

# campaign

Middle East

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# 275

## THE AGENCY GUIDE 2020



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# THE POWER OF THREE



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Our three business hubs are where media, advertising and content meet.

We work tirelessly to deliver a complete spectrum of marketing communications solutions for brands who want to engage with their digitally-driven consumers, across the Gulf and beyond.



# Horizon FCB rebrands production arm Lord & Thomas to launch the Fuelcontent brand in the MENA region

The regional arm of FCB's production arm Lord & Thomas has rebranded as Fuelcontent. Mazen Jawad, President of Horizon Holdings in the MENA region, announced the rebranding and launch of Fuelcontent in Dubai. The newest content production arm of the FCB Global Network is expanding into the MENA region through a lead office in Dubai. The rebrand builds upon Fuelcontent's existing hubs in Canada, France, India, South Africa and the UK.

"Since its inception in 2016, Fuelcontent has been steadily gaining momentum to become a robust global network. This latest addition in Dubai that will serve the MENA region is the next piece in the puzzle, providing a rich market in which to tell 'Never Finished' stories to new audiences," said Jawad. "Forging a larger Fuelcontent network adds value to our clients' businesses and provides the opportunity for us to strengthen our offerings in the region and continue to grow our global footprint."

Horizon plans to expand the Fuelcontent network further. The agency specialises in film, animation, visual effects, post production, graphic design and photography.

Fuelcontent Dubai will be led by Reham Mufleh, general manager of Horizon FCB Dubai, and the regional



From left: Hicham Soubra, head of creative services and production; Rodrigo Rodrigues, ECD; Mazen Jawad; Reham Mufleh

operations will offer content creation solutions in an end-to-end format. "Fuelcontent Dubai will integrate key Horizon FCB tools such as Brand Bedrock and align core brand strategy to content strategy to create Never Finished content platforms. And since content creation is always collaborative, Fuelcontent Dubai will

also work closely with a network of individual content creators and different digital platforms to optimise content visibility and management," she said.

The region will also collaborate with Fuelcontent across markets. Between its international offices, Fuelcontent will be able to provide

24-hour service for its clients.

Fuelcontent's entry into the MENA region reflects the network's desire to connect talent on a larger scale across continents, amplify its content creation and production offerings for clients and increase its global reach as one consolidated network, said Horizon FCB in a statement.

**Where will your career path take you?**

UNIVERSITY OF WOLLONGONG IN DUBAI

Career Path	Degree Program
DIPLOMAT	Master of International Relations
CREATIVE SPECIALIST	Bachelor of Communication and Media
INVESTMENT BANKER	Bachelor of Business Administration
APP DEVELOPER	Bachelor of Computer Science
MANAGEMENT CONSULTANT	Bachelor of Business Administration
JOURNALIST	Bachelor of Communication and Media
VIDEO-GAMES DEVELOPER	Bachelor of Communication and Media
MARKETING MANAGER	Bachelor of Business Administration

## UOWD CAREER PATH

The latest part of the University of the University of Wollongong Dubai's marketing campaign was launched in January. It used a design-thinking methodology to focus not on degrees, but on career paths and the effect students wanted to have on the world. They wanted to use no stock photos, nor real people, and not alienate any of the 108 nationalities of students, making the campaign truly international by using icons, infographics and aspirational messaging. It was created in-house by Rajesh Prema, Lorraine Manoj, Jynor Khan, Etesia Wolmarans and Karan Pillai. The team was led by Brendan Vyner and design was by Farida Natour at La Mesa Creative Fusion.

## Create wins Dubai Food Festival

Independent digital agency Create Media Group has been appointed as the social media agency of record for the Dubai Food Festival 2020, a citywide culinary celebration.

Create Media will be crafting the stories and creating the content that connect the engaged 'foodie' community through all owned social channels, it said in a release. The team aims to promote Dubai Food Festival in "a new and clear way as a cross-city event that adds value to the user base on a daily basis through recommendations, updates and entertaining and engaging content".

Tom Otton, MD at Create, said: "Continuing to build our relationship with Dubai Tourism, after the delivery of the creative and social scope for Dubai Fitness Challenge, is important to us. Connecting the community through high-quality content is what we do, and we're grateful to add real value to our home city."

8–11 MARCH 2020  
MADINAT JUMEIRAH  
DUBAI

 **Dubai Lynx**  
International Festival of Creativity



## CONNECT. COLLABORATE. CREATE. CELEBRATE.

Once a year the whole creative industry comes together at Dubai Lynx to celebrate the best of marketing creativity. Experience the region's best work and get the inside line on next year's industry agenda with unmissable talks from global leaders. Join us at the Madinat Jumeirah from 8–11 March 2020.

Explore the Festival programme and speakers at [dubailynx.com](http://dubailynx.com)

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# H+K and Brazen named top consultancies at PRCA MENA Awards

The Public Relations and Communications Association (PRCA) held its 4th annual PRCA MENA Awards recently in Dubai.

Francis Ingham, director general of PRCA, said: "The PR industry in the Middle East and North Africa is in fantastic shape. Without exception, the quality of work showcased at the PRCA awards was world-beating. We congratulate all of the winners for raising the bar even higher."

The work was judged by international names from the PR, communications and journalism industry. A total of 17 highly commended and winners were announced in different categories.

The Small Consultancy of the year was won by Brazen MENA, while Hill+Knowlton strategies won the Large Consultancy of the Year award. The PR Leader of the Year award was won by Loretta Ahmed of Houbara Communications.

Other winners included:

**Best Integrated Campaign:** Jotun Paints – Master Painter



Star turn: Some of the night's big winners

**Best PR Campaign, B2B:** Asda's BCW – Network International IPO on London Stock Exchange

**Best PR Campaign, B2C:** Edelman – #RSATravelPhotoFails

**Best PR Campaign, Media Relations:** Seven Media – Special Olympics World Games

**Best PR Campaign, Influencer Relations:** Q Communications – DHL Express, Mo Salah: The Social Human Network

**Best PR Campaign, Digital:** Weber Shandwick MENA – How to break the internet in Saudi Arabia / Netflix

**Best PR Campaign, Crisis Communications:**

Hill+Knowlton Strategies – Best of Baku

**Best PR Campaign, Game Changer:** M&C Saatchi Public Relations – Mobily – #EveryonesKingdom

**Results on a Budget:** Atteline – STEAMathalon, future-proofing the next generation

**Regional PR Campaign of the Year:** Seven Media – Special Olympics World Games

**Strategic Communications Campaign:** Cicero & Bernay Public Relations – Azizi Developments

**Social Impact:** BPG Orange – L'oreal #Steminist In-House Team of the Year: Discovery

**Rising Star of the Year:** Hadeel Mansour – Markettiers



## IKEA KINGS & QUEENS

IKEA's 2019 Life At Home report helped identify a critical opportunity to help people reclaim control of their privacy at home, especially since 53 per cent in the UAE agree the size of a home doesn't affect the privacy it can achieve. These findings laid the foundations for Kings & Queens. The films visit six royal courts through time and address the demands and whims of their incumbent rulers. Each film is rich in character and historical detail, although the odd incongruous "throne" turns out to be an IKEA chair or bed.

Agency **Memac Ogilvy Dubai** CCO **Juggi Ramakrishnan** Group CD **Youssef Gadallah** Copywriter **Fernando Montero** Art director **Nicolás López** Arabic Copywriter **Maya El Kai** Visualiser **Andre Souza** Production head **Amin Soltani** Director **Virgil Ferragut** DOP **Daniel Lindholm** Exec producers **Begad Omran, Aly Seifelnasr** Producer **Nada Fayed** Assistant producer **Hana El Sadek**



## EMIRATES NBD #BANKONLOVE

Facebook may have dropped the idea of advertising on WhatsApp but Emirates NBD bank is making waves in the banking sector by further growing customer engagement through leveraging the messaging service's 'sharing' behaviour. The bank has been using WhatsApp to informally communicate brand messages. The most recent example was the #BankonLove campaign that used WhatsApp to broadcast special Valentine's Day stickers to customers. The message read: "This Valentine's Day, \*stick\* to your loved ones with Emirates NBD stickers. #BankonLove." WhatsApp is used by more than 82 per cent of the UAE's total population, making the platform impossible to ignore. Emirates NBD is using this marketing channel to raise influence in an ongoing way that connects with customers beyond just a transactional experience. The campaign was created in-house.

# Dubai Lynx and Snapchat partner with WFP for competition to win LA trip



Creatives may use Snapchat's full range of advertising capabilities

The Dubai Lynx International Festival of Creativity has partnered with Snapchat once again to launch a competition. Following the success of last year's challenge, Snapchat for Good invites the region's creatives to use the social media platform's latest augmented reality (AR) capabilities for a social purpose.

The brief is provided by The World Food Programme (WFP). It asks creatives to create an engaging and positive campaign to generate awareness and visibility of

food waste and its impact on the world, while highlighting WFP's efforts to tackle the issue. Entrants must include the use of a lens (AR) and may choose to use Snapchat's full suite of advertising capabilities, including Snap Ads and Story Ads and tools such as Lens Studio and Snap Publisher, to encourage the public at large to take action to combat food waste.

Competition winners will be awarded a three-night trip to Los Angeles to visit Snap Inc and have

their work showcased at this year's Dubai Lynx Festival, which takes place from March 8-11, 2020 at the Madinat Jumeirah in Dubai.

The competition is open to all media and creative agencies, as well as production companies.

Submissions can be an actual Snapchat Lens, storyboards of the creative idea, or even a short animation or video.

Additional details about the competition can be found on the Dubai Lynx website.

## MediaVantage to rep *Economist*

The Economist Group has appointed The MediaVantage Dubai as its media sales representative for the Gulf region. Under the terms of the partnership, The MediaVantage will assist regional clients and agencies with their digital, content and print media strategies for *The Economist*.

Nick Mesquita, head of international sales agents at *The Economist*, said: "The Middle East is a very important region for *The Economist* and one where we see great potential for further growth. The MediaVantage is the right partner for us to continue achieving these goals, and we're delighted to sign with The MediaVantage to help deliver optimum value to businesses in the region interested in reaching premium global audiences through The Economist Group. The MediaVantage will also be working closely with *The Economist's* Dubai office, where our team is concentrating on event sales and bespoke content solutions projects."

Dan Qayyum, commercial director, The MediaVantage, said: "*The Economist* is the world's most influential business media, and boasts an engaged, accomplished and successful audience, which is unrivalled in this market and across the world."



## HOTEL INDIGO DUBAI DOWNTOWN HAVE YOU GOT WHAT IT TAKES

As the momentum for the opening of the first Hotel Indigo in the region builds, the Hotel Indigo Dubai Downtown team are scouting for fresh talent in a bid to recruit the best of the best. Prospective candidates are being enlisted through catchy and quirky adverts to ensure the most creative and passionate personalities, who best match the hotel's culture, will join the team. Hotel Indigo Dubai Downtown thrives on thoughtful design, welcome distractions and untold stories through fashion, art, design, lifestyle and cultural experiences. Candidates are encouraged to apply for positions on [joinhotelindigodubai.com](http://joinhotelindigodubai.com) for a chance to be shortlisted. Following the shortlisting process, applicants will be given a secret code to access an online portal where the next step of the recruitment invites individuals to upload a short video showcasing their neighbourhood and why it's unique to them. The campaign was created in-house.



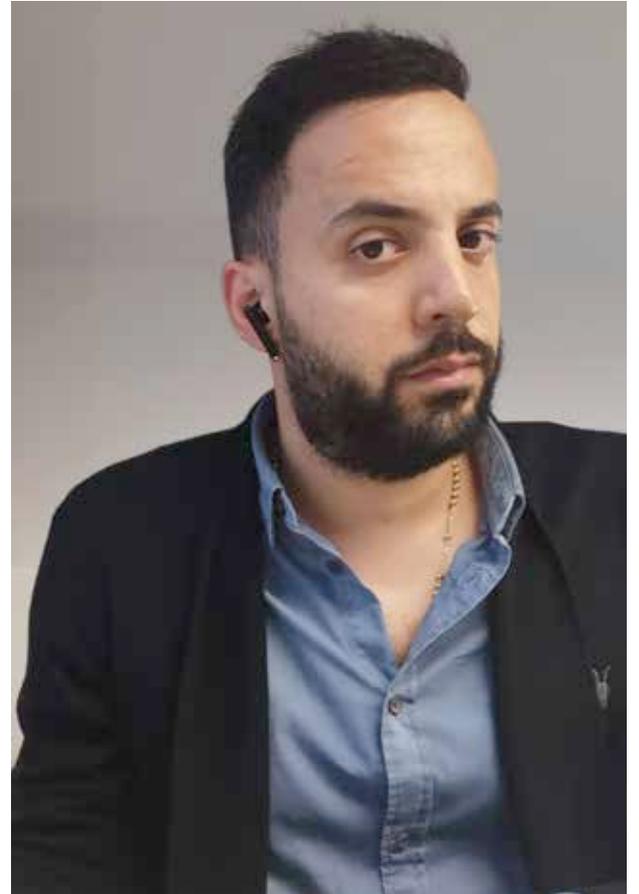
## NISSAN PATROL FEATURES AND SPECIFICATIONS

In a walkthrough like no other with, Nissan Camouflage Productions was very eager to provide an edge to the concept of the film. The film was shot in-studio, showcasing the features of the New Nissan Patrol in an engaging manner to reveal the character and persona of the car, making it stand out in a limbo of darkness. The main challenge was to manipulate the reflective surface of the car and avoid reflections of the crew and equipment in a limited space. The edit of the film was constructed in a way to create a suspenseful feel.

Production house **Camouflage Productions** Agency **TBWA/RAAD** Exec producer **Dania Salha Quaglio** Director/DOP **Alessandro Pavoni** Offline editor **Ameya Gupta** Colourist **Dan Mitre** Online editor **Eduardo San Jose** Post-production producer **Khalid Jabaly** Music **Childhood Wonder** by **Reid Willis**

# ARE WE EQUIPPED TO HARNESS THE POWER OF IOT?

Wavemaker's **Julien Trad** says that as more devices come online, marketer and agencies will have to balance data gathering with privacy concerns



**T**hey said: One day, your fridge will order food for you. That day is here. What's next?

Every aspect of our existence is connected to technology, and it is generating a big load of data. Will the interconnectivity of our digital devices provide opportunities for brands to listen, analyse and react to the needs of their consumers?

Perceptibly, yes. However, the main obstacle is the optimal use of internet of things (IoT) through the right messaging, the appropriate timing, the accurate location and, most recently, the correct device.

The UAE tops world rankings of connected consumers. The infrastructure of the country has paved the way for an improved lifestyle reliant on connected devices.

From a brand perspective, tech giants are continuing to focus more on wearables for consumers to stay connected. Richard Yu, CEO of Huawei's consumer division, says: "For consumers, having access and storage of personal data and records will make wearable devices one of the most important industry developments in the advent of

big data and cloud technologies".

With consumers becoming more connected and an abundance of shared critical personal data, how will privacy concerns be addressed and managed?

The IoT will ultimately include billions of interconnected devices. All these devices will communicate, exchange data and perform carefully synchronised tasks. And they must do so without foregoing performance or security. While the IoT is producing a lot of data, many experts believe that it is not possible to monitor it all. They also tend to agree that data-points collection is increasingly becoming a challenge for agencies, advertisers and publishers as the role of regulators is growing and governments are strengthening data protection laws, enabling consumers to decide how their data is stored and used.

Considering the increased privacy constraints, what would the role of IoT in digital marketing be, especially in hyper-connected economies like the UAE?

There are three actions we can take in the hope of finding possible solutions:

**1. Local research companies need activate AI to process the massive amount of data collected:** By now, it's no secret that the use of customer data should raise privacy concerns, which are only becoming more important with time. Big data analytics are evolving. However, regulations are restricting how much is accessible to research companies, and ultimately digital marketers. On one hand, with the IoT, market research will get access to an abundant data mine, unveiling new insights and prospects. On the other hand, very few or even none of the regional market research companies are using it. This surge in data should enable us to streamline our processes and reach our target audience in new ways. Unfortunately, it is not the case.

**2. Social platforms are powerful research tools, so make use of them:** Facebook is collecting data points. Most of our daily IoT devices are infused with

Facebook-enabled apps that transfer these data points to Facebook's massive analytics machine. Yes, it's hashed, not once but twice. It's driving more effective campaigns at the most efficient costs. So, is Facebook becoming our go-to research tool? After all, don't we all rely first on Facebook to understand our audience in real-time?

**3. Pair IoT data with your CRM:** IoT allows for more constant user experiences. When smart devices begin to break down or do not perform according to expectations, that information is fed back to the tech company, providing it with an opportunity for instant improvement and modification. If companies are willing to pair smart devices with sophisticated CRM software, they will not only benefit from being able to rectify the problems in real-time but will also allow media agencies to make more informed decisions and deliver better personalised communications to their customer base.

IoT doesn't access only information that a user decides to share publicly on social media, but also information about their day-to-day lifestyle. As digital marketers, accessing this type of data means that we can see when, how and why a product is being used. Those of us who take full advantage of this treasure of information will gain a tactical advantage over competitors. However, as marketers, we are faced with an ethical and moral concern: the privacy of our consumers. The major challenge we will have to overcome in the near future is how to harness all this newly generated data and develop personalised experiences without being perceived as intrusive. Only then will we be able to unlock the full potential of IoT.

Will data privacy be the last wall to break to ensure the further advancement of digital marketing?

Julien Trad is regional media director, Huawei, at Wavemaker

**"THIS SURGE IN DATA SHOULD ENABLE US TO STREAMLINE OUR PROCESSES AND REACH OUR TARGET IN NEW WAYS. UNFORTUNATELY, IT IS NOT THE CASE."**

# A LITTLE LESS INFORMATION

London Business School's **Niro Sivanathan** explains how, when it comes to pitches, telling the client less can make them respect you more



**NIRO SIVANATHAN** is associate professor at London Business School. He regularly advises companies, large and small, on how to be more persuasive in their communication

**P**itch day. You've done your due diligence. You know your potential client well and have formulated a comprehensive pitch – one that addresses the many reasons why your agency should win the client's business.

The presentation goes well; you feel quietly confident. Then you receive the call: "They've decided to go in a different direction."

Losing a pitch can sting, even to the most seasoned partner, and especially when you feel you were the right person for the job.

There are, of course, many reasons why a business might choose to give their account to one agency over the other. Some of these – budget constraints and how well the winning team made their case – lie outside of your control.

Now is the time for constructive introspection. What could you have done differently? How could you have changed the delivery of your message to make sure it resonated with the client?

One way to transform the way you make your case (and your intended target hears it) is to remember that less is often more. Framed another way, what matters more than the quantity of information in your pitch is its quality.

In the United States, direct-to-consumer drug advertisements, by law, must list all side effects of the drug. This means that in a television commercial advertising a particular pharmaceutical product, audiences may be told about a myriad of side effects ranging from the significant to the relatively minor. If you've ever watched TV in the US, chances are you are all too familiar with these ads.

My colleague Hemant Kakkar and I investigated the unintended consequences of sharing this information in drug advertisements and found that the inclusion of relatively minor side-effects, such as tiredness, actually led audiences to downplay the significance of the more serious side effects, such as risk of stroke.

What is at play is a recognised cognitive bias known as the 'dilution effect'. It's one of the many biases that plague humans' ability to make sound decisions.

Here is how it works: when making a judgement – it could be about which brand of juice to buy or which medication to choose – individuals weigh up a series of factors; some of these arguments or factors are highly salient, others are less so.

When making an argument or attempting to prove a point, it can be tempting to include as much information as possible. You might choose to start with your most convincing argument, and supplement it with some weaker points to add a bit more flesh to the bone. This approach is based on the assumption that your argument is helped by fully outlining the case in your favour. In reality,

the addition of weaker arguments dilutes the strength of the most powerful argument in the mind of the listener.

Rather than adding to your overall point, the additional information can actually undermine the 'punch' of your strongest argument. You are better off making your point using your very best arguments and leaving it at that.

In the case of US drug advertisements, Dr. Kakkar and I found that participants in our studies who viewed an advertisement listing all of a particular drug's side effects, judged the severity of that drug's side-effects to be less severe than when the same advertisement was shown without the mention of the more minor side effects. The unfortunate result is that, by supplying information about every possible risk, consumers are more likely to disregard the potentially most serious risk factors.

Of course, if you are a pharmaceutical brand trying to downplay the seriousness of a product's side effects, the dilution effect can be helpful.

When making a pitch to win a digital transformation project, listing a shopping list of your strengths hurts you.

So what should you do to avoid the pitfalls of the dilution effect when making your case to a potential client?

Identify your main selling points, and leave the others to the side lines. Stick to your strongest arguments in your pitch, keeping in mind that you may actually only need one or two points to make your argument. If you were only able to make a 30-second pitch, what would you want the client to know in that time?

Avoid adding additional, but ultimately insignificant, pieces of information to your pitch that may detract from the power and impact of your main selling argument. It is understandable that when wanting to put your agency's best foot forward, you want to ensure that the client leaves the meeting with a comprehensive understanding of the many benefits they will enjoy by awarding you the account. But bear in mind that you risk undermining your strongest point and key message by supplementing it with less salient information.

Remember this advice when formulating your pitch and you will avoid a potentially major source of self-sabotage. And, once you've won the account and the real work begins, keep the dilution effect in mind.

After all, if listing additional information in pharmaceutical advertisements can reduce the perceived severity of a product's side-effects, the opposite effect can be achieved through your advertising copy. Make your language impactful and to-the-point, and avoid the small print if you want your marketing message to resonate as powerfully as possible.

In reality, the addition of weaker arguments dilutes the strength of the most powerful argument in the mind of the listener.

**S**ince the Association of National Advertisers (ANA) published its report into media transparency in the US market in 2016, advertisers have paid ever more attention to where and how their marketing budgets are invested. The impact of the ANA report echoes well beyond the US, covering all key territories, including the emerging powerhouse of MENA.

In the MENA region, many of the GCC markets experienced deflationary pressures in 2019. Consumers are trading down to cheaper brands, cutting margins and profitably for leading advertisers and making marketing efficiency a higher priority. As a consequence, it's not just global advertisers but also local companies and conglomerates that are driving transparency into all areas of marketing spend. Activity ranges from contract compliance auditing to benchmarking media cost and quality, from assessing media effectiveness to scrutinising planning and buying capabilities.

MENA has a growing, locally literate population, with 60 per cent aged 15-29. Consumers demand locally relevant content, requiring locally produced creative executions and production of assets at the country level. Each link adds layers of complexity to the creative agency supply chain, with the lead agency required to sub-contract to affiliates or partners in-market. As a result, advertisers should be concerned with how third-party suppliers are selected and how costs are agreed. They should work to determine whether billings are transparent, whether rebates or discounts are offered by third parties, and whether all jobs are reconciled correctly against the original project plan, with all costs clearly detailed and all jobs correctly closed.

To prevent erosion of transparency in non-media advertising, marketers should:

**1. Retain direct management of strategic suppliers.**

Consider when it is appropriate for high-value, strategic suppliers – such as print management agencies or activation companies – to be contracted directly by the advertiser. Agencies often charge mark-ups for management and can benefit from rebates.

**2. Understand new mediums and costs.** Marketing budget allocation is shifting, and the priority must be to understand the elements and costs of these new mediums. Advertisers need to get to grips with the as-yet non-standardised influencer space. With 'content now king', they need to become competent with the costs of new budget lines including video content production costs, directors, producers, and talent.

**3. Ensure full disclosure of all suppliers and costs being used/charged.**

The fragmented nature of the countries in MENA is compounded by the increasingly complex media ecosystem. What was once a relatively straightforward client-agency-publisher relationship has now expanded to include agency trading desks, programmatic buys via demand- and supply-side platforms, data management platforms, dynamic creative platforms and ad-verification technologies. Technology has made media trading more complex, more opaque, and less accountable. With digital in the MENA region estimated by Zenith to account for more than 40 per cent of total ad spend in 2020 – and with an estimated two-thirds of display being spent

# DO YOU SEE WHAT I SEE?

**Stewart Morrison, from compliance specialist FirmDecisions, explores the complexities and challenges around marketing transparency in the Middle East**



programmatically in 2019 – digital investment has now become one of the key areas of concern for advertisers.

In securing media transparency, advertisers should focus on three areas:

**1. Disclosure of costs.** Beyond lead agency fees, intermediary companies charge a bewildering array of fixed fees, commissions, CPMs and percentages, so advertisers need to know exactly what each participant in the media chain is charging and how much of each dollar spent actually makes it to publishers.

**2. Rebates and benefits.** There's a variety of rebates, free inventory and value pots from which advertisers can benefit, depending on spend commitments with publishers. These can be at both local agency and holding group level. It's vital that advertisers understand what their entitlements are so they can make informed decisions about how best to invest.

**3. Getting what you pay for.** Advertisers should ensure diligence in payments and verify that what they pay for is what they get. They need to make sure that agencies pay publishers on time, eliminate the hidden costs of unbilled media and verify that ads ran according to media plans.

**Finding transparent solutions**

The first step to more transparent advertiser-agency relationships comes in the contractual obligations between the parties. As a critical first step, marketers need to make sure that there is an up-to-date, robust, and fit-for-purpose contract in place, signed by all parties. Those who negotiate contracts between advertiser and agency are usually not the same people as those who use them day-to-day. This is frequently the source of misinterpretation and deviations from the terms agreed and signed, and the route to potential overcharges. That's why it is vital that everyone understands what the contract allows and expressly forbids.

The key to transparency lies in the three Es: ensure, enshrine, enforce.

**Ensure** there is complete disclosure of all cost structures in the agency ecosystem, including (for example) when proprietary or inventory media is part of the deal.

**Enshrine** within your contract the right to audit.

Some clients are concerned this could affect agency relationships. But the truth is the agencies they work with are already being audited to maintain a healthy client-agency partnership, so the right to audit is a must. It isn't onerous and it won't compromise the relationship. On the contrary, it will strengthen it.

**Enforce** this right to audit, using a specialist business, expert in marketing and media, to ensure hygiene and maintain the trust in the agency relationship.

The fragmented nature of MENA makes it even more important that advertisers face the ever-more-complex challenge of understanding where their money goes, ensuring they get what they pay for – no matter what their strategic marketing focus. Strong and enduring client-agency relationships are built on trust, transparency and openness.

Stewart Morrison is managing director MENA at FirmDecisions, a global contract compliance specialist



# DIGITAL DECADE

## Elias Jabbe examines ways to build our skills in the 2020s

**T**here's nothing quite like a new decade when it comes to opportune moments for reflecting on our long-term growth plans. Now is the time to strategise for the goal of leaving this decade with more skills than we entered it with.

For example, I am enrolled on PR courses and also keep an eye on the global tech community. And for good reason: Recent research has confirmed that technology's impact on communications is growing. Microsoft's *2020 Vision: Trends to Define the next Decade* report cited SEO and adaptability as the most important hard and soft skills for marketers during the 2020s. The Arthur W. Page Society also recently announced that communications technology is a critical aspect of our industry's future.

The question that must be asked is: How do we keep up with all the changes?

Good luck can often be created by simple habits. Curation service Product Hunt, a tech community favourite that I've used since my start-up days, facilitates the discovery of new products that affect communications and other fields. Product Hunt's Google Chrome extension helps me learn about highly ranked products every time I open a new browser tab.

One of those products relevant to communications is Acciyo, an artificial intelligence-powered start-up from Los Angeles.

The tool, which functions as a Google Chrome extension, leverages natural language processing (NLP) to help us better understand the context of news.

Anum Hussain, co-founder and CEO of Acciyo, says: "Reading the news has historically been focused on minute-by-minute updates, but often readers are days, if not weeks, behind on a story. Living in a 24-hour news cycle makes it nearly impossible to stay on top of the endless topics. At Acciyo, we use machine learning to do the difficult work of digging up the 'previous chapters' of a news story, and present them to you in a chronological timeline. This timeline appears to the right of your screen automatically as you open a web article.

"For communication professionals, specifically, this technology can help you quickly and easily get a bird's-eye view on how a narrative has evolved and see the key points in the story development. You may also find events on the timeline you weren't aware of, further fuelling you with helpful context to understand any news topic beyond the headline."

AI and NLP are also leveraged in various MENA countries via Arabic-centric platforms. Jordan-based startup Mawdoo3 launched an Arabic AI assistant called Salma, while New York University Abu Dhabi researchers at the Computational Approaches to Modelling Language (CAMEL) lab co-created Arabic



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is a communications consultant  
@elias213

**"NLP WILL BE AUGMENTED WITH ANALYSIS OF VOICE PATTERNS, FACIAL EXPRESSION AND VITALITY SIGNALS."**

dialect analysis tool Madamira with Columbia University.

"NLP has already been adopted widely and entered our day-to-day life," says Muhammad Chbib, a serial tech entrepreneur who currently heads B2B e-commerce platform Tradeling.com.

"In the future, NLP will be augmented with automated analysis of voice patterns, facial expression and vitality signals. This will enable businesses to tailor their content and communication not only to location and context, but also to the emotional states of recipients."

One concern we should have revolves around how rapidly we implement what we learn: research from CIPR's AI in PR panel report illustrates that AI isn't being embraced by PR professionals quickly enough.

With that being said, CIPR partners with the Middle East Public Relations Association (MEPRA) to offer multiple educational resources.

"Public relations practitioners have a duty to ensure their skills and knowledge reflect the highest standards of practice and MEPRA has a duty to ensure our professionals have access to training in order to do so," says MEPRA executive director Sabrina De Palma.

"Through MEPRA's partnership with CIPR, our members have exclusive access to CIPR's continuing professional development online portal which includes free webinars on demand, best practice guides, industry papers and more."

Who's ready for a decade of reinvention?

# THE AGENCY GUIDE 2020



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# INTRODUCTION

**W**elcome to the 2020 Agency Guide, where we list the region's creative and media agencies. We endeavour to be as comprehensive as we can be, so thank you to everyone who sent us their new or updated details. If you missed out, do sign up for our newsletters and keep an eye on our social media pages to make sure you get into our upcoming guides.

As usual, there are familiar faces. A lot of creative and media agencies were also listed in our recent Digital Agency Guide. I'm sure a few of them will appear in our PR and Events Guide in August too.

One reason for these recurrences is that agencies are broadening their scope. They need to do this both to maintain their revenues in a tough economy and to better service their clients.

For many years agencies of every discipline have been saying their clients want a single point of contact for all their communications needs, and a veneer of simplicity to shield them from a lot of very complicated interlocking processes.

This may be doing clients a disservice. Everyone wants an easy life, but it is the integration of services – branding, media, PR, digital and so on – that holds the greater appeal. The draw of a full-service agency or a truly integrated network is less the simplicity of one account handler, or even cost savings, but more about knowing the whole system is working as efficiently and effectively as possible, and that the left hand knows what the right is doing.

I recently spoke with a creative agency head who said he disagreed with the integration of creative and digital agencies (such as WPP's VMLY&R and Wunderman Thompson, and the seven-year stint of DraftFCB from Interpublic). Perhaps he shares some of my scepticism about the distinction in the first place (I would argue that any creative agency today is well versed in all but the most specialised aspects of digital advertising – or at least should be – and that the 'digital' agency of the future will be more of a technical supplier of technologies such as AR, VR, machine learning and ad tech; all other agencies will just be, well, agencies).

The agency boss said the way he sees agencies coming together is more of a re-convergence of creative and media shops, effectively reversing the split we saw in the mid-1990s when MBUs (media buying units, as they were then called) split off from the big ad agencies to specialise and to build their client base, spending power and negotiating clout. The split made sense back in those pre-digital days, when there were only a few media channels – TV, print, outdoor – whose main brands were owned by just a handful of media conglomerates. Of course a brand would make a TVC, and of course it would need to run on the main television stations.

But those days are gone now, and in the past they must remain. A new model is arising to create, plan, buy and amplify messaging to converse with a proud army of consumers brandishing smart phones, short attention spans and more media options than ever before.

So look at the agencies in the pages ahead. Most of them can do most things, or at least help manage partners who fit the bill. The real questions for clients are: Who among them can do what you need? Who can do it best? And who do you best work with? No agency is an island, and brand managers must find the archipelago that is right for them. This guide is here to help the industry chart those waters.



## AUSTYN ALLISON

Editor

✉ [austyn.allison@motivate.ae](mailto:austyn.allison@motivate.ae)

🐦 [@maustyn](https://twitter.com/maustyn)



Front cover and guide cover designed by Fady Rofaeel and Rodrigo Rodrigues at Horizon FCB





**Founded** 1988  
**Chairman & CEO** Pierre Abou Diwan  
**Headquartered** Dubai, with offices in Abu Dhabi, Beirut, Kuwait, Jeddah, Riyadh, GCC  
 www.amcuae.com  
 enquiry@amcuae.com  
 +971 4 457 2125



Being relevant and different in our work while remaining futuristic in our thinking is the secret of our success. From cutting-edge creative ideas and digital executions to engaging brand experiences, we are constantly evolving, rediscovering and reinventing. We are 30 years young and our appetite for excellence continues to grow with every passing day.

**SERVICES** Creative; digital; social media; web development; media planning & buying; branding; public relations; events management; photography; print production; television; radio

**KEY CLIENTS** Bentley Emirates; McLaren; Mitsubishi; Mohammed Rasool Khoory & Sons (Rolex, Tudor, Alpina, Frederique Constant Parmigiani watches); Al Forsan International Sports Resort; DxBone; Dreamland Aqua Park; Bawabat Al Sharq Mall; Abu Dhabi Chamber of Commerce; Abu Dhabi Health Services

**AFFILIATIONS** Recently AMC became one of the first DMCC member companies to join the United Nations Global Compact – the world's largest corporate sustainability initiative. Committed to adopt sustainable and socially responsible policies, we have incorporated the 10 principles of the UN Global Compact, establishing a culture of integrity.

**AWARDS** Gold Award in the Service Industry Category from IAA UAE Chapter; Outstanding Achievement Award from Dubai Shopping Festival committee; Certificate of Appreciation from Central Bank of the UAE; Commercial Commitment Silver Jubilee Certificate from Dubai Government's Department of Economic Development (DED)

**LEADERSHIP PANEL**



**Pierre Abou Diwan**  
 Chairman & CEO



**Mark Abou Diwan**  
 Managing director



**Rabih Al Atat**  
 Branch manager –  
 Abu Dhabi



**Imran Mohideen**  
 Creative director

**INDUSTRY SNAPSHOT**

**MARK ABOU DIWAN**

**Managing director, Advertising & Marketing Consultants**

**HOW IS THE AGENCY MODEL CHANGING?**

Over the last couple of years, the communication platforms have undergone great transformation with the rapid development of digital and social media. The changing consumer habits are accelerating the pace of change to an exponential level. Agencies now must be more agile and accountable than before. The culture of innovation, excellence, experience, engagement and accountability has become the driving force of the industry.

**WHAT CHALLENGES DO YOU FACE THAT YOU DIDN'T FIVE YEARS AGO?**

Digital has a record of everything – from what's being watched, searched and shared, to how time is being spent. Five years ago, we didn't have that kind of accurate and personalised data. For us, the new scenario is ideal as it's a win-win situation. We can now utilise budgets efficiently and productively, eliminating wastage and delivering better results. The results of our creative thinking, strategy and spending can be justified with greater



precision. It's a whole new era of transparency and efficiency for both agencies and clients.

**WHAT HAVE CLIENTS STARTED ASKING FOR IN THE PAST YEAR?**

Advertising has always been considered a persuasive art and science. Today, it's a results-oriented and data-driven brand experience. With accurate performance data available, clients are more demanding. They are more knowledgeable about focused digital marketing with clear KPIs and seek a lot of information regarding targeting and trackability of the campaigns. ROI is critical and has become an intrinsic part of every campaign. Apart from the digital campaigns, we are increasingly

engaged in on-location activations, direct marketing through different mediums, PR and events.

**HOW ARE CONSUMERS CHANGING, AND WHAT DOES THAT MEAN FOR YOUR WORK?**

Today's customers are being constantly bombarded with aggressive marketing messages. It's getting increasingly difficult to capture their attention, due to the clutter. Their purchase decisions are search-based and anchored on accurate information. Standalone promotions are no longer as effective as they used to be. Information is the key and we partner with our clients to deliver messages to the right target audience. It's more about brand engagement and experiences rather than just hard-sell. So, as an agency, our challenge is to ensure effective engagements for better ROI.

**WHAT EFFECT IS TECHNOLOGY HAVING ON YOUR BUSINESS?**

The current e-commerce era is a positive time as far as our business is concerned, though we have seen a sharp decline in print media. As technology continues to grow, we are evolving, adapting and implementing. At the end of the day, we believe, it's not just the technology that drives us, but the people who guide us to the next level of growth. We are investing heavily in a young, talented workforce in our digital and social media departments. We have seen a quantum leap in client budgets, which have gone up by 700 per cent in the last year alone. We are witnessing growing client confidence, as reaching the right audience with targeted and measurable inventory has ensured successful digital campaigns.

# and us<sup>®</sup>



**Founded** 2018  
**Headquartered** Dubai  
www.and-us.agency  
+971 56 779 8436  
fadi@and-us.agency

and us is an independent creative marketing and design firm. Creatively led, strategically driven and business-results obsessed, we work side-by-side with our clients to solve business problems or create business opportunities with creativity. It is how we work that sets us apart from everyone else and allows us to create enduring relationships and superior work.

**SERVICES** Strategy; digital; social; marketing campaigns; branding; design; media; content production

**KEY CLIENTS** Google, Deliveroo, Coca-Cola, Bahrain Electronic Network for Financial Transactions, Jotun, YAS, RSCN and us

**LEADERSHIP PANEL**



Fadi Yaish  
Founder and CCO



Jamie Kennaway  
Creative director



Steve De Lange  
Creative director



Mahmoud Jaber  
Brand lead

Welcome to business unusual



# let's do it.



www.and-us.agency

## The B2C Ideas Agency

**Founded** 2017

**Head of company** Jatin C. Vadgama  
jatin@b2cideas.com

With more than 25 years of experience in the Middle East, Subcontinent and Far East markets, we can create the most cost-effective solution for your brand to stand out in the marketplace. We also provide in-house design services for clients that need to protect the privacy of their content.

**SERVICES** Marketing communications; advertising design for all media; branding and stand design for events; trade shows & mall activations

## Blue Apple Advertising

**Founded** 2010

**Headquartered** Dubai  
**Owner** Vishhal JN Anand  
**Chief creative** Pankaj Ramnathkar  
www.blueappleco.com

Blue Apple is an award-winning integrated advertising, digital and social media agency built on a team of specialist professionals with regional and global experience. Everyone talks about their differences, but we believe we genuinely offer our clients something different: a team of communications experts who value client relationships.

**SERVICES** Advertising creative services, brand strategy, integrated communication (ATL, digital, BTL), logo design & corporate identity, packaging, digital marketing, social media, website, mobile app

**KEY CLIENTS** Mohammed Bin Rashid Al Maktoum City-District One, Dubai Islamic Bank, Eros Electronics, Hitachi, TCL, Michelin, Al Zahra Hospital, McCain Foods, Damac Properties, Leptos Estates Cyprus, Al Areesh Foods

## BOND

**Founded** 2009

**Partner** Anthony Miles  
ahlan@bond-agency.com

A global brand and experience agency with studios in Dubai, Helsinki, London, Tallinn and San Francisco. We are designers, technologists and storytellers, applying our expertise to build complete brand experiences. We believe in one simple truth: In a complex world, simple wins. Simplicity is the guiding principle that underlies our thinking, approach and work.

**SERVICES** Brand strategy; brand identity & design system; launch & brand campaigns; UI design & digital development; branded environments

## The Brand Company

**Founded** 2017

**Regional offices** Egypt, UAE  
**Head of company** Omar Hikal  
**Chief creative** Dara Abdel Hadi  
brandsbuiltbetter@thebrandcompany.co  
akram@thebrandcompany.co (UAE)  
www.thebrandcompany.co

**SERVICES** Brand culture assessment and development; brand strategy; customer experience; brand architecture; brand identity creation; creative brand communication development concept

**KEY CLIENTS** El Gouna (real estate), El Gouna (destination), Azza Fahmy (luxury jewellery), Desert Rose (hospitality), RAK Media Office (government)

**Founded** 1980

**Offices** Dubai (HQ), Abu Dhabi, Muscat, Kuwait, Jeddah  
**Ownership** Abdulla Majed Ahmad Al Ghurair, WPP Group & Avishesha (Avi) Bhojani  
**Group CEO** Avishesha (Avi) Bhojani  
**Chief creatives** Louise Kotze & Justin Du Plessis (Dubai); Aaron Arthur (Kuwait)  
info@bpggroup.com  
www.bpggroup.com  
UAE +971 4 506 5555 Kuwait +965 2 296 8371

The BPG Group, headquartered in Dubai, is one of the largest integrated communications groups in the MENA region and part of the WPP network. Our regional experience dates back nearly four decades and we have played a pivotal role in helping to initiate and promote some of the region's most powerful local brands and initiatives. We pride ourselves on being uniquely integrated by design and have specialised practices operating from our two regional hubs in Dubai and Kuwait.

**SERVICES** Advertising; digital and interactive experiences; experiential marketing & activations; social media; content marketing; public relations; influencer marketing; media planning and buying

**KEY CLIENTS** Swatch / Rivoli, HMD Global (Nokia), UAE Exchange, Dubai Parks and Resorts, Nakheel Real Estate, KPMG, Sony MEA, Mazoon Dairy, Kalyan Jewellers, Sharaf Group, Innoventures Education, Mashreq Bank, Prime Minister's Office, Al Tayer, Godiva, National Bank Of Fujairah, Masdar, Turner Broadcasting, Regus, CosmeSurge & Emirates Hospital, Marmum Dairy Farm, Jumbo Electronics, Alshaya Group, Boubyan Bank, National Bank of Kuwait, Behbehani Motors - Porsche / VW / Skoda, Alsalam Palace, Jumeirah Hotels and Resorts, Four Seasons

**AWARDS** Multi-award winning agency over four successful decades



### LEADERSHIP PANEL



**Avishesha Bhojani**  
Group CEO



**Satish Mayya**  
CEO, BPG Max



**Ketaki Banga**  
COO, BPG Orange



**Souheil Arabi**  
CEO, BPG Kuwait

## Bridge of Minds

**Founded** 2016

**Headquartered** Beirut, with presence in Erbil and UAE

**Managing director** Marina Araigy

info@bridgeofminds.com

www.bridgeofminds.com

We bring together an assortment of professionally genuine creatives, specialists and digital marketing experts to create, develop and implement unique online strategies and customised digital solutions that yield quality and profitable results for brands in the industries of luxury, F&B, retail, arts and entertainment.

**SERVICES** Social media management; digital design & branding; Google Ads; SEO; web development; digital PR & communications

**KEY CLIENTS** Resense Spa, Kempinski Hotel; La Siesta Hotel & Beach Resort; Castania; Faqra Catering; Ava Venue; Bou Melhem Restaurant; House of Marmalade; Dr. Grace Obeid; AXA Motor Oils; MIMA Group

## Caviar Creative

**Founded** 1998

**Headquartered** Kuwait

**CEO** Haitham Al-Hajji

**Chief creative officer** Haitham Al-Hajji

www.caviarcreative.com

**SERVICES** Telecoms; banks; ministries and government; automotive; entertainment; health; FMCG; finance and investment; non-profit; sports

## The Cheek

**Founded** 2010

**Headquartered** Dubai, UAE

**Ownership** Inpress Advertising; Equity Advertising

**Heads of company** Shoba Menon; Mustapha Kandil

www.thecheek.ae

**SERVICES** Integrated brand communication; social media management; content production; creative strategy and implementation; data and analytics; activations; media buying; web and app development



**C2 COMMUNICATIONS**  
ARCHITECTS OF THE NEXT

**Founded** 1989

**Headquartered** Dubai

www.c2comms.cx

+971 4 282 7621

We do not limit ourselves to the thinking of today's possibilities. We constantly explore modern marketing to effectively communicate on a daily basis. Driven by a team of courageous decision-makers, progressive thinkers and curious minds, we enable technology to improve business solutions and explore the potential of brands in the future.

**SERVICES** Conceptualisation of creative communication; building and managing brands' personality and values; activating brands through experiential and meaningful relationships; online and offline audience building and analysis; conceptual and channel strategy planning; online and social media strategy; marketing affinity data procurement; advanced performance marketing and amplification; media planning & buying; web and app development; CRM

**KEY CLIENTS** Porsche Dubai & Northern Emirates; Maserati Middle East & Africa; General Mills; Fonterra; Medcare; Abu Dhabi Pension; Sharjah Sustainable City; BRF – Sadia; DWTC; ENOC; The Coca-Cola Company; ZOOM; Dubai Culture; Schreiber & Rupp; Skoda UAE; Jollibee; Mezzan Holding Co; Asmak; Udrive

### LEADERSHIP PANEL



**Roy Aftimos**  
Managing director



**Samer Qaqish**  
Business director



**Cumai Aboul Housn**  
CIO



**Leslie Paul**  
Creative director

## Cheil MEA

**Founded** 1973 (globally); 2006 (in the region)

**Head of company** Youngsuk Yoon

hello@cheil.com

Cheil MEA is a leading 360-degree advertising agency locally headquartered in Dubai with seven offices across the region. Our expertise includes: strategy; creative services (ATL and BTL); digital content including display; video; social; CRM; e-commerce; web/app development; retail; experiential; and field force management.

**SERVICES** Strategy; creative development (localisation & global adaptation); digital services; retail; experiential

## Commonwealth McCann // Dubai

**Regional headquarters** Dubai.

**Ownership** IPG (The Interpublic Group of companies)

**Managing director** Ian Halley

**Executive creative director** Andrej Arsenijevic

www.cw-mccann.com

**SERVICES** Creativity, strategy, account management, social media, digital content creation, production

**KEY CLIENT** Chevrolet Arabia

## Comma

**Founded** 2018

**Head of company** Rawan Al Sharif

write@letscomma.com

mariam@letscomma.com

We have intensive experience in the field of copywriting that we have gathered from years of working on different types of projects. We believe in the power of words, which is why we aspire to practise and enhance what we do by collaborating with similar agencies around the world.

**SERVICES** Creation of a brand tone; translations in English & Arabic; campaign & advertisement content; social media content management; packaging content

## Create Media Group

**Founded** 2010

**Offices** Dubai, London

**Head of company** Tom Otton

**Creative director** Vincent Drevet

www.createmedia-group.com

**SERVICES** Social media; digital; video production; logo design

**KEY CLIENTS** Emirates, Audi, Emirates Academy, Qasr Al Hosn, Expo2020, Cultural Foundation, Redbull, Nespresso, Standard Chartered, Emaar

**Founded** 2001

**Regional Offices** Dubai, Beirut, Manama, Riyadh, Tunis, Casablanca

**Ownership** Majority owned by DDB Europe (Omnicom)

**Middle East CEO** Hubert Boulos

**ECD** Firas Medrows

enquiries@ddb.ae

www.ddb.ae

+971 4 429 0904



### LEADERSHIP PANEL

We believe that creativity is the most powerful tool in business.

Growth requires people to behave predictably, and growth is what clients come to us for. Emotion, at Scale, is the way to achieve that. Making lots of people all feel the same thing at the same time. We grow businesses by giving them emotional advantage. Our work is designed to appeal to emotions, to achieve rational goals.

Part of Omnicom, DDB is one of the most awarded agencies ever at Cannes Lions. It is one of the largest networks, with 200 offices across 90 countries, and 1,200 employees serving 1,900 clients.

**SERVICES** Integrated communications; advertising; social digital; shopper marketing; content production

**KEY CLIENTS** Saudi Tourism (SCTH), Al Safi Danone, Lipton (Unilever), Sunsilk (Unilever), Persil (Henkel)

**AWARDS** #2 Most creative Network in the World (Cannes Lions 2019)



Hubert Boulos  
CEO Middle East



Firas Medrows  
ECD



Nathalie Gevresse  
Managing director



Anil Thomas  
Finance director

## Dunes Packaging

**Founded** 1985  
**Headquartered** Dubai  
 info@dunes.ae  
 www.dunes.ae

Packaging design specialists offering an integrated range of packaging design and branding solutions. Concept, branding, design, artwork, premedia, prepress, 3D & CGI, photography, mockups & prototypes, e-commerce graphics and technical and press-side support.

## Esteem Communications

**Founded** 2015  
**Headquartered** Dubai  
 info@esteem.me

Esteem Communications started its operation as a branding agency. Driven by passion for design, and a desire for being unique and unconventional the Esteem Communications team – who come from a diverse and multinational range of backgrounds – have dreamed up identities for five-star hotels, created blockbusting stands for real estate giants and even advised individual professionals and budding start-ups.

**SERVICES** Corporate identity and branding; ATL and BTL communication; social media management; web design

## Grey Mena

**Founded** 1917  
**Heads of company** Kamil Kuran (group CEO); Nadim Khoury (CEO)  
 infomena@grey.com

Started in 1917 in New York, Grey expanded into Europe in 1960. Over the years, the agency has garnered an enviable reputation for creative excellence based on solid strategic thinking. Clear, simple and compelling ideas have been the driving force behind creating consumer preference. In MENA, Grey was established in 1987. It is ranked amongst the top agency networks offering integrated communication solutions to international, regional and local clients.

**SERVICES** Strategy, Ideation and deployment across touchpoints.

## Group Partnership

**Founded** 1998  
**Headquartered** Dubai  
**Partner & CEO** Rahul Nagpal  
**MD & ECD** Alok Gadkar  
 www.grouppartnership.com  
 info@partnershipme.com

At Group Partnership, we believe in the power of ideas. The honest, fearless and engaging types that question beliefs, alter perspectives and unlock minds. For 20 years now, we've been partnering brands to identify their voice and speak in the language of now. And what's now is our Horizontality approach that's drawn from a single-minded proposition: ideate before create.

**SERVICES** Group Partnership is an integrated marketing communications agency specialising in communications strategy, creative development and more

**KEY CLIENTS** Government, retail, health & fitness, banking & finance, education, FMCG, banking, sports and entertainment, amongst other categories

**Founded** 2009  
**Headquartered** Dubai  
**CEO** Mohammed Tayem  
 www.entourageintl.com  
 info@entourageintl.com  
 +971 4 338 8834

Entourage is an independent live communications agency operating in the MENA region for the past 11 years with offices in Saudi Arabia, the UAE, Egypt and Jordan, along with a main office in New York City. Driven by strategic vision, Entourage offers all-round integrated marketing services from events to PR to social and digital marketing and creative.

Entourage is the right mix of enthusiasm, agility, stability and professionalism. Working with established and upcoming brands alike, the agency has steadily increased its portfolio and its footprint.

Entourage houses an environment where creativity thrives and ideas are shaped. At the heart of it all is the culture, the people behind the ingenious work. Home to some of the brightest and most creative minds in the industry, the agency has gone from strength to strength, learning, growing, adapting, trying new ideas and approaches and producing one successful project after another.

**SERVICES** Corporate events & conferences; creative; digital & social media marketing; PR

**KEY CLIENTS** Google, YouTube, Monsha'at SME Authority Saudi Arabia, Deloitte, UAE Prime Minister's Office, LinkedIn, Ministry of Agriculture - Morocco, MiSK Foundation Saudi Arabia, Snapchat, Egypt Tourism Authority, Jordan Tourism Board

**AWARDS** Dubai SME 100; Effie Awards MENA; Dubai Lynx; Middle East Event Awards; Care Awards; Guinness World Records Recognition

# entourage

### LEADERSHIP PANEL



Mohammed Tayem  
CEO



Nicholas Pereira  
Creative director



Ziad Faour  
Head of strategy



Noor Nabulsi  
Group HR director

## Groupe Rhinos

**Founded** 1998

**Regional headquarters** Dubai

**Managing director** Fahad-Quentin Bahar

**Chief creative** Léa Liotta

www.groupe-rhinos.com/en

**SERVICES** Strategy planning; web and app development and design; graphic design; content creation; internal and external communication; digital marketing; audio-visual production; reward management; events planning.

**KEY CLIENTS** Life Pharmacy, Emaar, Volkswagen Group, Engie, Lals Group

## Ibtikar Advertising Agency

**Founded** 2009

**Regional headquarters** Damascus

**Ownership** CNR Marketing

**Head of company** Abou Rommaneh

**Chief creative** Dima Homoush

info@ibtikar.me

ibtikar.me

**SERVICES** Corporate identity creation; full advertising campaign development (ATL and BTL); media planning and buying; digital media; public relations; event planning; TVCs

**KEY CLIENTS** MTN Syria; Unicef; Park Residence Yaafour; Fly Aman; UNMAS; Aman Holding; Al Hafez Home Appliances; FMFI Bank

## Human

**Founded** 2016

**Headquartered** Dubai, UAE

**Head of company** Rakesh Kumar

**Chief creative** Rakesh Kumar

human-film@homeofhuman.com

www.human-film.com

**SERVICES** Crowdsourcing; big ideas; campaigns; production; idea banks; digital storytelling; tech-led content

**KEY CLIENTS** Michelin, ENBD, Al Tayer Group, Titan, Dabur, JLL MENA, Star TV, Mondelez, Ferrero.

## Imagination Middle East

**Founded** London, 1968; Middle East office opened 2013

**Regional HQ** Dubai

**Heads of company** Adel Noueihed, general manager Middle East; Patrick Reid, group CEO

**Chief creative officer** Julian Baker

adel.noueihed@imagination.com

www.imagination.com

**SERVICES** Brand experiences; immersive technology; live events; digital platforms; user experience; strategy; dashboards; brand/visual identities; CRM; content

**KEY CLIENTS** Royal Dutch Shell, Jaguar Land Rover

**Founded** 1968

**Headquartered** Dubai

**Ownership** 51 per cent IPG; 49 per cent MCN

**CEO** Tarek Miknas

**ECDs** Fouad Abdel Malek, Oliver Robinson (regional); Dany Azzi (Riyadh); Karim Ayeshe (Cairo)

www.fp7.com

+971 4 445 4777

FP7McCann is a full-service advertising agency, established in Beirut in 1968, and is the flagship agency of the MCN group. With 16 offices across 14 countries, FP7McCann is one of the largest regional ad agency networks and is part of McCann Worldgroup. Services include fully integrated marketing solutions, advertising, digital and production. The agency network has won the respect of the global creative and communication community for work it has consistently produced over the years. FP7 is the Network of the Year, and FP7McCann Dubai the Agency of the Year, at the 2018 MENA Effies and has won this title for six consecutive years. As per the Effies Global Index, FP7McCann Dubai was ranked as the most effective creative agency in the world in 2016, and #2 in 2018.

**SPECIALISMS** Business leadership (account management); integrated strategy (across all communication disciplines); integrated creative solutions (ATL, BTL – web and social); integrated production (AV, tech, front- and back-end solutions)

**KEY CLIENTS** Dubai Properties, Atlantis, McDonalds, Nestle, Mastercard, Coca-Cola, Emirates NBD, Unilever, Arla, L'Oreal, Dubai Duty Free, Al Rajhi Bank, Tadawul, Babyshop, Byblos, Ooredoo, BEKO, Reckitt Benckiser, Jawwy (STC), Etisalat Egypt, Orange Tunis

**AWARDS WON** Effie MENA Agency and Network of the Year – 2019, Global Effie Effectiveness Index: Number 2 Agency of the Year - 2019, Jay Chiat Awards, Cannes Lions, Dubai Lynx, The One Show, Ad Fest, Andy Awards, Clios, D&AD, NY Festivals, WARC, LIA, The Andys, Epica

# FP7McCANN

MENAT

### LEADERSHIP PANEL



Tarek Miknas  
FP7/MENA CEO



Binit Shah  
FP7/MENA CFO



Tahaab Rais  
FP7/MENA  
head of planning



Anis Zantout  
FP7/MENA  
head of digital

## Infini Concepts

**Founded** 2015

**Head of Company** David Lescarret  
info@infiniconcepts.com

We have a distinct passion for food, beverage and entertainment that inspires every aspect of our consulting practice. Our passion comes from 15 years of successfully operating, managing and creating within the food & beverage industry. We are driven by results and successes; we will find a way for you.

**SERVICES** Hospitality consultancy; concept creation; branding & design; marketing; creative thinking

## JWT MENA

**Founded** 1864

**Heads of company** Camille Haddad (CEO KSA & Levant); Hany Shoukry (CEO North Africa); Sasan Saeidi (CEO Gulf)

Founded in 1864, J. Walter Thompson Company has been making pioneering solutions that build enduring brands and businesses for more than 150 years. J. Walter Thompson MENA is one of the leading communication agencies in the region with nine markets, delivering communication-based business solutions across all channels.

**SERVICES** Brand building; data; activation; digital transformation; innovation trends & insights

## JWI Dubai

**Founded** 2015

**Headquartered** Dubai  
**Group CEO** John Wilford,  
**Chief creative** Gavin Foulger  
www.jwiadvertising.com

**SERVICES** Strategy; creative; content; video advertising; digital advertising; animation; event management; graphic design; consultancy; media buying.

**KEY CLIENTS** Electrolux Arabia, Zanussi, AED, Frigidaire, Polypipe Middle East, JLT Group, Dubai Chamber of Commerce, Bull Products

## Katch International

**Founded** 2009

**Offices** Dubai and London  
**Ownership** Woollams Public Relation Management  
**Head of company** Georgina Clair Woollams  
**Chief creative** Fadi Tayem  
info@katchthis.com  
www.katchinternational.com

**SERVICES** PR; social media; branding; design; content creation; digital marketing

**KEY CLIENTS** Live Nation, Rove Hotels, BASE Dubai, Roya International, Dubai Opera, Suitsupply, Gitex Future Stars, World Art Dubai, The First Group, Hyatt Hotels

# geometry

**Founded** 2013

**Headquartered** London (global); Dubai (MENA)

www.geometry.com

+971 433 20002

joanne.kok@geometry.com

Geometry is the world's largest and most awarded brand activation and creative commerce agency. We understand human behaviour and how to change it using the power of technology, cultural insights and brand experiences. Our ideas are emotionally and contextually relevant for people and commercially powerful for businesses.

We inspire people in 'moments that matter' using our expertise across conversion-based marketing disciplines.

**SERVICES** Retail strategy and creative shopper solutions; end-to-end experiential services; creative commerce and e-retail optimisation; brand planning and communication; innovation thinking; solution design; rapid prototyping

**KEY CLIENTS** British American Tobacco; Colgate; Coca-Cola; Coca-Cola Arena; BP Castrol; Global AI Summit; Danone; Unilever; Pfizer; Nestle

**AWARDS** Cannes Lions (famously known for Handle on Hygiene Creative Effectiveness Lion); Dubai Lynx; London International Award; New York Festival of Advertising; D&AD; One Show; Effies; Clio

### LEADERSHIP PANEL



**Nick Walsh**  
Regional managing director



**Julián Hernández**  
Executive creative director



**Elias W. Bassil**  
Head of strategy MENA



**Katerina Bazalova**  
Regional business director

## Leo Burnett ME

**Founded** 1974

**Heads of company** Raja Trad (executive chairman, Publicis Groupe MEA); Maher Achi (chief operating officer ME)  
www.leoburnett.com

Leo Burnett has been present in the region since 1974. In 1989 it established its regional headquarters for the Middle East and North Africa region in the UAE. With approximately 150 employees, we manage some of the world's best brands, in addition to a multitude of regional and local brands in MENA. Deeply rooted in the region, Leo Burnett is the first global agency in the region to become a 100 per cent fully owned regional agency network.

**SERVICES** Integrated solutions encompassing: advertising; strategic planning; digital strategy; direct CRM; social media; brand & corporate communications; consumer activation; packaging design; brand design; audio/visual production and more

## Like Digital

**Founded** 2011

**Offices** London, Dubai  
**Head of company** Richard Mogendorff  
**Chief creative** Karl Escritt  
katrin@like.digital  
www.like.digital

**SERVICES** User experience; digital strategy; digital transformation; e-commerce; CRO; customer experience; user interface design; user-centred design; omni-channel

**KEY CLIENTS** Mulberry, Kerzner, Chalhoub, Trinity Group

## Liquid

**Founded** 2016

**CEO** Sachinn J. Laala  
hello@liquidretail.com

Liquid Omncommerce is the Middle East's first independent agency fully dedicated to shopper marketing and e-commerce. Omncommerce is an innovative and integrated approach to marketing at retail – one that puts the shopper at the centre of a seamless experience across all sales channels.

**SERVICES** Retail planning and strategy; shopper-based creative, design and activation; store-back content for e-commerce; implementation and maintenance of e-commerce assets; e-commerce marketplace management for 3P

## Livingroom Communication

**Founded** 2010

**Heads of company** Roger Kanakri (founding partner and CEO); Dani Oneisse (founding partner and chairman)

Creatively led, strategically driven, fiercely independent. We use creativity to solve business problems. We work collaboratively, internally and externally. We are honest and transparent. Media agnostic but believers in craft. We are agile and fast. We are not another dinosaur.

**SERVICES** Branding; brand communications; social and influencer; experience and activations; UX&UI

# HORIZON FCB DUBAI

**Founded** 1976

**Headquartered** Dubai (regional); New York (global)  
horizonfcb.com  
+971 4 354 4458  
dubai@horizonfcb.com

Born in 1976, Horizon FCB is one of the first advertising agencies in MENA, a region that the agency calls home. Horizon FCB is a creative collective that believes in a never-finished process, a relentless drive and a passion for growth. This is where the creators, the fighters and the thinkers come together to create solutions that create behaviour. Our doors are always open for those who want to change the game.

**SERVICES** Brand consulting; branding/identity; journey planning; integrated creative communication; content creation/execution; BTL solutions; literature; shopper marketing; experiential communication and activations; promotions & sponsorships; video/content production

**KEY CLIENTS** AB InBev, Beiersdorf (Nivea), Boeing, Citi, California Garden, Clorox, Coca-Cola, Danone, Dubai South, DWTC

**AWARDS** Multiple awards at the Loeries Africa & Middle East, MENA EFFIE Awards and World Luxury Awards (Monaco)

### LEADERSHIP PANEL



**Mazen Jawad**  
President,  
Horizon Holdings.



**Reham Mufleh**  
General manager,  
Horizon FCB Dubai



**Munther Al Sheyyab**  
Business development  
director



**Rodrigo Rodrigues**  
Executive creative  
director

## London Advertising

**Founded** 2008

**Headquartered** London

**CEO** Michael Moszynski

**ECD** Alan Jarvie

michael@londonadvertising.com

www.londonadvertising.com

## MullenLowe Open

**Founded** 2012

**Regional headquarters** Abu Dhabi

**Ownership** MullenLowe Group, part of the Interpublic Group of Companies

**Head of company** Louise Roberts, managing director UAE

**Global ECD** Ben Knight

www.mullenloweopen.com

**SERVICES** Customer experience; CRM; experiential; shopper; loyalty; eCommerce; performance marketing; customer engagement; social

**KEY CLIENTS** Etihad Airways, Diageo, Danone, Google, Sennheiser, Western Union, Sloggi, Unilever, US Cellular

## McCann Health

**Founded** 2009

**Holding group** IPG/MCN

**General manager** Karen Kamel

karen.kamel@mccannhealthcare.ae

website: mccannhealth.com

**SERVICES** Health and wellness communication for pharmaceutical and consumer brands; public health awareness; promotional communication and medical education targeting patients and healthcare professionals

## MVM & Co.

**Founded** 2015

**Head of Company** Morgan Venison

hello@mvm-co.com

Born in 2015 out of a love for communications, we spotted a niche in the market. A personal touch was missing. We set out to create a company that would combine all types of communication together. Where quality over quantity and creativity was key.

**SERVICES** Public relations; brand consulting; social media management; content creation

## MPN Social

**Founded** 2019

**Holding group** Arabian Radio Network

**Digital director** Rob Slim

MPN Social (part of ARN) offers comprehensive social media solutions. From bespoke content creation and editing to comprehensive social media strategy, planning and management. Our in-house team comprises video and photography with copywriting, graphic design, motion graphics, and editing, alongside experienced strategists, social media and community managers.

**SERVICES** Social media management; content creation; digital strategy; community management

## Myriad Global Media Middle East

**Founded** Abu Dhabi, 2013; London, 1989

**Regional headquarters** Abu Dhabi

**Head of company** Jennifer Palmer

**Chief creatives** Nick Woolard (film); Tawfik Alsayed (graphics)

middle.east@myriadglobalmedia.com

www.myriadglobalmedia.com

**SERVICES** Film; project documentary; energy sector; animation; high-tech; digital content; creative design; virtual reality; augmented reality; e-learning content

## MullenLowe MENA

**Founded** 2006

**CEO** Mounir Harfouche

info@mullenlowemena.com

With creative at its heart, we have a simple mission: to work with our clients to do brilliant work. Our approach is intimate and humble despite our global reach. We are an agency of one, where agency and client mutually develop a thriving creative culture to produce work that plays a meaningful role in our consumers' lives.

**SERVICES** Full-service advertising agency

## Nomads

**Founded** 2013

**Offices** Dubai, Amsterdam, London, Singapore

**Owner** Hans Howarth, founder

**Heads of company** Atash Rafeeq (CFO); Scott Maxwell (general manager)

**Creative directors** Phil Ramage; Dylan Kidson

info.ae@nomadsagency.com

www.wearenomads.com

**SERVICES** Business and brand design; communication design; experience design

**KEY CLIENTS** P&G, Coty, Jotun, Majid Al Futtaim, Under Armour, Air France, KLM, Dubai Holding, Medtronic, Lenovo



**Founded** 2012  
**Headquartered** Dubai  
**Owners** Jamie Wilks, Abby Wilks, Kaja Weller  
 www.houseofcomms.com  
 +971 4 275 4900  
 talk@houseofcomms.com

**LEADERSHIP PANEL**



Jamie Wilks  
Co-founder



Abby Wilks  
Co-founder



Kaja Weller  
Co-founder



Jim Seath  
Executive creative director

House of Comms is an idea-first, strategic communications agency driven by data, creativity and technology. With offices in Dubai, Abu Dhabi and Riyadh and serving the MENA region with more than 90 staff, we solve real business problems with comprehensive strategies and creative ideas that are unbiased in terms of discipline and channel.

We are truly full-service.

We follow a guiding principle of human-to-human communications.

We are agile and humble and we #makeithappen every step of the way.

**SERVICES** Strategy; advertising; brand; creative; digital; performance marketing; social media; PR; film; web design & build; service design; UX/UI; SEO; PPC

**INDUSTRY SNAPSHOT**

**JAMIE WILKS**

Co-founder

**HOW IS THE AGENCY MODEL CHANGING?**

The traditional model of ad/media/PR agency has been blown apart by social media. To implement social media, in-full and properly, you need to be able to execute every aspect/discipline on the marketing spectrum. This insight has guided our evolution and has led us to become truly full-service, including in-house film production and even data science. Agencies that are not agile are also being left behind rapidly.

**WHAT CHALLENGES DO YOU FACE THAT YOU DIDN'T FIVE YEARS AGO?**

Getting clients to understand the power and necessity of proper research and long-term brand building. The urgency for tactical execution can sometimes compromise long-term success. Short-termism and the tendency to jump on trends instead of doing things properly. Our agile nature allows us to move quickly and adapt, but we still revert to proper strategy and ROI measures. We have to.

**WHAT HAVE CLIENTS STARTED ASKING FOR IN THE PAST YEAR?**

More for less. We've also seen a lot of demand for dedicated teams, which so often stifles creativity as budgets get absorbed on unnecessary hours. We've seen a significant rise in briefs that prescribe social-first strategy deliverables also, which can be limiting, but social almost always plays a role.

**HOW ARE CONSUMERS CHANGING, AND WHAT DOES THAT MEAN FOR YOUR WORK?**

They're much younger all of a sudden, with Gen Z now earning and spending as full-on consumers. Gen Z mentalities, behaviours and demands are different - more complex and ever-changing. This has made us stop and think about how we stay ahead in this regard. Our solution to this is 'Z House', a mini agency within the agency; a think tank of teens and 20-somethings across MENA who have shaped strong campaigns for us already.

Next would be the consumer demand to be understood. Consumers know you have their data and they know brands can communicate with them at will. Therefore, brands (we) must get it right. Get it wrong and the consumer will be quick to take to social and complain.

**WHAT EFFECT IS TECHNOLOGY HAVING ON YOUR BUSINESS?**

Data is helping us immensely. The availability of data is profound and that comes from the rapid shift to digital-media-first strategies and social media. This feeds our strategy team, where data science is embedded, which enables more informed

creative and successful campaigns, with clear ROI for clients. But we are de-valuing primary research, and this cannot happen. We need both, together.

At the production end, we have UX and experience design, 3D animation and AR design teams to keep up with increased demand there.



**Founded** 1971  
**Headquartered** Dubai  
**Holding group** Omnicom Group  
**Head of company** Dani Richa, Chairman and CEO, Middle East, Africa and Pakistan  
**Chief creative** Paul Shearer  
 www.impactbbdo.com  
 info@impactbbdo.ae  
 +971 4 330 4010

Part of the global BBDO network, Impact BBDO was established in 1971 and offers comprehensive and integrated marketing communication solutions, covering a wide and prestigious base of global, regional and local clients. Our mission is to create and deliver the world's most compelling commercial content across all mediums and screens. The three things we care about the most are "The Work, The Work, The Work". This is delivered through a group of specialised agency networks, working seamlessly together as one brand team.

**SERVICES** Advertising; brand strategy management; content production; corporate and reputation management;

design; digital advertising; event management; influencer management; mobile design and development; public relations; shopper marketing; social community management; web design and development

**KEY CLIENTS** ADCB; Etisalat; Aldar; Exxon Mobil; Ford; HP; Mars; PepsiCo; Sadia; Visa

**AWARDS** Cannes Lions Global Creativity Report – Number 1 Agency in Middle East and Africa 2019; Dubai Lynx Network of the Year 2019/2017; Dubai Lynx Agency of the Year 2019/2017/2016; Cannes Lions Network of the Year 2018/2017/2011; Clio Awards Network of the Year 2018; MENA Crystals Network of the Year 2018/2017; MENA Crystals Agency of the Year 2017; Dubai Lynx Network of the Year 2017; Dubai Lynx Agency of the Year 2017/2016; Loeries ME & Africa Most Awarded Regional Agency 2018; Loeries ME & Africa Network of the Year 2017; Loeries ME & Africa Agency of the Year 2017; MENA Digital Awards Network of the Year 2017; MENA Digital Awards Agency of the Year 2017/2016; The Big Won Report Global Network of the Year 2017/2015/2014; The Gunn Report Global Network of the Year 2017/2016/2015



**LEADERSHIP PANEL**



**Dani Richa**  
 Chairman & CEO BBDO  
 Middle East, Africa  
 and Pakistan



**Talal Sheikh Elard**  
 Chief commercial  
 officer



**Samantha  
 Stuart-Palmer**  
 Managing director,  
 Impact BBDO Dubai



**Paul Shearer**  
 Chief creative officer,  
 Impact BBDO Dubai



**Date founded** 2005  
**Headquartered** Dubai  
**Ownership** BBDO Worldwide, an Omnicom Group Company  
**Managing director** Fouad Bou Mansour  
**Chief creative** Cesar Jachan  
 www.impactbbdo.com  
 +971 4 330 4010

Impact Plus was established in 2005 / 2006 in Dubai to cater to the growing needs of local clients. With the win of Al Futtaim in 2016, we decided to reinstate Impact Plus, allowing us to build a new P&L and a new agency housing the Al Futtaim business. Impact Plus today is all about integrated talented staff, great work, faster turnaround, and more about the execution whilst focusing on the craft, delivering 360-degree integrated solutions at a lower cost structure.

**SERVICES** Advertising; marketing communications

**KEY CLIENTS** Dubai Festival City; Festival Plaza; Orient Insurance; Toyota; Volvo

**LEADERSHIP PANEL**



**Dani Richa**  
 Chairman & CEO Middle  
 East, Africa and Pakistan



**Fouad Bou Mansour**  
 Managing director,  
 Impact Plus



**Cesar Jachan**  
 Creative director,  
 Impact Plus



**David Minkin**  
 Business unit director,  
 Impact Plus

**Founded** 2000  
**Headquartered** Dubai  
**Ownership** Impact BBDO, an Omnicom Holding Company  
**Managing director** Syed Azeem Afzal  
[www.impactproximity.com](http://www.impactproximity.com)  
[info@impactproximity.com](mailto:info@impactproximity.com)  
 +971 4 330 4010



Proximity is a digital, direct and CRM network with 25 offices around the world. At Proximity we make people more valuable to brands by creating and orchestrating experiences that influence behaviour through the entire journey. We solve business problems by changing individual customer behaviour by fusing creative, digital and direct with a deep knowledge of consumer insights and data, delivered through measurable customer engagement. Proximity is the most awarded digital, direct and CRM global network.

**SERVICES** Digital, social & content marketing; digital & social branding; digital & social platform management; product design ; content development & optimisation; search marketing & optimisation; website & mobile app development; email marketing & eCRM; segmentation; analytics

**KEY CLIENTS** ACDelco; ADCB; BMW; Dubai Tourism; HP; MINI; Visa

**AWARDS** John Caples Awards Most Awarded Agency Network 2016 / 2015 / 2014; DMA Echo Awards Most Awarded Agency Network 2010 / 2008

#### LEADERSHIP PANEL



**Dani Richa**  
 Chairman & CEO Middle  
 East, Africa and Pakistan



**Syed Azeem Afzal**  
 Managing director,  
 Impact Proximity

## Percept Gulf

**Founded** 1998  
**Headquartered** Dubai  
**Ownership** Percept Limited  
**Head of company** Bipin Pathak  
**Chief creative** Sudeep Koshy  
[info@perceptme.com](mailto:info@perceptme.com)  
[www.perceptme.com](http://www.perceptme.com)

**SERVICES** 360-degree brand communication; entertainment; live events and celebrity management; media and IP consultancy and management

**KEY CLIENTS** Apparel Group, Haw Par Healthcare, Mazda Oman, Grand Stores, Britannia, Sharp

## Promoseven360

**Founded** 1991  
**Regional headquarters** Dubai  
**Ownership** 51 per cent MCN; 49 per cent Rajeev Budhiraja  
**CEO** Rajeev Budhiraja  
**Executive creative director** Shahbaz Zobairi  
[info@promoseven360.com](mailto:info@promoseven360.com)  
[www.mcnholding.com](http://www.mcnholding.com)

**SERVICES** Branding; digital marketing; advertising; activation; design; web development; social media; BTL

**KEY CLIENTS** RAKBANK, ENOC, Gulf News, Dubai Properties, Noor Takaful, Apparel Group, Johnson & Johnson

## Praxis Advertising

**Founded** 1999  
**Headquartered** Dubai  
**Head of Company** Amitabh Swarup  
[www.praxisadvertising.com](http://www.praxisadvertising.com)  
[sahil@praxisadvertising.com](mailto:sahil@praxisadvertising.com)

**SERVICES** Advertising; design; branding; social media; retail design

## Publicis ME

**Founded** 1973  
**Heads of company** Raja Trad (executive chairman, Publicis Groupe MEA); Maher Achi (chief operating officer ME)  
[www.publicis.com](http://www.publicis.com)

Today's brands compete with new technologies, empowered consumers, shifting public attitudes, brand new contenders and much more. Creating leading strategies and powerful ideas that allow our clients' brands to become unique, irreplaceable, in control and ahead is our purpose. At Publicis, we all share a common ambition: help our clients and their brands to be and to remain the leaders they want to be, to Lead the Change. Publicis ME is an integral part of Publicis WW, a network of 330 offices in more than 110 countries.

**SERVICES** Integrated solutions encompassing advertising; strategic planning; digital strategy; direct CRM; social media; brand & corporate communications; consumer activation; packaging design; brand design; audio/visual production and more

## Punch Design

**Founded** 2006

**Managing director** Hameed Gani

**Creative director** Roger Attlee

hello@punchdesign.ae

As a boutique branding and design agency, we offer a unique combination of design, strategic brand thinking and digital expertise – all essential components for your business to thrive. Our company model is based on collaboration. Here, top-level talent works directly with you to forge intimate partnerships that deliver potent results.

**SERVICES** Branding; graphic design; retail design; interactive design; digital marketing

## Science & Sunshine

**Founded** 2016

**CEO** Nadine Ghossoub

hello@sciencesunshine.com

sciencesunshine.com

Science & Sunshine is a story-driven, fearlessly creative advertising agency that smells wonderful. We believe passionately in the power of brands, and that all good selling is good story-telling. Our philosophy is 'always never be boring', and we try to inject that into our creative product every day.

**SERVICES** Integrated advertising, social and digital strategy and analytics, content planning, content creation

**KEY CLIENTS** Netflix MENA, Peugeot Middle East, Virgin Mobile UAE

## Saatchi & Saatchi ME

**Founded** 1992

**Heads of company** Raja Trad (executive chairman, Publicis Groupe MEA); Maher Achi (chief operating officer ME)

www.saatchi.com

Saatchi & Saatchi has grown from a start-up advertising agency in London in 1970 to a global creative communications company headquartered in New York with 130 offices in 70 countries and more than 6,500 employees. Saatchi & Saatchi is part of the Publicis Groupe, the world's third largest communications group. We are a full-service, integrated communications network and we work with six of the top 10 and more than half of the top 50 global advertisers. We believe passionately in the power of ideas to differentiate and motivate. And to change the world for the better.

**SERVICES** Integrated solutions encompassing advertising; strategic planning; digital strategy; direct CRM; social media; brand & corporate communications; consumer activation; packaging design; brand design; audio/visual production and more

## Serviceplan Group Middle East

**Founded** 2009

**Headquartered** Dubai

**Holding group** Serviceplan Group

**CEO** Rami Hmadeh

www.serviceplan.ae

**SERVICES** Integrated marketing communication; strategy consulting; creative campaigning; branded entertainment; online marketing; mobile marketing; performance marketing; social marketing; media planning; media buying

**KEY CLIENTS** BMW, Danone Nutricia, Rolls Royce, Mini, Bridgestone, Danone, Arada, Midea, Red Entertainment, Sobha, XDubai

# M&CSAATCHI

**Founded** 1995 (London); 2012 (GCC)

**Headquartered** London UK

mcsaatchi.com

+971 2 234 4588

+971 4 368 1867

andrea.jhoolun@mcsaatchi.com

M&C Saatchi is the largest independent advertising network in the world, and the home of 'Brutal Simplicity of Thought'. With regional offices in Abu Dhabi, Dubai, Beirut and Riyadh, the agency was born out of the need for strategic, brutally effective creativity.

**SERVICES** Advertising; innovation; branding; design; consultancy; CRM; PR; digital; mobile; research; shopper; sponsorship

**KEY CLIENTS** ADGM, ADNOC, Abu Dhabi Ports, Aldar, Discovery, Jumeirah International, Masafi, Ministry of Health and Prevention, Mobily, Oman Aviation Group, OPPO, Pepsi, Pizza Hut, Qi Group, Rolls Royce, Unilever, Shell, twofour54, & WEGO

### LEADERSHIP PANEL



Scott Feasey  
CEO, GCC



Ryan Reed  
CCO, GCC



Natalie Cooke  
MD, Dubai



Claudia Dumond  
MD, Abu Dhabi

# Memac Ogilvy

**Founded** 1984

**Regional offices** Abu Dhabi, Amman, Beirut, Cairo, Dubai, Jeddah, Kuwait City, Manama, Riyadh, Tunis

**Holding group** WPP

**Heads of company** Patou Nuytemans (Chief Executive, MENA); Ghassan Maraqa (COO, MENA)

info@memacogilvy.com

www.memacogilvy.com

+971 4 332 0002

Founded in 1984 and part of the Ogilvy Worldwide network, Memac Ogilvy is the most local of the international agencies and the most international of the local agencies, with 11 offices in MENA. Our vision is making brands matter through modern marketing solutions, combining our passion and deep expertise across communication disciplines.

**SERVICES** Brand Strategy and Advertising; Customer Engagement and Digital; PR and Influence; Social Media Performance; Consulting

**KEY CLIENTS** American Express, Arab Bank, Coca-Coca Group, Expo2020 Dubai, IBM, IKEA, KFC, Mondelez, NCB, STC (Viva and Kuwait), Vodafone, Yahsat, Zain Iraq

**2019 AWARDS** Dubai Lynx – 3 Golds, 2 Silvers, 3 Bronzes; MENA Effies – 3 Golds, 1 Silver, 1 Bronze

LEADERSHIP PANEL



Patou Nuyteman  
Chief Executive,  
MENA



Ghassan Maraqa  
COO, MENA

# rain

**Founded** 2011

**Headquartered** Dubai

**Head of company and chief creative** Manoj Ammanath

www.iheartherain.com

+9714 365 1450

Independent in spirit and fearless in thought, Rain brings together a team of experienced professionals who have helped build some of the most formidable brands in the region. Rain's focus is on outstanding, media-neutral marketing and communication solutions, while embracing the changing media preferences of the consumer. It is everything you would expect from an advertising agency, without the drama.

**SERVICES** Strategy; creative; content; design; digital; social media

**KEY CLIENTS** Acuvue, Al Nabooda Volkswagen, Dabur, Friesland Campina, HSBC, Zurich Life

LEADERSHIP PANEL



Manoj Ammanath



Malek Atassi



Samir Shanbhag



Kavita Ramrakhiani



# WE ADDED A LITTLE TO OUR NAME AND A LOT TO OUR GAME.

In September 2018, two iconic agencies, 'Y&R' & 'VML', merged to become VMLY&R – a Global Brand Experience Agency. The depth and breadth of our combined offering is unique to our industry and to the clients we serve.

At VMLY&R we create Connected Brands that drive value and impact lives. United by the power of human connection, we harness creativity, technology and culture to bridge gaps between brands & consumers; consumers & communities; communities & our big small world.

**#WEAREVMLYR**

**Founded** 2018 (union of VML and Y&R)  
**Headquartered** Dubai, with offices in Riyadh, Jeddah, Dubai, Kuwait, Cairo, Amman, Casablanca, and Beirut  
 www.vmlyr.com  
 +971 4 450 7500  
 georges.barsoum@vmlyr.com



Driven by the ambition to give clients the most complete solution, two of WPP's iconic agencies – Y&R and VML – merged in 2018, forming VMLY&R and turning into one global brand and customer experience agency.

With distinct and complementary strengths spanning creative, technology and data services, VMLY&R thrives on creating work that brings people together. United by the power of human connection, it harnesses creativity, technology and culture to create connected brands that drive value for clients and touch lives around the world.

**SERVICES** We create 'connected customer and brand experiences' through a variety of disciplines and capabilities spanning the entire agency. Brand experience (brand strategy & development; digital & traditional communication; brand activations; social & content; entertainment and gaming); customer experience (business & digital transformation; product & service innovation; commerce & customer relationship management; technology & data)

**KEY CLIENTS** RTA, Colgate, Sanofi, Chevron, Mall of the Emirates, The Public Investment Fund, Al Jomaih, Jabal Omar, Kun Sports, King Abdullah Economic City (KAEC), General Mills, Saudi Convention & Exhibitions General Authority (SECGA), Abu Dhabi Executive Council, Makkah Development Authority, Madinah Development Authority, The Royal Reserve, Bausch & Lomb, AlNammaa Poultry

**AWARDS** We have been recognised as one of the top creative agencies in the Middle East for over a decade. Most recently, we picked up the region's biggest haul of awards – from six One Show Pencils (including a Gold) to the region's only Andy Gold. In addition, we were also awarded in D&AD, Clio and Cannes. Over the years we have made our presence felt in every international awards show around the world.

**LEADERSHIP PANEL**



**Georges Barsoum**  
CEO MENA



**Imad Ghnatios**  
CFO MENA



**Kalpesh Patankar**  
CCO MENA

**INDUSTRY SNAPSHOT**

**GEORGES BARSOUM**  
CEO MENA, VMLY&R



We are living in an era where almost every industry has been and still is being disrupted. Nothing is still the same, and everything is still being ground by a fast-paced evolution driven by the rapid change in technology and its consequent impact on people's lives.

Having said this, the whole marketing ecosystem has changed, and consequently the agency model. Before addressing how that has changed, let's state the constants. Two things have remained the same: 1) we exist to help our clients grow; and 2) we deliver solutions through creativity. But everything in between has changed and will most probably continue to evolve.

This change took place on several levels: engagement philosophy, agency structure and delivery expectations.

On engagement philosophy, we have moved from a brand-centric approach to a client-centric approach. This is not to undermine brand-centricity, but rather to signal that it is not enough in today's world. And that is why, in order to ensure success, we engage with our clients on several fronts: integrated marketing solutions, customer experience transformation, and business transformation.

The aforementioned had a direct consequence on our agency's structural model at VMLY&R. We no longer operate around the traditional three-department structure of account management, creative and planning. We rather operate with multifunctional integrated teams with customer experience, technology, and data at the centre. This also has had big implications on new capabilities/

offerings, and on the quality/proficiency of talent at the agency.

That said, our clients' expectations of delivery have changed. In today's world, we are expected to be very agile to address the fast pace of business requirements, and to always deliver and optimise on measurable metrics in a world where real-time data rules.

Technology has disrupted the way people live and has created new cultures. People today want a lot of things and they want them now. They want to share rather than own, they want to subscribe rather than buy. And business buckles under the weight of culture that reinvents itself every 30 hours.

How can brands withstand the winds of the new 24-hour cycle? How can we grab six seconds of attention when 64,000 hours of Netflix are watched every minute? How can we break through when we have an onslaught of alerts that bombard our screens? In net, people don't have time for forgettable brands. Brands can't be defined by corporate identity and random spots any more. They have to create stories, memories and relationships. They have to create a collection of memorable experiences that affect culture. And that is what we call a connected brand at VMLY&R.

Today, if we do not have the courage to take a stand around a clear brand purpose that matters to people, if we do not have the courage to advocate for people and work hard to eliminate the latency, frustration, and tension in their lives, we will not earn their attention and loyalty. We need to be inspired by people instead of just trying to inspire them. We need to make culture instead of bending to it.

## Spaceplum

**Founded** 2012

**Head of company** Bojan Boki Prekovic

sonja@spaceplum.com

boki@spaceplum.com

Spaceplum is a creative, advertising and video production agency. With an in-house studio and our own cameras and editing equipment we can offer competitive content and production executions. Services expand into market strategies, marketing, advertising, branding and other communication, analogue, digital, ATL, BTL, fairs and events support, PR and media. As a small, flexible agency supported by extensive associates and a freelance team, we offer high-quality services while keeping our cost competitive.

**SERVICES** Video production; content creation; advertising; marketing; fairs & events

## TBWA\RAAD

**Founded** 2000

**Group CEO** Reda Raad

romy.abdelnour@tbwaraad.com

ghassan.kassabji@tbwaraad.com

We are 'The Disruption Company'. Named one of the most awarded agencies in the world by The Big Won Report, and among the bravest on the planet by Contagious Pioneers, we create disruptive ideas that locate and involve brands in culture, giving them a larger share of the future.

**SERVICES** Integrated marketing communications; strategic brand management; advertising; digital, social and mobile; public relations

## Team Red Dot

**Founded** 2010

**Head of Company** Raksha Khimji

info@teamreddot.com

teamreddot.com

We specialise in all things creative and offer a gamut of effective solutions that span creative strategy, thumb-stopping social media content and innovative campaign activations that engage your audience. When it comes to building content that is authentic and relatable, we're the experts.

**SERVICES** Branding solutions and brand guidelines; creative strategy and execution; social media strategy and community management, blogger outreach & influencer management, video production and web development

## Those Social Guys

**Founded** 2017

**Heads of company** Samuel Turner, Xavier Dell, Marwan Wareth

sam@thosesocialguys.com

Those Social Guys is a next-generation, social-first creative agency serving all aspects of content creation and distribution. We instigate creativity, bringing production, creative and social into one agency. Our service extends to creative concept development and consulting, ensuring your content is unique and hits the desired audiences and beyond.

**SERVICES** Strategy; content; production; distribution; social

**KEY CLIENTS** One&Only Royal Mirage, NutriCook&Nutribullet, Kempinski Hotels, Iris, OH Hospitality (Alici & Il Borro), InterContinental Hotels (Abu Dhabi, Conrad Hotels

## Tonic International

**Founded** 2004

**Headquartered** Dubai,

**Founders** Arnaud Verchere (head of strategy); Khaled Gadallah (head of Arabic copy)

**Managing director** Jacqui Hewett

**ECD** Joao Camacho

tonic@tonicinternational.com

www.tonicinternational.com

**SERVICES** Creative solutions to business problems (strategy, branding, advertising, social media)

**KEY CLIENTS** Audi Middle East, Roshan Telecom, Bic, Taaleem, Lift

## Xelement

**Founded** 2013

**Headquartered** Riyadh

**Managing partners** Mazin Al Hassan, Noor Al Hassan, Amro Aboonoq

info@xelement.co

www.xelement.co,

**SERVICES** Advertising; marketing; consultancy; creative work

**KEY CLIENTS** Saudi Broadcasting Authority (SBA), Banque Saudi Fransi (BSF), Ejar (Ministry of Housing), QIWA (Takamol Holding), Mawthouq (Saudi Post)

## You Experience

**Founded** 2013

**Head of Company** Fadi Nakhle

fadi@youexperience.net

www.youexperience.net

You Experience is an independent communication agency based in Dubai, influencing purchase decisions through extensive regional knowledge, effective strategies and disruptive creative. We help you get results. We're a multi-cultural team, bringing insights and ideas from all around the world, with an amazing range of talents.

**SERVICES** Brand communication; brand activation; digital communication; in-store activation; film production

## Zia Creative Network

**Founded** 2009

**Offices** Dubai, Abu Dhabi and Halifax (Canada)

**CEO** Waseem Yakdi

**Creative directors** Ahmed Alkhatib; Amir Yakdi (film production)

info@zianetwork.com

www.zianetwork.com; www.ziastudio.com; www.ziaevents.com;

www.ziainteractive.com

**SERVICES** Advertising and marketing; photography and video production; PR; event management; digital marketing; web design and development

**KEY CLIENTS** Dubai Police, Al Tayer Motors – Jaguar Land Rover, Ministry of Interior, Aghthia, DP World, DXB Live, Abu Dhabi Retirement Pensions and Benefits Fund, NMDC, La Brioche Restaurants, Meraas, Guinness World Records

campaign <sup>Middle East</sup>

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VIDEO 2020



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## 1000heads

**Founded** 2000

**Managing director Dubai** Manuel Schmidt  
dubai@1000heads.com

Since the 1000heads Middle East HQ landed in Dubai in 2014, the word-of-mouth agency has been helping a wide portfolio of brands level-up their social game. They are crafted around driven, creative people blended together to provide an alchemy of intelligent insight, imaginative ideas, exceptional implementation and potent impact.

**SERVICES** Social media (strategy and content creation); production; ideation; analytics; paid media

**CLIENTS** L'Oreal, Dubai Tourism, Abu Dhabi Islamic Bank, DWTC, Emaar, Al Jalila Childrens Hospital, The Coffee Club, Alshaya

## Bruce Clay MENA

**Founded** 1996 (Los Angeles); 2015 (Dubai)

**Regional headquarters** Dubai

**Offices** LA (HQ), Rio De Janeiro, New York, Zurich, Milan, Delhi, Tokyo, Sydney

**MENA managing director** Neal Patel  
info-me@bruceclay.com  
www.bruceclaymena.com

**SERVICES** SEO; social media and PPC; biddable media; strategy; creative; data; execution

**KEY CLIENTS** Johnson & Johnson, LG, Dubai Smart Government, McDonald's, Damac, Al Rawabi, Emirates Auction

## BPN

**Founded** 2004

**Regional offices** Beirut, Cairo, Dubai, Jeddah, Kuwait, Casablanca.

**Heads of company** Rafic Saadeh (chairman and CEO, Horizon Holdings); Antonio Boulos (VP, BPN MENA)  
www.bpnmena.com

We are an integrated full-service media agency headquartered in Dubai, with a strong regional network across the MENA region. Data analytics sits at the core of our business model. We employ human intelligence, proprietary tools and third-party technology to create data-driven solutions that deliver measurable performance and tangible campaign results. Our promise is to deliver dynamic media solutions for today's dynamic consumer journey.

**SERVICES** Media planning and buying; data analytics; integrated strategy planning; performance marketing; programmatic; SEO and SEM; mobile marketing; digital content

## Carat

**Founded** 2010

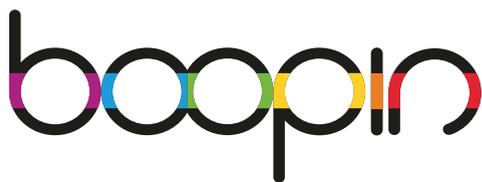
**CEO MENA** Ramzy Abouchacra  
info.dubai@carat.com

Carat's mission is to redefine media. Carat creates innovative media campaigns that work across platforms and deliver real business value. Consistently at the top of RECMA's Global Qualitative Evaluation ranking, Carat serves clients in 150 countries via a network of 10,000 talented staff.

**SERVICES** Consumer intelligence and data; media strategy; media planning; media buying & investment; performance

**KEY CLIENTS** General Motors, Microsoft, Standard Chartered Bank, Philips, MasterCard, Dubai Parks and Resorts, Burberry, Al Rajhi Bank, Marina Home

**AWARDS** Festival of Media – Bronze – Best Use of Technology; MENA Digital Awards – Gold – Best Integrated Media, Bronze – Best Use of Mobile, Bronze – Best Use of Digital (Auto), Bronze – Best Use of Video



**Founded** 2011  
**Headquartered** Dubai, with offices in Abu Dhabi, Shanghai and Singapore  
**Founder & CEO** Shadi Abdulhadi  
**Number of staff** 78  
 +971 4 4225365  
 www.boopin.com  
 info@boopin.com

Hello there, We are #Boopin! We design the ultimate digital experience helping brands achieve digital transformation through strategic, creative and technical innovation.

We are a culture of creative curiosity; what we can do has no boundaries. We take up new challenges with an open mind about the structure, team, technology and creative solution necessary to deliver the best possible outcome for clients. With our brand commerce expertise, product and service design capabilities, we creatively solve complex challenges to deliver positive business results for many of our clients.

**SERVICES** Digital strategy; programmatic; content; social; data & analytics; customer data platform; data management platform; web & app developments; SEO; China digital marketing; traditional media planning and buying

**KEY CLIENTS** Public Diplomacy Office, Al Masaood Automobiles, IG Group, Cosmesurge, Department of Culture Tourism Abu Dhabi, GEMs Education, Sky News, Emirates Health Group, Abu Dhabi Ports, ADNEC

**LEADERSHIP PANEL**



**Ramzi Haddad**  
 Managing director MENA



**Ovais Ahmed**  
 Head of programmatic



**Rey Perez**  
 Head of paid media



**Qaiser Nawaz**  
 Creative director

**INDUSTRY SNAPSHOT**



**SHADI ABDULHADI**  
 Founder & CEO, Boopin

**WHICH MARKETS ARE MOST INTERESTING TO YOU, AND WHY?**

Saudi is of particular interest to us because it is undergoing a tourism boom for the first time in its history. This large influx of tourists for the 11 (and growing) 'seasons' that Saudi has to offer, packed with entertainment, natural wonders tours and activities, is going to require a whole ecosystem around it. This will mostly be digital, where fresh visitors to the land of Saudi Arabia will explore, learn, interact and book their experiences based on a mix of awareness and performance-driven communication. Supporting that journey with a digital ecosystem sits at the core of what we do, and

our ability to serve that on global and Chinese platforms puts us in a unique, advantageous position.

**WHICH SECTORS WILL SHOW THE MOST GROWTH FOR YOUR BUSINESS?**

Most growth this year has been in digital campaigns that are increasingly driven by ROI. The clients range from government to private-sector automotive and consumer goods, who are laser-focused on growth targets for 2020 onwards in the region.

**HOW SHOULD CLIENTS CHOOSE BETWEEN AGENCIES?**

It's a delicate balance. Good content gets clicks and bad media choices on a campaign don't, so if you really want your campaign to reach the right audience you have to be focused as a marketer on talking to your strategic target when and where your message or service is relevant.

**WHAT ARE THE COMPARATIVE ADVANTAGES OF NETWORK AND INDEPENDENT AGENCIES, AND HOW IS THIS CHANGING?**

You'll go into a major project briefing in the UAE and see independent and network agencies vying for the same project. The lines have blurred and boutique approaches can render more focus and better quality at times. The challenge is always applying a process to every client and every brief so that the output meets the standard of excellence expected.

**WHAT SKILLSETS ARE BECOMING MORE AND LESS IMPORTANT IN THE AGENCY?**

Data scientists are infiltrating clients and agencies at an increasing pace. Equally, strategists that can make sense of all that data extracted from multiple points. It needs to be made sense of. That's another specialisation that agencies are

seeing the value of, and they are recruiting profiles close to what you see in consultancies. Less and less are agencies interested in traditional creative expertise. Maybe because storytelling is so average in this region.

**WHAT CHALLENGES DO YOU FACE THAT YOU DIDN'T FIVE YEARS AGO?**

The biggest challenge that digital agencies face is that the consumer conversion funnel remains at many of its touch points traditional and truncated. It's a big challenge to thread that story together to result in a purchase. We have invested on the right ad tech tools to maximise the ROI of our clients.

**WHAT HAVE CLIENTS STARTED ASKING FOR IN THE PAST YEAR?**

Clients have upped their KPIs and included ROI parameters in their briefings.

**HOW ARE CONSUMERS CHANGING, AND WHAT DOES THAT MEAN FOR YOUR WORK?**

Consumers are increasingly seeking convenience and falling into rituals for all their digital product experience (for example, buying groceries on Instacart and choosing Noon for electronics) so it's a big challenge for e-retailers to get you to try new portals, providers and untested companies. It has a big impact on our work in terms of connecting brands to the right consumers, in a digital-driven way, through e-commerce.

**WHAT EFFECT IS TECHNOLOGY HAVING ON YOUR BUSINESS?**

The biggest change from the introduction of new tech will be on first-party data and CDPs, with every major brand setting up silos to hold profiles of customers that have affinity or intention to buy their brand.

# FUSION

**Founded** 2013

**Offices** Dubai (HQ), Abu Dhabi, Riyadh

**Global alignment** Tribe Global Network

**Co-founders** Johnny Khazzoum; Elie Haber

info@fusion5me.com

www.fusion5me.com

+971 4 443 1355

We are the challengers of the media ecosystem in the region. We partner with brands, SMEs, government entities and creative agencies to achieve positive results and make clients win by leveraging data and insights through performance-driven solutions and an unconventional mindset.

**SPECIALISMS** Media planning and buying; on-ground activation; influencer marketing; SEM; social media (paid); programmatic trading; display advertising; mobile and in-app advertising; web analytics; insights; data management; reporting and data visualisation

## LEADERSHIP PANEL



Elie Haber  
Co-founder



Johnny Khazzoum  
Co-founder



Natale Panella  
Head of digital



Samran Waheed  
Head of planning

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 P.O. Box 333430 Dubai, U.A.E.      P.O. Box 769699 Abu Dhabi, U.A.E.

**FUSION**

**INDUSTRY SNAPSHOT**

**NATALE PANELLA AND SAMRAN WAHEED**

**Heads of digital and planning, Fusion 5**

**WHICH MARKETS ARE MOST INTERESTING TO YOU, AND WHY?**

The market that has 1.3 billion consumers, more than 2,000 ethnic groups and 22 spoken languages across 4,000 cities. India is the market that interests us the most. Not just because of the emerging economy and vast array of growing sectors, but simply because of the complexity involved in understanding the nuances of this market from a consumer perspective. As media professionals, our foremost task is to understand the audience, and a market like India where the same marketing communication could be completely alien for the next-door neighbour makes media planning an engaging challenge.

**WHICH SECTORS WILL SHOW THE MOST GROWTH FOR YOUR BUSINESS?**

FMCG, but not in the immediate future; rather in the next five years. E-commerce is rising at a very healthy rate in the region, but when consumer confidence in online purchases grows, and it becomes a norm in the region, FMCG e-commerce sales will skyrocket. Currently we can safely claim that across FMCGs, 3-5 per cent of their revenue is generated via e-commerce, but this will rise drastically. It's a matter of time, and the competition will be very fierce amongst the P&Gs and RBs of the world to gain share. The battle will move to digital from in-store.

**HOW SHOULD CLIENTS CHOOSE BETWEEN MEDIA AGENCIES?**

Clients should look for one thing that matters the most: product. Today, due to the competitive environment as agencies struggle to gain a tiny share of the pie (not to mention big consultancies also posing a threat in this sector), agility, commercial rates, client servicing and proactivity are always on the menu and easily acquired. What they can't create, or even fake, in the long run is their product, which is a broth of their strategic framework, past results, tools and employee passion. If you find the account execs and managers exuberant, you are engaging with the right agency.

**WHAT ARE THE COMPARATIVE ADVANTAGES OF NETWORK AND INDEPENDENT AGENCIES, AND HOW IS THIS CHANGING?**

It depends on the business in question. For local business or business with a primary focus on the local market it should make no difference whether the agency has a global footprint or not. Actually, in most metrics the independent agencies can cater to client

needs better because of their flexible internal structures and processes. However, for big conglomerates, partially due to political reasons, but mostly due to their scale and leverage, network agencies would be a better choice.

The only visible change is that network agencies today are competing with the independent agencies on local fronts due to lower marketing budgets from their existing clients. The market is getting more competitive and offerings are being diversified.

**WHAT SKILLSETS ARE BECOMING MORE AND LESS IMPORTANT IN THE AGENCY?**

Nothing is becoming less important, but a lot is becoming more important. Performance capabilities, adoption of new technologies, competitive commercial offering, the spectrum of solutions and offerings, and agility are the top five services that are gaining clients' attention and requirements.

**WHAT CHALLENGES DO YOU FACE THAT YOU DIDN'T FIVE YEARS AGO?**

Attribution of results has become a core topic in clients' conversations, where understanding the impact of each channel in the media mix is directly affecting budgeting decisions. Evaluating the right attribution model, based on client vertical and goals, is a key success factor that guarantees smooth optimisation and the achievement of long-term goals.

**WHAT HAVE CLIENTS STARTED ASKING FOR IN THE PAST YEAR?**

We have seen that data visualisation and customisation of the information available from our campaigns has become fundamental to assessing campaigns' performances. For this scope, we have adopted new tools that will allow us to manage interactive dashboards for our campaigns, by automatically collecting, integrating and elaborating data from hundreds of advertising platforms, with KPIs always updated with the latest figures. The dashboards will be customised based on the campaigns' objectives and the media mix and can be accessible at any time from any device.

**HOW ARE CONSUMERS CHANGING, AND WHAT DOES THAT MEAN FOR YOUR WORK?**

Consumers are rapidly changing in the region, requiring speed and convenience, and a high level of personalisation, with higher price sensitivity than in the past. In our work, this translates to being able to adopt lean strategies to increase the efficiency of media spending, by being able to identify the customer journey through social listening and analytics and maximise return on investment.

**WHAT EFFECT IS TECHNOLOGY HAVING ON YOUR BUSINESS?**

Technology is fully driving the change in our industry. It allows us to scale our business from a local perspective to a global scope in just a few steps. Process automation is affecting agency operations and day-to-day campaign execution, allowing us to engage existing resources into deeper analysis and insights. Lastly, tech integrations with multiple sales tools connect the media planning and buying activity with the organisation's business results seamlessly, and this allows us to better align client corporate objectives with the agency.



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## Definition

**Founded** 2010 (MENA)

**Managing director MENA** Adil Elaouad  
adil@definitionagency.com

Definition is a multi-award-winning agency combining more than 25 years of strategic public relations, digital media, content production and marketing expertise to create a new force in national and international reputation management. Our team includes former national and international print and broadcast journalists, as well as social media, video and content production experts.

**SERVICES** PR & reputation management; media relations; research & insights; social media; crisis & issues management

## Digitas

**Founded** 2019

**Heads of company** Raja Trad (executive chairman, Publicis Groupe MEA); Tony Wazen (regional CEO, Digitas)  
www.digitas.com

Digitas is 'The Connected Marketing Agency', committed to helping brands better connect with people through 'Truth. Connection. Wonder'. With diverse expertise in data, strategy, creative, media and tech, we work across capabilities and continents to make better connections and achieve ambitious outcomes through ideas that excite, provoke and inspire. Curious and fully transparent, we are always examining real human behaviour to create authentic connections – between brands and consumers, clients and partners, and ideas and outcomes. Digitas has 3,500 employees across 21 countries and 34 offices, with an extended network via Publicis Media of more than 23,500 employees present in more than 100 countries worldwide.

**SERVICES** Media consultancy; planning and buying; branded content; CRM; data and analytics

## Dentsu X

**Founded** 2018

contact\_me@dxglobal.com

Dentsu X focuses on experience (=X) and provides integrated and personalised marketing solutions to clients. It's not what you know, it's who you know. While marketing seeks order, decisions are made in chaos. So we design experiences to work with, rather than against, human nature. We call this 'Experience beyond Exposure'.

**SERVICES** People & data; digital; business performance; content and partnership; media strategy; media planning; media buying and investment

**KEY CLIENTS** Jaguar Land Rover, Estee Lauder Companies

## Du Digital Advertising

**Founded** 2016

**Director of digital advertising** Pinio Nainggolan  
advertising@du.ae

Telco-breed digital media company that focuses on delivering telco-data-driven campaigns through various inventories and creative services such as chatbots, rich media and games. We are strong in big data analytics for media consumption and consumer behaviour for your media planning and campaign analysis for digital out-of-home.

**SERVICES** Digital marketing management; telco-profile-targeted advertising; taxi infotainment screen advertising; IPTV advertising; chatbot for corporate and brands

**Founded** 2005

**Headquartered** Dubai

**Holding group** Havas Middle East

**Head of company** Dany Naaman

**ECD** Mark Fiddes

www.Havas.com

+971 4 455 6700

Havas is a leading fully integrated global communications network operating in more than 100 countries around the globe.

Our mission is to make a meaningful difference to brands, businesses and people.

We believe that strong brands have real meaning – and that this meaning is most potent when a brand expresses values that its customers admire and share. That's why we draw directly from the DNA of the company to develop channel-neutral platforms with popular appeal. We have a proven track record of creating fully integrated ecosystems that transform brands – and drive business growth.

We believe our point of difference is that – through our Village structure with creative, media and PR integrated under

one roof, and The Vivendi partnership, with partners such as Universal Music Groups & Gameloft amongst others – we are the only truly integrated global communications network.

We provide our clients with a full range of integrated tools and services across multidimensional platforms. Our extensive in-house capabilities and best-in-class partners allow us to create custom, purpose-built solutions that help drive our clients' businesses.

**SERVICES** A fully integrated marketing and communication agency offering strategy; branding; creative; digital; social media; data and analytics; performance marketing; programmatic; SEO; SEM; mobile marketing; media planning and trading; crisis management; media training; public relations

**KEY CLIENTS** Emirates, RB, Chanel, Hermes, Kia & Hyundai, Bel Group, Aldar, FAB, British Council, Swarovski

**2019 AWARDS** LYNX Silver in Healthcare (Durex, RB); EFFIE MENA Silver in Seasonal Marketing (Durex, RB) and Bronze in Small Budget (Durex, RB); MEPR Silver for Best Fashion or Beauty Campaign, and Bronze for Best Use of Influencers.



### LEADERSHIP PANEL



**Dany Naaman**  
CEO



**Houda Tohme**  
Managing director,  
Havas Media



**Fabio Silveira**  
General manager,  
Havas Creative



**Dana Tahir**  
General manager,  
Havas PR

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# Initiative

**Founded** 2003  
**Headquartered** New York  
 initiative.com  
 info@ae.initiative.com  
 +971 4 445 4040

A global communications agency built to grow brands through culture.  
 As consumers actively increase their advertising avoidance behaviour, we believe that anchoring media activity to rapidly evolving cultural trends provides brands with the most effective route to relevance, and ultimately growth.

**SERVICES** Fully integrated media strategy, planning & buying; econometrics, market research & analysis; programmatic & data analytics services; search & paid social advertising; performance & ROI marketing

**KEY CLIENTS** Etisalat, Mobily, Americana, Dubai Media Inc, Nakheel, Western Union, Deliveroo, COTY, LEGO, Carlsberg, Henkel, Iffco, Imkan, Al Rostmani/Arabian Automobiles, Bank Al Jazira, Kia Al Jaber, Danone

## LEADERSHIP PANEL



**Lee Boden**  
 Regional managing director, MENA



**Wadih Shamma**  
 Managing director, Initiative KSA



**Raffoul Mattar**  
 Managing director, Initiative UAE



**Amal Al Homosany**  
 General manager, Initiative Egypt

## INDUSTRY SNAPSHOT

### LEE BODEN

**Managing director, Initiative MENA**

#### WHAT ARE SOME RECENT TRENDS IN CONSUMER BEHAVIOUR, AND HOW DO THESE TRENDS AFFECT ADVERTISERS?

Let's break this down by looking at the three basic building blocks of consumer behaviour: media consumption, spending behaviour and social responsibility.  
 The key trend that is repeatedly talked about in media consumption is that broadcast platforms are losing viewers to digital platforms as people spend more and more time with their mobile devices. What's really interesting here is not that consumers are using a mobile screen to view content but that those consumers are using digital video platforms to inform many purchase decisions. A key challenge for marketers is learning how to supplement marketing campaigns with peripheral, but important, video content in order to secure a sale.  
 When it comes to consumers and their spending habits, broadly speaking the key trend is a shift towards reduced discretionary spending, mostly due to the impact of uncertainty in the global economy. In such times, advertisers need to work much harder to

create appeal/desire and to articulate the value that their product or service will deliver.  
 Another factor that is having a big influence on consumer behaviour is the rise of conscious consumerism – where consumers are looking to create a positive influence and encourage social responsibility through their purchase decisions. We are predicting that this trend will gain significant momentum over the next few years. For many brands, this is uncharted territory, which will need to be navigated thoughtfully.

#### WHAT HAVE CLIENTS STARTED ASKING FOR IN THE PAST YEAR?

More and more, we are seeing clients asking for a path to growth. The marketing landscape has become incredibly complex and challenging to navigate. Changes in consumer behaviour and marketing technologies are placing increased demands on the time and resources available to marketing teams. Not only are marketers required to make more decisions, but the nature of those decisions are now more technical than ever before. Clients, frustrated by this complexity, are turning to us to craft solutions and plans that clarify and simplify what they need to do in order to generate sustainable business growth.

#### WHICH MARKETS ARE MOST INTERESTING TO YOU, AND WHY?

As clients seek growth, the markets that come into focus are those where opportunity is highest. Saudi Arabia is a focus for most clients, given the economic and cultural transformation taking place there. We are also seeing an increased focus on both North and Sub-Saharan Africa.



**Founded** 2005  
**Headquartered** Dubai  
 www.magnamena.com  
 +971 4 445 4647  
 info@magna-global.com



Magna is a full-service agency that provides communication solutions across the MENA region, focusing on the two most important currencies in media today: conversations and engagement.

We combine the power of data and technology with creativity and innovation to devise tailor-made business solutions that deliver business results. Our core strength lies in our ability to understand the distinct needs of consumers. With that in mind, we work towards creating effective media strategies, building dynamic media plans and adding value to businesses through optimised media buying.

So, what makes Magna so different? It's a unique combination of scale and size. We offer our partners undivided attention, complemented by the backing and expertise of our dedicated professionals. Add to this the immense value of research, insights, strategies, constant innovation and the most competitive rates, capitalised through our group's clout and buying power. This is how we provide our partners with the highest of attention and best of value. That's the Magna difference.

**SERVICES** Communications strategy; media planning & buying; search & bid management; social monitoring; strategy & community management; mobile strategy & execution; programmatic; content strategy and creation

**KEY CLIENTS** Unilever, Subway, Dubai Properties, Al Nahdi, Air Arabia, twofour54, BIC, Galadari Ice Cream Company, Abu Dhabi University, Banque Saudi Fransi

**AWARDS** 12 Mena Effie Awards (7 Silver & 5 Bronze) in 2019; 9 Lynx in 2019 (1 Grand Prix, 1 Gold, 5 Silvers, 2 Bronze); 2 MENA Search Awards in 2019; 1 MMA Smarties in 2020

**LEADERSHIP PANEL**



**Bassem Massoud**  
CEO MENA



**Lara Arbid**  
Deputy general manager  
UAE



**Abdallah Safieddine**  
Business director  
MENA (Unilever)



**Sini Baby**  
Regional finance director



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T. (+9714) 33 777 37  
www.jacobsonsdirect.com

### DViO Digital

**Founded** 2017  
**Headquartered** India  
**Founder and CEO** Sowmya Iyer  
**Chief creative** Somabha Nandi  
 manasi@dviodigital.co  
 www.dviodigital.com

**SERVICES** Branding and integrated marketing; social media marketing; growth hacking; media buying and planning; business strategy and consultation; website and app development; start-up incubator; campaign management; website traffic optimisation; blogger and influencer marketing

**KEY CLIENTS** Aldo, Call it Spring, Birkenstock, Naturlizer, Oasis Mall, HomeBox Stores, Viva, Manipal University, Amity University, Burjeel Hospital, Thumbay Hospital

### Gamer Agency Middle East

**Founded** 2019  
**Head of Company** Hitesh Uchil  
 info@gameragency.com  
 www.gameragency.me.com

The Gamer Agency was born from a passion for gaming. Our team has over 10 years of experience working with the gaming industry in the Middle East. Gamer Agency specialises in influencer marketing, advertising and events.

**SERVICES** Digital advertising; influencer marketing; media buying; events; activations

### Equation Media

**Founded** 2013  
**Offices** Dubai (HQ), Abu Dhabi, Beirut, Cairo, Jeddah and Riyadh  
**Chairman** Roger Sahyoun  
**Client Services Director** Joy Sahyoun  
 info@equation-media.com  
 www.equation-media.com

**SERVICES** Strategic media planning; integration of online and offline campaigns; social and content planning; media buying

**KEY CLIENTS** Meraas Leisure & Entertainment, Toshiba, Dubai Chamber, Zomato, IFFCO, Saudi German Hospital, Altadis, Ecco Shoes, Al Fardan UAE, Hershey's, Saleh Bin Lahej Hospitality Division, Epoch, Holdal (Patek Philippe, Vacheron Constantin, Richard Mille, Fratelli Rossetti), Pharma Group, Amgen, Bear Real Estate (Loft 171, By the Beach, By The Bay)

### Garage 366

**Founded** 2015  
**Headquartered** Dubai  
**Head of company** Ahmad Sabra  
 www.garage366.com

Garage 366, is a unique, award-winning marketing and communication agency, which blends innovative design, unrivalled craftsmanship and technological acumen to create impactful emotional experiences. We specialise in creating solutions and delivering optimised media opportunities for our partners.

**SERVICES** Full digital solutions; strategic planning; trade buying; ideation; creative development; content creation/management; videography; photography; web and app development

**KEY CLIENTS** Gulf Marketing Group (Sun & Sand Sports, Timberland, The North Face, Columbia, etc.), Athlocity (Under Armour), Al Fahim Group, Deyaar, Dubai Sports Council, Flash Entertainment



**Founded** 1999  
**Headquartered** Dubai, with offices in Saudi Arabia (Jeddah & Riyadh), Kuwait, Bahrain, Iraq, Jordan, Lebanon, Egypt, Tunisia, Morocco  
**Holding Group** WPP, GroupM  
**CEO** Tony Bourached  
 www.mindshareworld.com  
 +971 4 454 7444  
 tony.bourached@mindshareworld.com

Mindshare is a global network of 9,300 people in 86 countries. Of those, Mindshare MENA represents 12 offices across 11 countries. We are at the very heart of the most exciting business on the planet: media. More speed. More channels. Every aspect of human life has been transformed by changes in media. At Mindshare, our teams are diverse in culture, passions and expertise but we are all united by one desire to accelerate growth for our clients.

**SERVICES** Communication and media strategy; programmatic; performance marketing; e-commerce; integrated analytics; data visualisation; social media community management; social content; social listening; market budget setting and allocation; media planning; insights and research; content and partnerships

**KEY CLIENTS** Yum! (Pizza Hut), Danone, Dyson, Ferrero Roche, Fine Hygienic Holding, GSA, Henkel (GCC), HMD Nokia, IBM, JODC, KFH, NCB, Sanofi, Tunisie Telecom, Nike, Rolex, Lufthansa, Ooredoo, General Mills, Kimberley Clark, Sanofi

#### LEADERSHIP PANEL



Tony Bourached  
CEO, MENA



Jihad Hachem  
CFO, MENA



Victoria Loesch  
Managing partner,  
MENA



Robin Phillips  
Regional director,  
outcomes

## Hearts & Science MENA

**Founded** 2016

**Managing Director** Fadi Maktabi  
fadi.maktabi@hearts-science.com  
MENA@Hearts-Science.com  
www.hearts-science.com/en-ae/

Hearts & Science is a data-driven marketing agency network, part of Omnicom Media Group. The company is pioneering the future of how brands and people interact in the post-media world.

**SERVICES** Market & customer insight; customer relationship marketing (CRM); social & content marketing; search/SEO/PPC; programmatic, strategic planning; analytics and marketing technology

## iMetric Digital

**Founded** 2017

**Offices** Beirut (HQ), Riyadh  
**Head of company** Saad Sraj  
hello@imetric.net  
www.imetric.net

**SERVICES** Digital media planning; media buying; SEO; SEM; social media; paid ads; programmatic; analytics

**KEY CLIENTS** King Abdullah Economic City, Cayan Group, Lord of the Wings, Merck, Arco, Chuck E Cheese

## Iconiction

**Founded** 2014

**Regional headquarters** Dubai  
**Founder and CEO** Sebastien Marteau  
info@iconiction.com  
www.iconiction.com

**SERVICES** Geo-based mobile advertising; du advertising platforms (SMS marketing, Wi-Fi UAE, Dubai Airport Taxis); Handy smartphones (luxury hotels); Chinese shopper advertising; app downloads/preloads

## Kreata Global Brand Communications

**Founded** 2010

**Headquartered** Dubai  
**CEO** Deepan Parameswar  
info@kreataglobal.com  
www.kreataglobal.com

**SERVICES** Digital advertising; digital marketing; content services; social media marketing; web development; performance advertising; search; ATL; BTL; innovative display solutions

**KEY CLIENTS** Clarins Middle East, Lulu Group, Malabar Gold & Diamonds, Yateem Opticians, Quanta Ice cream, Igloo, Tiffany Biscuits, Luxottica Group



**Founded** 2002 (in MENA)  
**Regional headquarters** UAE  
**Holding group** Omnicom Media Group  
**CEO, OMD MENA** Nadim Samara  
uae@omd.com  
www.omd.com/uae  
+971 4 450 0450

OMD is a global media services network owned by the Omnicom Media Group. As a leading marketing performance company, OMD delivers data-driven marketing solutions to clients across the world. Its teams believe in insights, ideas and results, as well as value innovation, thought-leadership and effectiveness. Today, the network counts 10 offices in nine countries across the region.

**SPECIALISMS** Strategic planning & investment management; performance marketing; data and technology consulting and implementation; analytics and e-commerce acceleration/marketplace management

**AWARDS WON** Media Agency of the Year 2019, Dubai Lynx; Most Effective Media Agency Office 2018, MENA Effie Awards; Best Place to Work 2012-2018, Great Place to Work Institute

### LEADERSHIP PANEL



**Wissam Najjar**  
Chief operating officer,  
OMD MENA



**Saleh Ghazal**  
Managing director,  
OMD UAE



**Waseem Afzal**  
Deputy managing director,  
OMD UAE

## Media Agency Middle East Consultants

**Founded** 1998  
**Headquartered** Dubai  
**Owner** Bipin Pathak  
**Head of media** Rahul Datta  
 info@mediaagency-me.com  
 www.mediaagency-me.com

**SPECIALISMS** Offline and online media planning and buying; digital content creation; SEO; SEM; lead generation; programmatic; social media management and marketing; affiliate marketing; SMS and emailer marketing; website development and management; media and public relations; brand activation

**KEY CLIENTS** Apparel Group, Dubai Sports City, Lodha Group, Haw Par Healthcare, Dalma Mall, Britannia, Daiso Japan, Sharp, IndiaCast Media Distribution, Envie Events

## NTProAds

**Partnership & advertising manager** Mohamed Nour  
 b2b@ntproads.com  
 www.ntproads.com

NTProAds offers a managed service programmatic advertising platform powered by algorithmic media buying technologies developed by experts in the field of big data. In 2019 NT was recognised by Clutch.co as a top market leader in media buying and planning that drives engagement and action in performance media using insights, analytics and private inventory.

**SERVICES** Programmatic advertising; display advertising; native advertising; media planning and buying; performance marketing

## Media Mileage

**Founded** 2012  
**Head of Company** Usman Qayyum  
**Headquartered** Dubai  
 www.mediamileage.com  
 usmanq@mediamileage.com

Media Mileage is a full-service mobile marketing firm in Dubai. We are a team of experienced mobile strategists who share a passion for creating mobile user experiences. Our award-winning SMS campaign management solutions have strengthened consumer engagement for many of the world's leading brands.

**SERVICES** SMS marketing; mobile video marketing; mobile application marketing; mobile couponing; Bluetooth marketing

## Performics

**Founded** 2012  
**Heads of company** Raja Trad (executive chairman, Publicis Groupe MEA); Khaled Abounader (chief product officer, Publicis Media)  
 www.performics.com

As the original performance marketing agency, Performics is the premier revenue growth driver for many of the world's most admired brands. Across an expansive global network operating in 57 countries, Performics leverages data, technology and talent to create and convert consumer demand wherever it is expressed – search, social, display, commerce and offline channels. Performics is built for the relentless pursuit of results. Performics is a Publicis Media company and the performance marketing engine of Publicis Groupe. Some of Performics' main clients are Hyatt, One & Only, Emirates Islamic Bank, Rolex, Bayer and Abdul Latif Jamil.



**Founded** London in 1990; Dubai in 2006; Abu Dhabi in 2008; Riyadh in 2010; Beirut in 2017; Cairo in 2018

**CEO** Elda Choucair  
 info.uae@phdmedia.com  
 www.phdmedia.com/mena/  
 +971 4 457 4570

Guided by the 'Make the Leap' ethos, PHD is renowned for driving disproportionate growth through transformative and creative ideas. PHD is one of the most forward-thinking media agencies, challenging convention and breaking new ground in strategic thinking and planning. Built on a culture of thought leadership, innovation and creativity, it is one of the world's fastest-growing agency networks. Globally, PHD has more than 6,000 staff, more than 100 offices worldwide, and is part of Omnicom Media Group.

**SERVICES** Media planning & buying; strategic planning; data analytics & technology consultants; social & content marketing; SEO; creative services including dynamic creative optimisation

**AWARDS** The Most Effective Media Agency Office MENA Effies 2019; 1 Cannes Lion 2019; 1 Festival of Media 2019; 7 MENA Effies 2019; 2 Dubai Lynx 2019; 2 MMA Smarties 2019; Top 5 GPTW list consistently since 2013; Top 3 Most Effective Office MENA Effies 2018; 5 MENA Effies 2018; 7 Dubai Lynx awards 2018; 3 MMA Global Smarties 2018; Festival of Media 2018; 1st place Most Effective Office MENA Effies 2017

### LEADERSHIP PANEL



Elda Choucair  
CEO, MENA



Luca Allam  
MD, UAE



Maroun Hassoun  
GM, Lebanon



Nour Saleh  
GM, Egypt

## Precise Communication

**Founded** 2005

**Headquartered** Dubai

**Heads of company** Ashik Hasim; Gopal Aswani

info@tobeprecise.com

www.tobeprecise.com

**SERVICES** SMS and email marketing; social media; digital media buying and marketing; development; SEO

**KEY CLIENTS** Nayomi, Ace Hardware, Kenwood, DeLonghi, Mihyar Arabia, University of Wollongong, Transguard, Etisalat, Dubai Municipality, Estee Lauder

## Spark Foundry

**Founded** 2000

**Heads of company** Raja Trad (executive chairman, Publicis Groupe MEA), Alain Brahamcha (regional CEO, Spark Foundry)  
www.sparkfoundrywww.com

Spark Foundry is one of five global media agency brands within Publicis Media, a key division of Publicis Groupe. Spark Foundry's bold vision harnesses the spirit of a startup combined with the soul of a powerhouse that melds an entrepreneurial, innovative business approach with the full resources, capabilities and marketplace clout of Publicis Media. With 3,500 employees across the world, the agency leverages the best industry talent to service clients such as LVMH, Emirates NBD, DCT, Mondelez, YAS Marina Circuit, MAF, Almarai and Marriott.

**SERVICES** Media consultancy; planning and buying; branded content; e-commerce; data and analytics

## Sandman Consultancy

**Founded** 2014

**Headquartered** Dubai

**Owner** Brand Sol Media

**Head of company** Ajay Mathews

ajay.mathews@brand-sol.com

aj@sandmanconsultancy.com

www.brand-sol.com

**SERVICES** Media planning and buying; branding; digital and traditional marketing strategies; packaging; publishing

## Starcom

**Founded** 2000

**Heads of company** Raja Trad (executive chairman, Publicis Groupe MEA); Racha Makarem, regional CEO, Starcom)

www.starcomwww.com

Starcom is a world-renowned media communications agency that architects connected human experiences to create value through precision marketing, content and technology solutions. With more than 5,000 employees worldwide, Starcom partners with the world's leading marketers and new establishment brands, including DTCM, Expo 2020, McDonald's, Samsung, P&G, MIRAL, Meydan Group, FCA, VISA. Starcom is part of Publicis Media – the global media solutions group – a key division of Publicis Groupe, one of the world's leading communications groups.

**SERVICES** Media consultancy, planning and buying; branded content; e-commerce; human experience and research



**Founded** 2017

**Headquartered** Dubai

**CEO** Mohan Nambiar

www.radixmediamena.com

+971 4 560 6100

Introducing a new era of communications planning. Built as a consultancy practice with a leadership team consisting of the best there is in the industry across media planning, data and insights, strategy, digital and creative content. Providing expert knowledge and experience across industries, we put consumers at the heart of our planning and are focused on client business growth. We are spirited, ambitious and agile. We are Radix.

**KEY CLIENTS** Nestle, Himalaya, Noor Bank, Rubicon Juices, National Bank of Oman, BRF-SA, Al Nabooda Automobiles, Wafi, Landmark Group, Zoho

### LEADERSHIP PANEL



Mohan Nambiar  
CEO



Julio Rodrigues  
Lead transformation officer



Vivek Nair  
MD



Fatima Shaikh  
Head of content

*TeamRedDot*



**Founded** 2010  
**Head of company** Raksha Khimji  
 info@teamreddot.com  
 teamreddot.com

We're a full-service advertising agency specialising in providing bespoke media solutions and integrated brand campaigns that elevate your business. We guarantee campaign amplification through real-time reporting and detailed analysis, and maximise reach while optimising budgets. Our regional insights and diverse client portfolio have helped us build an extensive web of media expertise, and our commitment towards deploying the latest digital tech and proven tools guarantees ROI for your brand. To top it all off, our media clients also leverage the expertise of our robust creative and social departments for fully synergised campaign solutions.

**SERVICES** Media strategy; media planning and buying (offline and online); consumer insight and research; data analysis and modelling; direct response; mobile marketing; ad tech; SEM and SEO; performance marketing; social media marketing; media sponsorship and media implementation

**KEY CLIENTS** Etihad Airways, Abu Dhabi Coop, Anantara Hotels & Resorts, Mohamed bin Zayed University of Artificial Intelligence, Middlesex University, Cigna Insurance, Al Barari, SONY Professional MEA, Al Masood (Property), Savills, Emami Group, Tata Group, Mandarin Oriental Hotel Group, Rasasi, IFFCO, Ritz-Carlton Hotel Company, Emirates Palace, Sofitel Hotels and Resorts, Fairmont Riyadh, W Residences, Four Seasons Hotels and Resorts, Creative Zone, Sharjah Media City (Shams), The Pet Shop

**LEADERSHIP PANEL**



Raksha Khimji  
 Managing director



Aseem Bhandari  
 Business unit head



Marie Claire Marquez  
 Business unit head



Irfan Mirza  
 Head of digital

Getting into briefs ;)

I want my brand to be 'premium & aspirational and relatable & everyday' (yeah, right...)

Increasing client ROI

Our TG is 10-65 years, students, working professionals and retirees.

#THINKING OF HASHTAGS NOBODY WILL USE

10 years of \_\_\_\_\_  
 (We **really** couldn't pick just one)

Client amendments

Ring the bell for new client wins :)

TeamRedDot

red dot media red dot studio red dot social

unlimited coffee

Accepting invitations for 9am meetings!

I need the media plan today!

HAPPY 10<sup>TH</sup> BIRTHDAY TO US

## Tonic Media

**Founded** 2006

**Headquartered** Dubai

**Founders** Arnaud Verchere (head of strategy); Khaled Gadallah (head of Arabic copy)

**Managing director** Jacqui Hewett  
tonic@tonicinternational.com  
tonicinternational.com

**SERVICES** Creative solutions to business problems (strategy, display, social, programmatic, offline)

**KEY CLIENTS** Zespri, Sky News Arabia, Taaleem, Dubai Properties

## Watermelon Communications

**Founded** 2001

**Regional offices** Dubai, GCC

**Head of company** Madhu Kuttat  
info@watermelonme.com  
www.watermelonme.com

**SERVICES** Research; space/air-time planning, buying and operations; competitor analysis

**KEY CLIENTS** Expo Centre, Zoho, Liali Jewellery, Jawhara Jewellery, Arada Developments, Royal Brunei Airlines, MidAsia, United Furniture

## Vizeum

**Founded** 2014

**Managing Director** Anouk Bondroit  
info.dubai@vizeum.com

In a world where every click has the potential to lead to a purchase, we believe media has a central role to play in adding business value for our clients. Through blending data, media and technology together we bring idea-driven solutions that transform media from a numbers game to a game changer.

**SERVICES** Data; digital; CRM; social; performance; content development; media strategy; media planning; media buying & investment

**KEY CLIENTS** Total, Sheseido, Bahlsen, Fossil, Puma, Honda, Unicharm, Hitachi, Benefit Cosmetics, Sadafo

## Zenith

**Founded** 2003

**Heads of company** Raja Trad (executive chairman, Publicis Groupe MEA); Firas El Zein (regional CEO, Zenith)  
www.zenithmedia.com

Zenith is 'The ROI Agency'. The first agency to apply a rigorous and objective approach to improving the effectiveness of marketing spend, Zenith transforms businesses and brands through evidence-led thinking. Zenith is part of Publicis Media, one of four solution hubs within Publicis Groupe. As a leading global media services network, Zenith has more than 5,000 people working across 95 markets. Supported by Publicis Media's global practices, Zenith offers its clients a full range of integrated skills across communications planning, value optimisation, performance media, content creation and data & analytics. Zenith works with some of the world's leading global brands including Nestle, BMW, BEL, Disney, The One, Ooredoo, Reckitt Benckiser, Red Bull and Kering Group.

**SERVICES** Media consultancy, planning and buying; branded content; e-commerce; data and analytics



**Holding Group** IPG; MCN Mediabrands  
**Regional offices** UAE (Dubai & Abu Dhabi), KSA, Kuwait, Bahrain, Lebanon, Egypt, Algeria, Morocco, Tunisia, Turkey  
**CEO MENAT** Joe Nicolas  
www.ummena.com  
+ 971 4 445 4545

At UM we strive for better – because simply being 'different' is not enough. We live by the code 'Better Science. Better Art. Better Outcomes. Better World' and deliver on that promise by using better science to create better art to drive business momentum for our brands.

UM operates in more than 100 countries across the globe (11 in MENAT), where industry-leading data and analytics power our innovative approach to planning, investment and custom content creation. The result is an audience-first approach that discovers, defines and disseminates the moments that matter in media to foster better connections between brands and their audience.

**SERVICES** Digital; data analytics; programmatic; performance marketing; service; social content; influencer management; technology solutions; traditional media; research; media planning, buying and implementation

**KEY CLIENTS** American Garden, Airwick, Coca-Cola, Clean & Clear, Dettol, Durex, Fanta, Finish, Flash, FAB, Ford, Garnier, Giorgio Armani, Hershey's, Homes R Us, Honeywell, J&J, JA Resorts, Jawwy, Listerine, Lancome, L'Oreal Paris, McDonalds, Mattel, Neutrogena, Nurofen, Pinkberry, P.F Chang's, Rani, Rakbank, REDTAG, Spotify, Starbucks, Strepsils, STC, Sony, Schweppes +C, Smart Water, Sprite, Shake Shack, The Cheesecake factory, Talabat, Texas, Vimto, VOX, Vanish

### LEADERSHIP PANEL



**Joe Nicolas**  
CEO MENAT



**Assaad Kassis**  
General Manager KSA



**Jad Chababi**  
General Manager UAE



**Hanan Tabch**  
General Manager

**Founded** 2017  
**Headquartered** Dubai (MENA) and London (Global)  
**CEO** Rabe Iyer  
 wavemakerglobal.com  
 +971 4 450 7300  
 dubai@wmglobal.com



Wavemaker is a new kind of global agency delivering solutions for growth through media, content and technology for some of the world's biggest brands. Our mission is 'Let's make the future'. At a time when market and customer behaviour is disrupted 24/7, we never stop evolving to help clients succeed through what we do best: discovering and connecting the most valuable audience efficiently through memorable content, through clever hacks of platforms and media. With growth as outcome for clients, our endeavour continues to be solutions neutrality. In our approach to drive growth for our clients, we have been able to bring a richer media diversity through purchase journey insights, a strong organic performance offering and personalisation.

**SERVICES** Communication strategy; consumer research; media planning and buying; content; precision marketing; SEM; SEO; programmatic; social media strategy; analytics; martech solutions

**TECH PARTNERS** Tealium, LemonPi, Google, Facebook, Twitter, Snapchat, Yougov, Sizmek

**KEY CLIENTS** Accenture, ADGM, American Garden, Chevron, Colgate, DHL, DIB, DWTC, Dubai Airports, Dubai Chamber, Dubai Parks and Resorts, Emaar group, Eagle Hills, Energizer, FORD, Fintech, Friesland Campina, General Electronics, GAC Motors, Huawei, Kimberly Clark, Netflix, Perfetti Van Melle, Philip Morris, RTA, Tiffany & Co, Vodafone, Xerox

**LEADERSHIP PANEL**



**Rabe Iyer**  
CEO, MENA



**Marc Ghosn**  
Managing director, UAE



**Zein Jammoul**  
CFO, MENA



**Matyas Scendes**  
Head of digital

**CASE STUDY FROM WAVEMAKER**

# NOT ALL COFFEE LOVERS ARE THE SAME

How a campaign spurred growth for Wavemaker's client and an award for the agency

**R**ainbow evaporated milk had been synonymous with tea whitening – but when it came to coffee, consumers were using different kinds of whiteners, with creamers dominating. While the creamers available in the market were non-dairy-based, we tracked consumers' digital footprints to discover they are looking out for healthier options. Rainbow identified these as opportunities and launched Rainbow for Coffee, a specialised milk for



coffee that delivered on consumers' expectations of taste and health.

We learned the mid-morning coffee it always whitened coffee, which stimulates thinking and brightens up the mood. This gave rise to the core insight: A hot cup of rich and creamy coffee in the morning transforms my mood to get me going. But not all coffee lovers are the same. Therefore, we deep-dived to understand their specific interest areas such as grooming, me-time moments, preferred content, music, gaming and sports. This led us to slice consumers into nine different segments with nuanced interests and behaviours. The key was to map segments' behaviour against their purchase journey and weekend vs. weekday strategy to match their shopping patterns. The journey was layered with media touchpoints to reach coffee lovers at the right moment with the right message. Segmented audiences were served with different interest-related creatives to drive association. Of the nine segments, two were further amplified through content partnership. We partnered with leading Arabic music application Anghami to sponsor the "Acoustic Morning" playlist and the most trending playlist, "Essential Pop". For cricket lovers, we leveraged on cricket, targeting the 20- to 45-year-old Asian audience through the Pakistan Super League. The results were stupendous. Rainbow for Coffee achieved three times more growth in market share than planned. The awareness went up twice more than the current average. For the trialists, we overachieved the target numbers by 30 per cent.

# campaign <sup>Middle East</sup> & **GAMNED!** MEA ARE PROUD TO REVEAL THE RESULTS OF THE FIRST PROGRAMMATIC BAROMETER RAN IN THE MIDDLE EAST.



PROGRAMMATIC ADVERTISING  
STILL HAS **ROOM TO GROW**

**76%**  
OF THE RESPONDENTS  
ARE FAMILIAR WITH  
PROGRAMMATIC ADVERTISING  
**EUROPE: 95%**

**BUT ONLY**  
**49%**  
OF THE RESPONDENTS  
ARE USING PROGRAMMATIC  
ADVERTISING

**TODAY**  
PROGRAMMATIC ADVERTISING  
REPRESENTS AN **IMPORTANT**  
SHARE OF DIGITAL BUDGETS ...

**37%**  
OF THEIR DIGITAL INVESTMENTS IS ALLOCATED  
TO PROGRAMMATIC ADVERTISING  
BETTER THAN EXPECTED: 25%  
BUT VERY FAR FROM THE US/UK: 85%  
AND EUROPE: 68%

**TOMORROW**  
... AND WILL  
CONTINUE TO GROW

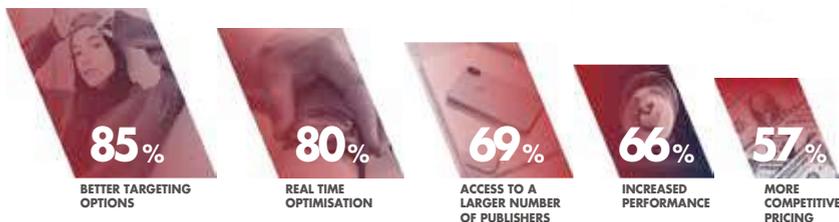
**79%**  
OF RESPONDENTS CONSIDER INCREASING  
THEIR PROGRAMMATIC BUDGET NEXT YEAR  
BELGIUM: 78%  
SWITZERLAND: 90%  
THE AVERAGE PROJECTED GROWTH SHOULD BE + 23%

**TOP 3**  
MOST POPULAR **FORMATS**  
IN PROGRAMMATIC ADVERTISING

1<sup>st</sup> **86%** VIDEO  
2<sup>nd</sup> **85%** DISPLAY  
3<sup>th</sup> **54%** SOCIAL



**TOP 5**  
THE **BENEFITS** OF PROGRAMMATIC ADVERTISING



BUT MARKETERS EXPECT  
**TRANSPARENCY & RELEVANCY**  
TO MAXIMISE ENGAGEMENT



**67%**  
WOULD LIKE  
BETTER TOOLS TO  
MEASURE PERFORMANCE

**60%**  
WOULD LIKE  
MORE INTERACTIVE  
FORMATS

**52%**  
WOULD LIKE  
CLEARER  
MEASURING TOOLS

PROGRAMMATIC ADVERTISING  
BAROMETER METHODOLOGY

RESPONDENT PROFILE

**207**  
RESPONDENTS

**55%**  
ADVERTISERS

**40%**  
AGENCIES & PUBLISHERS

**5%**  
OTHERS

**95% OF THE RESPONDENTS MANAGE MARKETING/ADVERTISING CAMPAIGNS**

ON-LINE SELF-ADMINISTERED QUESTIONNAIRE: NOVEMBER / DECEMBER 2019

# MAKE ADVERTISING MORE LIKE COUNTRY MUSIC

Real emotional connection comes from the specificity of the stories, writes Saatchi & Saatchi's Richard Huntington

**T**his story is about country music, emotion and how we truly connect with our audiences. And it is inspired by that perennial favourite of mezzo-brow thinkers like me, Malcolm Gladwell.

You see, Mr Gladwell has moved beyond the books that graced our shelves for the past 20 years into the world of podcasting and the results are really rather magical. I'm a latecomer to his *Revisionist History* podcast, and I'm obsessed.

*Revisionist History* is not your standard podcasting fare of B-list celebrity interviews and fireside chats with legends in their own lunch hour. It harks back to the style of Gladwell's *New Yorker* essays – a heady cocktail of meticulous research, compelling storytelling and pop psychology, all packaged up for your dreary daily commute.

You should dive into the four seasons that Gladwell has posted so far; anywhere will do. And if you squint hard enough, you can almost always find an idea that throws light on what we do.

Take the "King of Tears" from series two. In it, Gladwell asks why country music makes you cry but rock and roll simply doesn't. And I think his answer holds a clue to emotion in advertising and how to genuinely connect with people.

That country is emotional seems self-evident. Heartbreaking stories sung to melancholy melodies create a cocktail of emotion that's hard to resist. But surely rock has its fair share of tragedy and minor keys? Well, that's where Gladwell disagrees – it's the nature of the storytelling that sets them apart.

Most musical genres tell stories of love, violence, illness, loss, grief, marriages going to hell, addiction, redemption, suffering, pain and the like. But in country music, those stories are painfully real. They are often actual experiences of a real person told in their own words, in great detail, often with deep significance for the singer. The stories deal in the specific and not the generic and, as Gladwell says, "we cry when melancholy collides with specificity".

You don't believe me? Listen – really listen – to He Stopped Loving Her Today sung by George Jones, or indeed D-I-V-O-R-C-E, sung by Tammy Wynette, and tell me you're not welling up.

**"THE FACT IS THAT MOST ADVERTISING FAILS TO CONNECT BECAUSE IT'S ALLERGIC TO THE REAL, TO THE PARTICULAR AND TO THE PERSONAL."**

Not so rock – that is all too often content to skim along the surface of the generic and clichéd when it comes to storytelling. Girl meets boy, girl falls in love with boy, girl and boy have fun, girl and boy split up.

Which brings us to advertising.

What country music shows us is that real emotional connection comes from the specificity of the stories we tell, not from the execution. Execution sharpens and amplifies emotion, but we are kidding ourselves, clients, agencies and researchers alike if we think that casting a few cute kids or picking out an acoustic guitar track by an angst-ridden singer-songwriter is the secret to our hearts.

It's the quality of our stories that matters. Stories that resonate because they speak to real people and come from real people and not from the faked world of adland cliché that pollutes most of the work we make. The endless parade of stock storytelling that is as authentic as a child's drawing of a house with four windows, a red front door and curly smoke emerging from the chimney. The fact is that most advertising fails to connect because it's allergic to the real, to the particular and to the personal.

Not so McDonald's. Here is a brand that consistently embraces the specific in its storytelling. No more so than in "Nah You're Alright", which documents the tentative relationship between a kid and his mum's new partner. We may be watching actors but that story, much like the best McDonald's work, is authentic, detailed and persona. It comes from a place of genuine experience. It deals in the specific.

This is advertising, country music-style.

The power of the specific might also explain why, out of the incredible body of work John Lewis has created in the past decade, the standout story for many of us is "The Long Wait". Yes, there is a cute kid and, yes, the music is as soppy as you like. But the story feels authentic, honest and real, like it could have been your experience or that of your kids. No CGI, no merch – just acutely powerful storytelling.

So why do we tolerate the generic and clichéd in our work? Family life that feels like it's set in New Zealand in the 1950s. Girl-meets-boy stories where people are forever marrying their childhood sweethearts. Work life that's entirely divorced from any understanding of real places of work. And ads that cast black and Asian actors but avoid telling authentic stories of people of colour.

It's because we avoid the specific.

To start building emotional connections again, we need to write work from our experiences, our lives and our hearts, and not from the big bad book of adland cliché. We need to call it out more often when work descends into the bland and familiar. And, most pressingly, we need to fuel our agencies and their work with fresh talent bearing distinct experiences and a broader palette of stories to tell.

But, most of all, we need to embrace the specific and learn to be a little more T-A-M-M-Y.



Richard Huntington is chairman and chief strategy officer at Saatchi & Saatchi UK

## A VIEW FROM

## Charles Vallance

## IT'S ALL PERFORMANCE

I take my hat off to the person who coined the phrase "performance marketing" and then fiendishly restricted its definition to the narrow end of the marketing funnel: to search, programmatic, retargeting and affiliates. In one master stroke of a linguistic land grab, not only did this genius establish the unshakeable performance credentials of narrow media, he/she also tacitly undermined the credibility of broad, brand-building media such as TV, posters, radio, print and cinema – reducing them, implicitly, to the status of non-performance media.

It is also, of course, fantastically misleading. All media should be viewed as performance

The main counterargument to performance marketing is ... it doesn't make the sale but, by being the last link in the chain, it gets the credit for a sale that would have happened anyway.

media. All media channels should deliver ROI. The skill is to find the right blend of channels for any given brand or budget. And this is where our genius has muddied the waters. His/her positioning is so strong that it has potentially lulled us into a misapprehension that brand-building is nice for the long term but has little or no impact in the short term.

Once this logic takes root, it is not long before we begin to regard brand-building as a bit of, well, a luxury. The argument becomes

increasingly circular and we see a decline across our industry in creative effectiveness, as chronicled by this magazine.

Fear not. The problem is addressable. The main counterargument to performance marketing is that it's parasitic. It doesn't make the sale but, by being the last link in the purchase chain, it gets the credit for a sale that would have happened anyway. This is an easy argument to prove or discredit. Just switch the performance marketing off for a couple of weeks.

We've conducted this precise test on behalf of a number of clients and, generally, you end up cutting the performance budget by around 50 per cent. In one notable case, it was more or less 100 per cent.

As 2020 gets into its stride, it feels we may be seeing a long-overdue reassessment of true media performance. At the end of 2019, Adidas made trade press headlines by acknowledging that it had overinvested in narrow media at the expense of broader reach. And in the past few weeks, we have seen numerous examples of big advertisers advertising bigger, with both Kimberly-Clark and Colgate-Palmolive posting \$100m year-on-year increases in advertising spend. Hershey's, meanwhile, ran its first Super Bowl ad following a more-than-10-year absence.

John Wanamaker famously ruminated that "Half the money I spend on advertising is wasted – the trouble is I don't know which half." Things are probably a bit more measurable than they were back in good old John's days (he died in 1922 at the age of 84). If he were still around, what might come as a bit of a surprise to him is to find out, 100 years later, that much of the "wasted" 50 per cent appears to be going into a thing called "performance marketing". Such is the power of positioning.



**Charles Vallance** is founding partner and chairman of VCCP @TheBrandedGent

## BRIDGE OF MINDS

## Under the waves of madness



Does madness bring creativity?

Since October 17, 2019, the Lebanese have seen a state of awareness of their social, financial and political situation. Years of suffering failing public services and state negligence pushed them into the streets, united across the country and breaking all religious and demographic differences, to ask for change and a better future.

The ongoing unrest in the country with the same old, blind rebranded government and same skeleton members plunged the economy into chaos and more crisis, driving the remaining resilient Lebanese industries and talents into the unknown. This is where madness brought

the ultimate forms of creativity into the Lebanese minds, vision and media campaigns, supporting the mission of the Lebanese existence at its best.

From the beginning of the revolution in October, a forceful wave of creativity has blown into the Lebanese. They have explored their emotions in an artistic way. The streets of Beirut have been filled with symbolic graffiti, music and dance. The rebel minds have expressed themselves for the first time in the heart of the city, setting out the path for the country we all want, and shaping the future of a dream Lebanon, and leading the most peaceful revolution in the region.

On the other hand there are the innovative and creative individuals, the Lebanese entrepreneurs. Owners of small and large businesses have started exploiting new opportunities by being creative in adapting and inventing in a fast-changing and increasingly complex country. They have executed work road maps and advertising campaigns that demonstrate the ability of Lebanese industries to compete at different levels. For example, the campaign "Buy Lebanese" got local and regional recognition for providing a Lebanese alternative for services and products across the region.

Creativity is working its way from Lebanon to the world, giving back to the economy and helping the rebirth of a nation. It's no longer about the media; now the story is about the rise of creativity as the primary mover of the economy.



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**MOTIVATE**  
MEDIA GROUP



# Bitter medicine

I got told off recently by the indignant head of a PR agency for putting one of her clients in *The Spin*, our back page where we shame examples of communications attempts that didn't quite work.

We used an image of the two bosses of a pharmaceutical company, shot in a 90s power pose with torsos at 45 degrees to the camera, one behind the other, shirt collars open and suit jackets buttoned, gazing intently towards the lens. I suggested they looked like musicians, magicians or stars of a police drama.

Their PR rep was confused as to why the photo had appeared without the accompanying release announcing the pharma firm's anniversary. I said that was because we don't write about the medical business, so I used the photo to illustrate something we do write about: communications, good and bad. (I had also replied the second time the agency sent me the release, to say we don't cover the legal drugs trade. It was after the photo was sent a third time that we decided to Spin it.)

When she found the relevant paragraph among the 300 words or so of copy that make up *The Spin*, my caller's confusion turned to ire. She berated me for "making a mockery of her client," and said that mockeries are not OK, "especially in this region". I think she said that last part because she was ready to fall back on a 'cultural sensitivities' argument, which often stands as a cover for bruised egos. But mockeries in this region tend to upset people not only because we are fragile but also because comms teams can have a tough time coping when messaging goes off-script. Using the photo in *The Spin* could have "serious consequences", she said. I hope that wasn't a threat. I also hope it wasn't a "What have you done to me?" cry.

The PR company owner said if the release wasn't right for me, I should take it up with the contacts vendor she uses. And she backed this up after the phone call by sending a screen grab of our listing in that app. She wrote,

"the UAE's preferred media database has indeed placed *Campaign ME* under a list of titles in the country that cover business-related news. It does not specify what type of business news [the publication covers]. Except it did. She'd even circled where our 'Contact Topics' were listed as "Advertising Industry; Media Industry; Public Relations Industry".

To send an ill-targeted press release once is perhaps sloppy PR. To re-send it might get irritating. To send it a third time, after a journalist has said they are not interested, is not very good at all. And to then blame that on someone else's database is worse.

I've never worked in PR, so I'm prepared to receive feedback on this and to stand corrected. I have heard that clients ask agencies to spam the most inappropriate titles, and I can imagine that the battle for appropriate targeting is low down the PR-client discussion agenda. But most of the contributed content in this title – news, work, opinion pieces and so on – comes from people who know the title and what we publish.

When we get ill-targeted releases we will continue to mock them. It's not a malicious thing, though. It's partly a chance to laugh gently at Penn and Teller or Robson and Jerome lookalikes. And partly a reminder to target those releases a little better. With or without a database.



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🐦 @maustyn

# We really want what we can't have



A VIEW FROM

**DAVE TROTT**

Dave Trott is the author of *Creative Mischief*, *Predatory Thinking* and *One Plus One Equals Three*

In 1503, a Florentine artist took on a commission for a local businessman, Francesco del Giocondo.

It was a painting of his wife, it wasn't considered anything special.

It wasn't big: it measured 30" x 21" (between modern sizes A1 and A2).

But about 300 years later, in 1797, it ended up on the wall between much larger pictures in the Louvre in Paris.

The public barely noticed it, until 21 August 1911.

On that day, Vincenzo Peruggia visited the Louvre and hid in a broom closet.

After the museum closed he came out and took the small painting off the wall. It fitted under his coat, so he took it and calmly walked out of the building.

No-one even noticed anything unusual until some time the next day.

Then someone remembered that there used to be a small picture in the gap between those two larger pictures.

No big deal, it must have been removed for cleaning.

Eventually they found it hadn't, and they realised this was an art theft.

But not just any theft, the thief ignored all the other masterpieces and targeted this painting.

It must be worth more than anything else hanging on the walls.

The newspapers got hold of the story and everyone wanted to know what this masterpiece was that had been targeted above all the others.

The Louvre checked and told them it was known as *The Mona Lisa*.

The public didn't remember it, but it was obviously the most valuable painting in the Louvre.

Suddenly everyone wanted to see *The Mona Lisa*.

They must see the painting that was worth stealing above all others.

But no-one could see it, because it wasn't there, which made them want to see it more.

*The Mona Lisa* soon became the most famous painting in the world.

It was as if the Louvre was only half the museum without it.

Eventually, after two years, it was recovered when the thief tried to sell it to the Uffizi gallery in Florence.

It was quickly returned to the Louvre and everyone packed in to see it.

Today, according to director Henri Loyette, six million people visit the Louvre every year just to see *The Mona Lisa*.

This is known as the scarcity heuristic: people never want something so much as when they can't have it.

I saw the same thing at the National Gallery's Caravaggio exhibition.

The star exhibit was the painting *Supper at Emmaus*: the crowd was seven deep, people had to wait ages to glimpse it for a few seconds.

Yet for the rest of the year it was on permanent display upstairs in the main gallery.

You could look at it all day on your own if you wanted, but no-one even bothered.

The producer, Mike Todd, knew all about the scarcity heuristic.

He had a play running in Manhattan that wasn't at all successful.

So he hired a lady with arthritic fingers for the box office.

When someone wanted a ticket it took her ages to give them their change.

The people behind them had to wait and this caused a queue.

Seeing the queue, other people joined, figuring it must be a good show.

The queue got longer and people passing decided they couldn't miss out, so they joined.

Eventually, the queue was around the block.

Todd's show became a huge success, thanks to the lady with arthritic fingers who unwittingly utilised the scarcity heuristic.

# The Spin

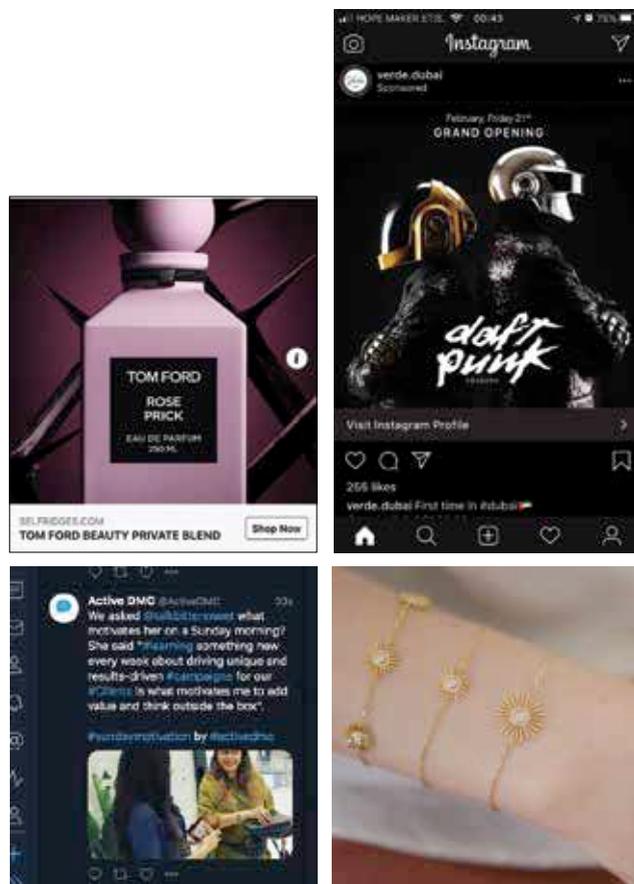
The Spin was amused at the direction Tom Ford has taken for its perfume branding this Valentine’s Day. We wonder how fed up the marketer was.

But Valentine’s Day is over now, and marketers are jumping on the next date in their diary to shift product to women. The Spin received a release from Lynor Jewels, which has introduced a new collection to celebrate International Women’s Day. “This new collection is called the Diamond Sunshine collection and each piece carries the symbol of empowerment, positivity and individuality for the everyday woman,” said the release. Like this Sunshine Diamond Bracelet (pictured). The release assures us that: “This beautiful bracelet is a decorative piece that will reflect the rays of sunlight to gleam on the arm of the women in your life.” Go empowerment!

The *National* newspaper carried news about the new comedy drama *Run*, from Phoebe Waller-Bridge, of *Fleabag* fame. It “follows a pair of collage exes,” said the review. Presumably everyone had assumed they would stick together.

Look at this tweet from the resolutely bubbly and optimistic people at Active DMC. We’re impressed by the sentiments expressed by @talkbittersweet. But c’mon. Seriously? Surely it’s caffeine and Panadol that motivates you on a Sunday morning. Like all the rest of us.

The Spin was super excited to see this act coming to Verde Dubai. “First time in Dubai,” said the restaurant. We love Daft Punk. But then we looked closer to see the small “tribute” tucked sneakily into the graphic. We weren’t the only ones to feel a tad deceived. “You mean the tribute is the first time in Dubai, or the fact that you are hosting an event?” asked one commenter. Verde hasn’t answered.



## CAMPAIGN DIARY

Campaign Breakfast Briefing  
Video 2020  
February 27, 2020  
Dubai



Video production has long been a mainstay of the advertising industry. But in the last few years we have moved a long way from the traditional 30-second TVC. So how does the industry answer the demand for lots of amazing content produced fast and efficiently? *Campaign’s* Breakfast Briefing on video will address this question and others. Industry experts – from clients, platforms, agencies and tech – will discuss and debate the challenges and opportunities presented by video in 2020.  
*For more details: [campaignme.com/event](http://campaignme.com/event)*

Dubai Lynx

8-11 March, 2020  
Dubai



Dubai Lynx brings together top creatives, the world’s smartest brands and sharpest marketers, fledgling start-ups and everyone in between to learn, network and celebrate creativity in communications. In 2020, the festival is happening from Sunday 8 to Wednesday 11 March. Save the dates.

*For more details: [dubailynx.com](http://dubailynx.com)*

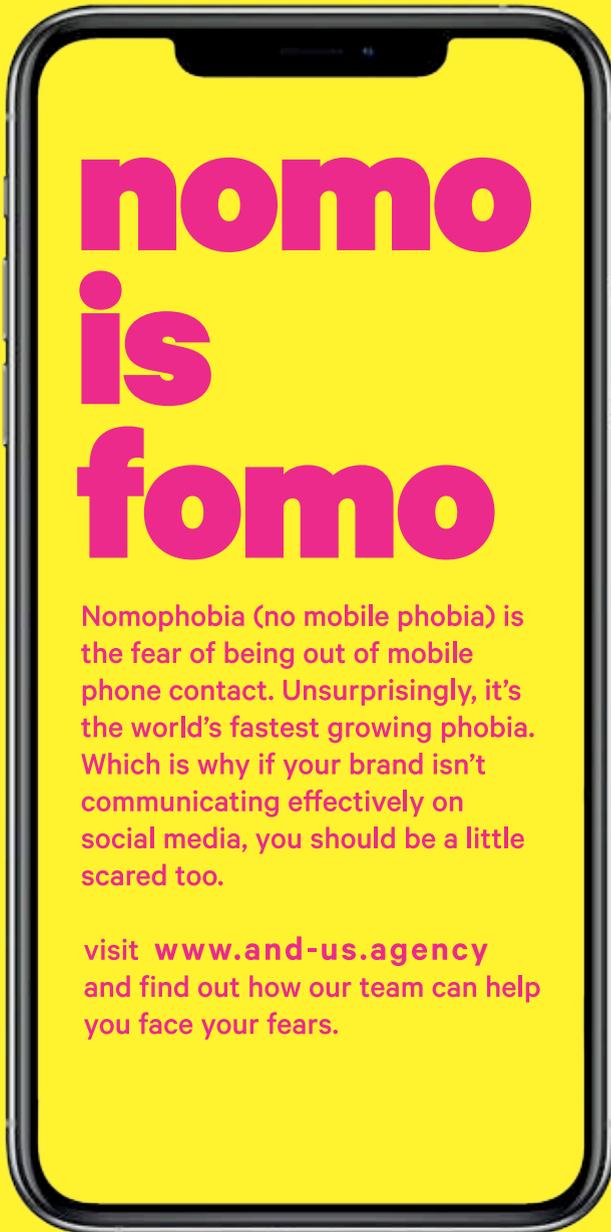


# This Is Not An Agency Ad.

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MMP World Wide - We Make Programmatic Simple.  
Let's Talk.





# nomo is fomo

Nomophobia (no mobile phobia) is the fear of being out of mobile phone contact. Unsurprisingly, it's the world's fastest growing phobia. Which is why if your brand isn't communicating effectively on social media, you should be a little scared too.

visit [www.and-us.agency](http://www.and-us.agency)  
and find out how our team can help  
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