	44%	CONSUMER PRODUCTS; HEALTHCARE; TECHNOLOGY	DIGITAL AND NEW TECHNOLOGIES; CLIENTS UNWILLING TO COMMIT SUFFICIENT FUNDS; INABILITY TO EFFECTIVELY MEASURE IMPACT OF PR	MARKETING COMMUNICATIONS; PUBLIC AFFAIRS/GOVERNMENT RELATIONS
FRANCE	SYNTEC CONSEIL EN RELATIONS PUBLICS	47	65%	FOOD AND BEVERAGE, INDUSTRIAL/ MANUFACTURING, TECHNOLOGY	COMPETITION FROM OTHER PROFESSIONAL SERVICE FIRMS, FINANCIAL PRESSURE TO MEET PROFIT/MARGIN TARGERS, CLIENTS TOO FOCUSED ON SHORT-TERM	CORPORATE REPUTATION, PUBLIC AFFAIRS/ GOVERNMENT RELATIONS, DIGITAL/ONLINE COMMUNICATIONS
GERMANY	ASSOCIATION OF PUBLIC RELATIONS AGENCIES (GPRA)	36	48%	CONSUMER PRODUCTS, HEALTHCARE, TECHNOLOGY	NEW CONCEPTS TO UNDERLINE CONTENT MARKETING AS AN ORIGINAL PR TOOL, POSITIONING OF PR AGENCIES AS ATTRACTIVE PLACE OF EMPLOYMENT FOR YOUNG TALENTS	DIGITAL, CONTENT AND FINANCE
GREECE	HELLENIC ASSOCIATION OF COMMUNICATIONS AGENCIES (EDEE)	17	70%	FOOD AND BEVERAGE, HEALTHCARE	COMPETITION FOR CLIENTS FROM OTHER PR FIRMS, COMPETITION FROM OTHER PROFESSIONAL SERVICE FIRMS, ECONOMIC CONDITIONS GENERALLY	MARKETING COMMUNICATIONS, PUBLIC AFFAIRS/GOVERNMENT RELATIONS, WORD-OF-MOUTH

LOCAL MARKETS

Continued

COUNTRY	TRADE ASSOCIATION	NUMBER OF MEMBER FIRMS	ESTIMATED % OF TOTAL MARKET	IN WHICH OF THE FOLLOWING SECTORS DID YOU SEE MOST GROWTH LAST YEAR?	BIGGEST CHALLENGE AREAS FOR PR FIRMS	BIGGEST PREDICTED AREAS OF GROWTH
INDIA	PUBLIC RELATIONS CONSULTANTS ASSOCIATION OF INDIA (PRCAI)	25	80%	CONSUMER PRODUCTS, HEALTHCARE, NOT-FOR-PROFIT	STAFF RECRUITMENT, DIGITAL AND NEW TECHNOLOGIES, PR MANAGED AT JUNIOR LEVEL BY CLIENTS	CORPORATE REPUTATION, PUBLIC AFFAIRS/ GOVERNMENT RELATIONS, DIGITAL/ONLINE COMMUNICATIONS
IRELAND	PUBLIC RELATIONS CONSULTANTS ASSOCIATION (IRELAND)	31	80%	CONSUMER PRODUCTS; FOOD AND BEVERAGE; TECHNOLOGY	CLIENTS MOVING PR IN-HOUSE; CLIENTS UNWILLING TO COMMIT SUFFICIENT FUNDS; CLIENTS TOO FOCUSED ON SHORT-TERM	CORPORATE REPUTAATION; SOCIAL RESPONSIBILITY; DIGITAL/ONLINE COMMUNICATIONS
ITALY	ASSOREL	33	40%	FOOD AND BEVERAGE, CONSUMER PRODUCTS	FINANCIAL PRESSURE TO MEET PROFIT/MARGIN TARGETS, COMPETITION FROM OTHER PROFESSIONAL SERVICE FIRMS, LACK OF CLIENT UNDERSTANDING OF PR	DIGITAL/ONLINE COMMUNICATIONS, CORPORATE REPUTATION
KAZAKHSTAN	ASSOCOTION NATIONAL PUBLIC RELATIONS ASSOCIATION OF THE REPUBLIC OF KAZAKHSTAN	7	30%	BLOGGING, MEDIA RELATIONS, EVENT MANAGEMENT, SOCIAL NETS	LACK OF PROFESSIONAL STAFF, COMMERCIAL INTERESTS OF THE MEDIA, PITCHES (TENDERS) ARE NOT TRANSPARENT, GOVERNMENT BODIES HAVE NO EQUAL DISTRIBUTION OF THE ORDERS FOR PR ACTIVITIES BETWEEN THE AGENCIES	BLOGGING, SOCIAL NETS, MEDIA EVENTS, CRISIS COMMUNICATIONS, FINANCIAL PR
NETHERLANDS	ASSOCIATION OF PUBLIC RELATIONS COUNSELLING FIRMS (VPRA)	61	55%	HEALTHCARE, MARKETING COMMUNICATIONS, CORPORATE REPUTATION	DIGITAL AND NEW TECHNOLOGIES, SOCIAL MEDIA, ISSUES MANAGEMENT	SOCIAL RESPONSIBILITY, SOCIAL MEDIA OVERVIEW, MONITORING
NIGERIA	PUBLIC RELATIONS CONSULTANTS ASSOCIATION OF NIGERIA (PRCAN)	30	55%	FAST MOVING CONSUMER GOODS (FMCG); TECHNOLOGY; FINANCIAL & PROFESSIONAL SERVICES	WEAK REGULATORY ENVIRONMENT; LOW ENTRY BARRIERS	TECHNOLOGY; FMCG; DIGITAL/ ONLINE COMMUNICATIONS; PUBLIC AFFAIRS/GOVT RELATIONS
NORWAY	KOMM - SERTIFISERTE KOMMUNIKASJONSBYRÎER (CERTIFIES COMMUNICATION AGENCIES)	18	80%	CONSUMER PRODUCTS, INDUSTRIAL/ MANUFACTURING, PUBLIC SECTOR	DIGITAL AND NEW TECHNOLOGIES, COMPETITION FOR CLIENTS FROM OTHER PR FIRMS, MEDIA HOSTILITY TO PR	MARKETING COMMUNICATIONS, PUBLIC AFFAIRS/GOVERNMENT RELATIONS, DIGITAL/ONLINE COMMUNICATIONS
POLAND	POLISH PUBLIC RELATIONS CONSULTANCY ASSOCIATION (PPRCA)	40	65%	INDUSTRIAL/ MANUFACTURING; FINANCIAL AND PROFESSIONAL SERVICES	DIGITAL AND NEW TECHNOLOGIES; COMPETITION FROM OTHER MARKETING DISCIPLINES; CLIENTS UNWILLING TO COMMIT SUFFICIENT FUNDS	SOCIAL RESPONSIBILITY; PUBLIC AFFAIRS/ GOVERNMENT RELATIONS; DIGITAL/ONLINE COMMUNICATIONS
PORTUGAL	PORTUGUESE ASSOCIATION OF COMMUNICATIONS AND PUBLIC RELATIONS CONSULTANCIES (APECOM)	21	60%	FOOD AND BEVERAGE; INDUSTRIAL/ MANUFACTURING; HEALTHCARE	COMPETITION FROM OTHER MARKETING DISCIPLINES; FINANCIAL PRESSURE TO MEET PROFIT/MARGIN TARGERS; CLIENTS UNWILLING TO COMMIT SUFFICIENT FUNDS	CORPORATE REPUTATION; MARKETING COMMUNICATIONS; DIGITAL/ ONLINE COMMUNICATIONS
RUSSIA	THE RUSSIAN COMMUNICATIONS CONSULTANCIES ASSOCIATION (AKOS)	34	60%	CONSUMER PRODUCTS, HEALTHCARE, TECHNOLOGY	STAFF RETENTION, FINANCIAL PRESSURE TO MEET PROFIT/MARGIN TARGERS, ECONOMIC CONDITIONS GENERALLY	MARKETING COMMUNICATIONS, EMPLOYEE COMMUNICATIONS, DIGITAL/ ONLINE COMMUNICATIONS
SLOVAKIA	ASSOCIATION OF PR AGENCIES IN SLOVAK REPUBLIC (APRSR)	12	70%	CONSUMER PRODUCTS, FOOD AND BEVERAGE, HEALTHCARE	STAFF RECRUITMENT; PR MANAGED AT JUNIOR LEVEL BY CLIENTS; GENERAL ECONOMIC CONDITIONS	CORPORATE REPUTATION; PUBLIC AFFAIRS/ GOVERNMENT RELATIONS; DIGITAL/ONLINE COMMUNICATIONS

LOCAL MARKETS

Continued

COUNTRY	TRADE ASSOCIATION	NUMBER OF MEMBER FIRMS	ESTIMATED % OF TOTAL MARKET	IN WHICH OF THE FOLLOWING SECTORS DID YOU SEE MOST GROWTH LAST YEAR?	BIGGEST CHALLENGE AREAS FOR PR FIRMS	BIGGEST PREDICTED AREAS OF GROWTH
SLOVENIA	CHAMBER OF PUBLIC RELATIONS ZOJ	9	40%	CONSUMER PRODUCTS; TECHNOLOGY; FINANCIAL AND PROFESSIONAL SERVICES	LACK OF CLIENT UNDERSTANDING OF PR; GENERAL ECONOMIC CONDITIONS; CLIENTS TOO FOCUSED ON SHORT-TERM	CORPORATE REPUTATION; SOCIAL RESPONSIBILITY; DIGITAL/ONLINE COMMUNICATIONS
SOUTH AFRICA	PUBLIC RELATIONS CONSULTANCY CHAPTER FORMED BY PRISA	43	20%	CONSUMER PRODCUTS, HEALTHCARE, TECHNOLOGY	STAFF RECRUITMENT; COMPETITION FROM OTHER MARKETING DISCIPLNIES; GENERAL ECONOMIC CONDITIONS	CORPORATE REPUTATION; EMPLOYEE COMMUNICATIONS; DIGITAL/ ONLINE COMMUNICATIONS
SPAIN	ASSOCIATION OF PUBLIC RELATIONS AND COMMUNICATIONS CONSULTANCIES (ADECEC)	27	60%	CONSUMER PRODUCTS, INDUSTRIAL MANUFACTURING, HEALTHCARE	COMPETITION FROM OTHER MARKETING DISCIPLINES, GENERAL ECONOMIC CONDITIONS, CLIENTS TOO FOCUSED ON SHORT-TERM	CORPORATE REPUTATION, PUBLIC AFFAIRS/ GOVERNMENT RELATIONS, DIGITAL/ONLINE COMMUNICATIONS
SWEDEN	THE ASSOCIATION OF PUBLIC RELATIONS CONSULTANCIES IN SWEDEN, PRECIS	35	75%	SOCIAL MEDIA COMMUNITY MANAGEMENT, INSIGHT AND PLANNING, SENIOR COUNSEL	COMPETITION FROM OTHER MARKETING DISCIPLINES, FINANCIAL PRESSURE TO MEET PROFIT/MARGIN TARGETS, CLIENTS UNWILLING TO COMMIT SUFFICIENT FUNDS	MARKETING COMMUNICATIONS, PUBLIC AFFAIRS/GOVERNMENT RELATIONS
SWITZERLAND	ASSOCIATION OF PR AGENCIES IN SWITZERLAND (BPRA)	28	80%	HEALTHCARE; FINANCIAL AND PROFESSSIONAL SERVICES; PUBLIC SECTOR	STAFF RECRUITMENT; CLIENTS MOVING PR IN-HOUSE; CLIENTS TOO FOCUSED ON SHORT-TERM	PUBLIC AFFAIRS/ GOVERNMENT RELATIONS; DIGITAL/ONLINE COMMUNICATIONS
TURKEY	COMMUNICATIONS CONSULTANCY COMPANIES ASSOCIATION - IDA	25	50%	FOOD AND BEVERAGE, TECHNOLOGY, FINANCIAL, REAL ESTATE AND PROFESSIONAL SERVICES	FINANCIAL PRESSURE TO MEET PROFIT/MARGIN TARGETS; LACK OF CLIENT UNDERSTANDING OF PR; CLIENTS TOO FOCUSED ON SHORT TERM, FINDING AND KEEPING THE RIGHT TALENT	CORPORATE REPUTATION, MARKETING COMMUNICATION, DIGITAL/ONLINE COMMUNICATIONS
UNITED KINGDOM	PUBLIC RELATIONS CONSULTANTS ASSOCIATION (PRCA)	413	75%	CONSUMER PRODUCTS; TECHNOLOGY	STAFF RECRUITMENT; COMPETITION FROM OTHER MARKETING DISCIPLINES; CLIENTS UNWILLING TO COMMIT SUFFICIENT FUNDS	MARKETING COMMUNICATIONS; PUBLIC AFFAIRS/GOVERNMENT; DIGITAL/ONLINE COMMUNICATIONS
UNITED STATES	PR COUNCIL	103	70%	CONSUMER PRODUCTS, HEALTHCARE, TECHNOLOGY	STAFF RECRUITMENT, STAFF RETENTION, CLIENTS UNWILLING TO COMMIT SUFFICIENT FUNDS	CORPORATE REPUTATION, MARKETING COMMUNICATIONS DIGITAL/ ONLINE COMMUNICATIONS

SPONSORED CONTENT

YouGov®
What the world thinks

Anne Gammon
Associate Director
YouGov Omnibus

MARKETERS ARE WRONG ABOUT MILLENNIALS AND BOOMERS

How well do marketers and PR experts understand the two largest generational markets? Not very according to research by YouGov.

YouGov asked Millennials and Boomers about their targets and aspirations and who they admire in the world. We then asked marketing and PR professionals to tell us how they thought each generation would respond.

What Is Important In Your Life?
The stereotype of bright-eyed idealistic Millennials serving their community and searching for creative outlets isn't always supported by the data. Neither is the notion of Boomers with a laser focus on accumulating enough wealth to secure a comfortable retirement. In reality, the similarities between each segment are much more pronounced than the differences.

While the top priority for both groups are: making the most of every single day, supporting their families and personal health and wellness, they also agreed that career, wealth, philanthropy and individualism are much lower priorities.

Marketing and PR executives correctly assessed Millennials as aspiring to be fit and healthy, but didn't recognized that for 90% of Boomers it was one of the most important goals in their lives.

In Your Wildest Dreams
Where marketing and communications execs were most off target was the pragmatic concerns of Millennials towards retirement planning.

Only one-third (33%) of marketers thought that retirement savings were important to Millennials but nearly three-quarters of Millennials (73%) recognize the importance of working today to ensure an enjoyable retirement in the rather distant future. They are only a few points behind Boomers (79%), for whom retirement has either already arrived or is looming close.

Again Millennials and Boomers were in general agreement; real-life restrictions temporarily lifted they would like a lottery win, but also aspire to have a happy and successful family and to be fit and healthy. Health and fitness is an important theme for Boomers and was generally underestimated by our panel of marketers.

Marketers incorrectly assumed Millennials and Boomers would place career aspirations above other options. They were also off base in their assumption that the 'selfie' generation would hold beauty, which only accounted for 5% of the total vote, in higher regard.

Who Millennials Do Admire? Probably Not Who You Think.
Millennials are wary of corporations and the culture of celebrity, which they made explicitly clear in their responses to the business figures, politicians, and media personalities they admire most. In each category, Millennials cited that they did not respect and admire any media, political or business personalities as one of the top three responses.

Marketers and communications experts seemed more attuned to the Boomer responses.

Ronald Reagan and John F. Kennedy topped the Boomer list for most admired politicians and were correctly identified by marketers, however, Boomers also included Barack Obama — and not Bill Clinton among their top three.

Walter Cronkite and Barbara Walters topped the Boomer lists of top media personalities and were correctly identified by the professional panel marketers. Marketers, however, were incorrect in their assessment that Oprah Winfrey made it to number three for Boomers, a spot which was claimed by Rush Limbaugh.

Marketers were on the mark with business personalities matching the Boomer choices of Warren Buffet, Bill Gates and Henry Ford.

Millennials, however, continued to confound our experts. Jon Stewart was correctly identified in the top three media personalities; however, Oprah Winfrey came in at number two, with "I do not admire any media personality" at number one. Marketers surveyed predicted that Stephen Colbert and Bill Maher would be two and three. Colbert made it to number four but Maher was behind Whoopi Goldberg, Anderson Cooper, Barbara Walters and Rush Limbaugh.

Millennials may have a social conscience but they don't necessarily espouse liberal political ideology.

Bill Gates and Steve Jobs topped the admired businessperson list for Millennials, but not Mark Zuckerburg as assumed by marketers.

JFK, no political figures and Barack Obama topped the Millennial political list — not the Clintons (Bill and Hilary) as posited by the marketers.

SPONSORED CONTENT

Continued

Anne Gammon
Associate Director
YouGov Omnibus

YouGov
What the world thinks

WHAT MAKES A GREAT LEADER?

"Boomers and Millennials have significantly different visions for what makes a strong company leader. "

Personality traits like resilience and tough mindedness may be prerequisites for the board, but are much less highly valued by a company's employees.

What makes great leaders?

The CEO
From an employee perspective, a great CEO should be a visionary, people person, with strong industry knowledge. Personality traits like resilience, and tough mindedness, may be prerequisites for the board, but are much less highly valued by a company's employees. More than half of workers do, however, recognize the importance of optimism (51%) and willingness to take calculated risks (53%).

Employees thought that the most important qualities for a successful CEO are:

Vision for the future of the company (69%)
Good with people (69%)
Industry knowledge (64%)
Strategic intelligence (60%)

Boomers and Millennials have significantly different visions for what makes a strong company leader. Half of Millennials (50%) think that a successful CEO should be charismatic, and nearly half (47%) expect them to have a strong personal network compared to only 37% of Boomers. Boomers value strong people skills (76%) significantly more highly than Millennials (67%).

Compare to the actual qualities of CEOs worked for and they generally fell far short. The strongest characteristics employees recognized in their current CEO were industry knowledge (38%), vision (38%) and people skills (39%). Only 19% thought their CEO capable of developing strong teams.

The Manager
Expectations of employees for effective line managers are different than the CEOs. Fairness, honesty, good communications and people skills are rated most highly (each deemed important by more than 60% of employees). Again those personal attributes which might make the line manager successful in his or her own right are less valued by their employees: strategic intelligence, vision, charisma and resilience are not highly recognized by those on the reporting side (each seen as important by 31% or fewer of respondents).

Again Millennials rate charisma more highly than Boomers when it comes to the line manager (35% compared to 23%). For Boomers people skills and good communications are essential (82% and 78%) and are much less important for Millennials (60% and 50%).

For line managers the gap between expectations and reality is striking. Fewer than a third of employees feel their line manager is fair (31%), honest (31%) or has strong communications skills (29%). Slightly more than a third felt that their boss was good with people.

The qualities that employees would most like to see in their current line manager are perhaps unsurprisingly communications skills (19%), mentoring skills (18%) and the ability to develop strong teams (16%)

Worst qualities employees think a line manager could have? Temper tantrums (36%), incompetence (38%), and arrogance (28%). Micromanagement and favoritism were both called out by more than one in five.

Perhaps surprisingly emotion was only a concern to 5% - it seems that it is OK to be emotional as long as you are not angry.

SPONSORED CONTENT

Continued

Anne Gammon
Associate Director
YouGov Omnibus

YouGov
What the world thinks

CONSUMERS OPTIMISTIC AND MORE READY TO SPEND

While US construction activity is the de facto bellwether for economic health, agency veterans know that pitch activity is just as delicately attuned to consumer economic sentiment as the construction industry.

While US construction activity is the de facto bellwether for economic health, agency veterans know that pitch activity is just as delicately attuned to consumer economic sentiment as the construction industry.

YouGov HEAT (Household Economic Activity Tracker) has been monitoring consumer economic confidence since late 2010, tracking key economic metrics across multiple demographic segments.

This April the YouGov HEAT Index, which is the aggregate of multiple consumer economic metrics, reached its highest point since tracking began, with a score of 111 dropping back slightly to 110 this May. 200 indicates entirely positive sentiment, 0 entirely negative and 100 is neutral.

On most household economic indicators the signs for 2015 are strong and, if not booming, all are on the uptrend.

Fueled by confidence in home values and job security, households are posting stronger spending power than at any time since 2010. Although still net negative, responders continue to record an increase in cash available for spending compared with previous months, with 10% of responders seeing an improvement in cash compared to 22% who experienced a downswing. The overall score for spending power index lies at 88, which is an all time high.

Optimism about home value amongst homeowners has been consistently growing since mid-2013. Long-term optimism, which charts expected change in value of current dwelling 12 months from now, hit an all time peak of 121 this May. Shorter-term perceptions (comparison with prior month's perceived value) hit its peak this past January at 110, before dropping back to 108.

Short-term job security figures, reflecting any changes in outlook from the month prior, flipped into positive territory amongst employed Americans for the first time last October. Sentiment has been hovering around neutral since then and is currently weakly positive (101 for employed responders). Business activity over the last month is also positive, with employed Americans perceiving positive change and a score of 107.

METHODOLOGY AND TIMING

Total sample size for marketing and PR professionals was 185 adults. 768 for Millennials and 434 for Boomers. Fieldwork was undertaken between July 9 - 22, 2014. The survey was carried out online.

The YouGov Household Economic Activity Tracker is a monthly review of the key indicators of consumer confidence, in a survey of more than 6000 American adults each month. HEAT provides statistical results from the month reviewed to indicate consumer confidence in the prior month.

The Holmes Group

271 West 47th Street
Suite 23-A
New York, NY 10036

The Holmes Group
21 Bryanston Mews West
London W1H 2BW
United Kingdom

International Communications Consultancy Organisation

82 Great Suffolk Street
London
SE1 0BE
United Kingdom

T: +44 (0) 20 7233 6026
W: www.iccopr.com