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Annual Report 2019





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President's vision

2020, a time to
elevate marketing



I'm honored and delighted to become WFA President at such an exciting and challenging time for our industry.

Technology has transformed the media landscape we rely on. Consumers have unprecedented choice for content and decreasing attention for ads. Bombarded by as many as 5,000 ads a day, a significant minority are turning to adblocking.

Brands must rethink how they turn up in people's lives. To remain relevant in the 2020s, brands will have to rewrite the marketing playbook and figure out how to address three major challenges.

First and foremost, today's top talent is heading to Silicon Valley rather than going into marketing. Attracting the very best into our profession will take a twin-tracked approach.

More than any other function, marketing can make a positive social impact. This is our ace card. By showcasing our profession's extraordinary ability to change the world for the better, we will be able to attract the very best talent to a career in marketing.

Within our own companies, we need to elevate the stature and gravitas of marketing as a function. This means ensuring today's top marketers can marry left- and right-brain thinking, that they embrace an almost Da Vinci combination of technical know-how, creative flair and business acumen. The latter, in particular, is key to ensuring marketing gets the credibility it deserves in the boardroom and across the wider company.

Secondly, marketers will need to successfully harness the opportunities of AI. The promise it holds for more relevant, opportune and personalized communications at scale is unprecedented. The ability to successfully embrace AI will determine which brands survive and which thrive in the coming years.

Finally, brand owners must put in place the necessary systems and safeguards for brand-safe environments in the digital age. The democratization of technology is exciting, but, as we've seen, it does not come without risk. As the universe where our products and services appear grows and becomes more and more automated, we must take extra care to protect our most sacred asset, our brands.

As the ultimate funders of the digital ecosystem, it is incumbent on us to drive the change that will ultimately better protect and better serve consumers and society at large.

The WFA plays such an important role in driving positive change across our industry and elevating the role and perception of our profession and our industry.

WFA's core purpose, "better marketing", ultimately encapsulates the essence of what will enable us to stay relevant to people in today's fast-changing environment.

I'm proud and humbled to be President of an organization at the vanguard of reinventing marketing for a new decade.

Raja Rajamannar,
WFA President
Chief Marketing and Communications Officer,
Mastercard



2019, the year of heightened brand accountability

Message from the CEO

2019 has been a turning point for the role of brands in the digital ecosystem. Many big brands have woken up to their part, as funders of the digital ecosystem, in a landscape that has too often been letting them and society down.

More than two years of scandal, during which online platforms were regularly hijacked by bad actors, came to a head on March 15th with the horrific attacks on two mosques in Christchurch. The attacks were livestreamed on Facebook for 17 minutes by the gunman and shared millions of times.

The mood at the WFA Global Marketer Week the same month in Lisbon was one of anger and frustration. The WFA urged its members to reflect on the way in which they funded the platforms and technology that allows such incidents to occur.

It became more than just an issue of brand safety and marketers began to understand that they had a moral responsibility to hold platforms to account.

Out of the ashes of the Christchurch attacks emerged the seeds of the Global Alliance for Responsible Media, which was officially launched at Cannes. GARM members – who include many of the world's biggest brands – understand that collaboration is needed to make the online environment safe, trustworthy and sustainable. That may have been true before but now brands understood that they need to be the ones leading this effort.

My gut feeling, however, is that this only scratches the surface of what society now expects brands to be accountable for. This year, Extinction Rebellion arrived in Cannes and 16-year-old Greta Thunberg accusing world leaders of stealing her future was named Person of The Year by Time magazine.

In November, I sat amongst over 300 industry leaders in Berlin at the annual summit of our German association (OWM) and listened to an 18-year-old Clara Mayer of Fridays for Future challenging brands on their sustainability credentials. I confess that it only dawned on me then the scale of disruption that lies ahead.

Society now demands that brands are no longer simply about growth at any costs. We must reconcile our profession with the need for a sustainable future.

Of course, this isn't new to many of our members, who have been making significant efforts to drive sustainable growth. But it is a tough challenge for the marketing industry, traditionally seen as a driver of consumption, to address.

The good news is that marketers are now listening to what society is saying. We are getting more requests from members than ever before about sustainability in marketing. To answer those big questions, many brands are going to have to find some bold and innovative answers that could mean radically transforming their business models.

But isn't this what marketers are good at? As an industry we have a lot to lose, but critically so much to gain if we embrace this challenge head-on in the next decade.

Stephan Loerke,
WFA CEO

WFA Executive Committee

As elected at the
Annual General Meeting
on 26 March 2019.



Officers

- 1 Raja Rajamannar**
Chief Marketing and Communications Officer
Mastercard
WFA President
- 2 Phil Myers**
Senior VP, Global Public Policy & Government Affairs
PepsiCo
WFA Deputy President
- 3 Jean-Luc Chétrit**
CEO
UDM, France
WFA Treasurer
- 4 Stephan Loerke**
WFA CEO

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Regional VP C&E Europe
- 6 David Wheldon**
Chief Marketing Officer
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Regional VP Western Europe
- 7 Bob Liodice**
Chief Executive Officer
ANA, USA
Regional VP North America
- 8 Philip Perez**
President
CAA, Argentina
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Head of Consumer Healthcare Asia, Latin America, Middle East and Africa
Mundipharma
Regional VP Asia-Pacific
- 10 Folake Ani-Mumuney**
President
ADVAN, Nigeria
Regional VP Africa
- 11 Margaret Au Yong**
Head of Media, Tune Group
AirAsia
- 12 Ed Bell**
General Manager, Insights and Marketing Communications
Cathay Pacific
- 13 Mohamed Adam Wee Abdullah**
Chief Marketing Officer
CIMB
- 14 Alison Keith**
VP Global Media
Coty
- 15 Valérie Hernando-Pressé**
Chief Marketing Officer
Danone
- 16 Gerhard Louw**
Head of International Media Management
Deutsche Telekom
- 17 Belinda Smith**
Global Head of Media
Electronic Arts
- 18 Alessandro Cagli**
EU Public Affairs Director
Ferrero
- 19 Mary Catherine Toker**
VP Global Government & Public Affairs
General Mills



20 Caroline Stephens

Senior Director, Total Brand Experience
Johnson & Johnson

21 Lubomira Rochet

Chief Digital Officer
L'Oréal

22 Allyson Park

Global VP, Corporate Affairs
Mars

23 Francesco Tramontin

Director Global Public Affairs
Mondelēz

24 Julie Chan

Global Consumer Engagement Lead
Pfizer

25 Joris Pollet

Managing Director Government Relations-Europe
Procter & Gamble

26 Eleonore Ogrinz

Head of International Advertising
Red Bull

27 Manuela Buxo

Senior VP Global Marketing
Sanofi

28 Americo Campos Silva

Global Head Marketing Communications
Shell

29 Lynette Pang

Assistant Chief Executive, Marketing Group
Singapore Tourism Board

30 Atul Agrawal

Senior VP Corporate Brand & Marketing
Tata

31 Wouter Vermeulen

Group Director, International Government Relations & Public Affairs
The Coca-Cola Company

32 Luis Di Como

Executive VP Global Media
Unilever

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Executive President
ABA, Brazil

34 Ron Lund

President & CEO
ACA, Canada

35 Jan Morten Drangen

CEO
ANFO, Norway

36 Manuela Botelho

Executive Director
APAN, Portugal

37 Roger Harlacher

President
ASA, Switzerland

38 Yang Hanping

President
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39 Bharat Patel

Executive Committee Member
ISA, India

40 Phil Smith

Director General
ISBA, UK

41 Riikka-Maria Lemminki

Managing Director
Marketing Finland

42 Joachim Schütz

Managing Director
OWM, Germany

43 Ahmet Pura

President/Chairman of the Board
RVD, Turkey

44 Chris Van Roey

CEO
UBA, Belgium

Marketing groups

In an industry where the CMO acronym is sorely overused, this group remains a network of genuine marketing leaders with the authority to impact real change.

CMO Forum

2019 was a breakthrough year for the CMO Forum with the launch of WFA's Better Marketing Framework. Developed with the support of our leading CMO members, it captures the core areas of focus within WFA as a whole. However, as Diageo's Syl Saller described it, these represent "evergreen topics which should be the core of every CMO's role".

The framework helped to inform agendas in Lisbon, Cannes and Singapore, as well as projects developed as a result of those interactive sessions.

The first CMO Forum of 2019 saw 30 Asia-based marketing leaders coming together in Singapore for one of the highest-rated WFA forums on record. The group met again during 'Marketing Matters', covering topics including partnerships and the future of marketing.

It was with one eye on the future that the group benefitted from the results of our Voice Commerce study with Fast Up Partners, the largest of its kind. Whilst voice is still relatively nascent for many marketers, this work threw up useful insights for brands preparing for a future where voice inevitably plays a greater role in the mix.

During Global Marketer Week in Lisbon, WFA's President and Mastercard's CMCQ, Raja Rajamannar, shared with 40 of the group's members his take on 'principle-driven growth', including strategies for driving longer-term sustainable outcomes beyond short-term gain.

Syl Saller, Diageo's CMO, and Unilever's Keith Weed, in his last outing as Unilever CMO, provided expert stimulus around optimised organisations – covering global marketing teams, but also in terms of evolving working relationships with external partners.

The focus on capabilities and competences continued with our exceptional CMO Forum during Cannes Lions. Ivan Pollard, CMO at General Mills and Heineken's Ian Wilson helped to inform sessions which led to the conception of our 'Marketer of the Future' study.

This is now being developed with 30 of WFA's advertiser associations around the world: launching a new WFA research model reflecting the need for greater collaboration. Or as one member put it, "as much global as needed, as much local as possible".



Reach out to
Rob Dreblow at r.dreblow@wfanet.org
or Ranji David at r.david@wfanet.org
(CMO Forum APAC)
for details and to get involved



In 2019, the WFA Forum connected with 1,300 senior marketers around the world with the aim of tackling a range of common challenges related to integrated marketing.

Three key areas stand out:

WFA (Integration) Forum

One topic that was regularly featured on our Forum agendas in 2019 was effective agency management. A WFA study examined clients' ways of working and what they can do to become better partners for their agencies. It found that involving agencies sufficiently in their business and spending more time with them is associated with more successful outputs. That's a view that's shared by some award-winning agency leaders who we also interviewed on what they think makes a great client. The strong interest in this topic was also highlighted by a record attendance for the agency management webinar in September with our strategic partner in this area, The Observatory International.

The second topic that attracted attention in 2019 was how to deliver fully integrated, customer-centric communications. According to WFA research, most members are still in the early stages of learning in this area. Members believe that organisational design has a critical role to play in delivering effective communications and is more important than other key enablers, such as data, martech and agency model. During sessions in Lisbon, New York, London and Dubai, the group workshopped critical barriers and key factors for future-proofing their organisational design. Two of the highest-rated presentations this year were given by Diageo's Syl Saller and Chobani's Eddie Revis on this topic.

The final topic that stood out was in-housing capabilities. This trend is changing the marcomms environment and, according to a WFA study and discussions during our Forums, is under real consideration across all marcomms workstreams for WFA members. This has risen up the to-do list in part because many of our members' agency partners were slow to adapt to meet their needs, so certain capabilities were developed in-house. The group learned about their individual member journeys that led to the creation of content studios and data centres, which enabled the businesses to get quality results, quickly, for lower cost. The subject of in-housing capabilities looks to remain at the top of many marketers' agendas in 2020, so we are planning a member survey on best practise next year.

We thank Estée Lauder, HP, TATA and Advertising Week, who have all opened their doors to around 200 members for our physical Forum meetings in Hong Kong, Lisbon, Tokyo, New York, London, Dubai and Mumbai.

WFA Forum is the same group as the WFA Integration Forum when it meets outside of NYC and London.

Reach out to Julia Kraft at
j.kraft@wfanet.org for details
and to get involved.



In 2018 WFA published the Global Media Charter – a document identifying the issues with the digital media ecosystem as perceived by client-side media directors. The Charter represented a ‘line in the sand’ and became a key reference point for the industry as both buy and sell sides pushed for an evolution to the maturing digital market.

Media Forum

In 2019 the WFA media community sought means of accelerating traction with the principles outlined in the Charter. Cross-industry collaboration is critical to making progress with industry issues, so we invited the industry to offer us their proposals that they believe have the most potential for accelerating progress against the Charter’s principles. A ‘brief to the industry’.

This generated various compelling propositions, such as the Digital Media Benchmark – a tool through which we provide quarterly benchmark data on national levels of viewability, brand safety and ad fraud. Benchmark data doesn’t solve our digital problems but it adds clarity to an environment that has been called “murky at best”.

The Media Charter, and the industry outreach which followed, was also the genesis of various new collaborations and industry programmes.

The live-streaming of the Christchurch terror attack and the predatory behaviour in comment sections are two examples of platform safety incidents which worried marketers in 2019. The Global Alliance for Responsible Media (GARM) is an advertiser-powered, cross-industry effort formed to identify actions, processes and protocols for protecting consumers and brands from future incidents. Through this work we’re making significant changes to the ecosystem.

Our second industry programme concentrates on measurement. Currently, the options for measuring reach and frequency across media are highly limited, incomplete and inconsistent across geographies. The WFA Cross-Media Measurement Working Group is another advertiser-centric initiative attempting to set global rules which lend themselves to better, more consistent local measurement.

WFA cannot (and should not) create global measurement solutions. But we can leverage our central position to set blueprints with key actors, which makes it easier for local organisations to implement measurement which meets the needs of the most ambitious advertisers.

This is how WFA has delivered value to members in the media space for 70 years and the same model still holds true today.

Reach out to Matt Green at m.green@wfanet.org for details and to get involved.



2019 saw our industry reach ‘peak marketing procurement pessimism’. Criticism of the function, whether imagined or real, came thick and fast. WFA’s response was to create the Global Sourcing Board.

The new WFA global board brings together a group of experienced senior executives to deliver on concrete actions and share world-class marketing procurement practices. The goal is to rid the profession of bad practice by showcasing best-in-class marketing procurement and demonstrate how the function can positively impact our industry.

Sourcing Forum

Sitting in parallel to the Global Sourcing Board, the Sourcing Forum network now brings together over 1000 global or regional marketing procurement leaders.

It met seven times in person in 2019 with meetings in Lisbon, Shanghai, Geneva, Amsterdam, Singapore and (twice) in New York.

The role of the WFA in enabling the sharing of best practice is vital at a time when there is so much on marketing procurement’s plate.

The discipline is trying to identify the role it can meaningfully play in areas such as digital transformation, in-housing strategies, global sponsorship investments, data compliance, ethics and measurement strategies.

Yet even as procurement moves towards becoming a true strategic business partner and being seen as a champion of growth (rather than as a barrier to progress), it still has to deliver on its traditional role. Achieving greater transparency with agencies of all types is one of those functions. Even though clients may trust their agency partners, 95% still want to audit to ensure financial transparency.

Fundamentally this is a function that is in the process of transition, carving out a new identity and asking questions such as “are we that different from the rest of procurement?” The ongoing challenge is to communicate the value and performance of procurement beyond traditional savings, so that in the words of one WFA member in Lisbon: “the discipline does not become obsolete”.

Reach out to Laura Forcetti at l.forcetti@wfanet.org for details and to get involved.



Some marketing highlights

1

WFA leadership strengthened in Asia

WFA launched an Asia Leadership Board and appointed David Porter, Vice-President Global Media at Unilever, as its new WFA Regional Vice-President for Asia-Pacific.

The new board is tasked with creating a regional agenda which will address the unique opportunities and challenges faced by WFA members. Companies represented on the board include AirAsia, CIMB, Mundipharma, Singapore Tourism Board and Unilever, among others.



2

New global board to put the Media Charter into practice

A new WFA media advisory group will work alongside Media Forum co-chairs Gerry D'Angelo, Global Media Director at P&G, and Ben Jankowski, SVP Global Media at Mastercard, to implement the measures outlined in the Media Charter.

The goals are to provide members with an environment to openly share media-related ideas and experiences with their peers as well as set the direction for WFA's global media strategy.

3

New global board to elevate perception of marketing procurement

A new WFA Global Sourcing Board aims to improve marketing procurement practices across the industry. The ambition is to reposition procurement as a driver of company growth rather than a seeker of savings. Co-chairing the board are Tracy Allery, Associate Director, Global Procurement, Agencies & Marketing Excellence, Mondelēz International, and Barry Byrne, Senior Global Procurement Director, Sales & Marketing, adidas.



4

Study into the current state of advertising

Ahead of Cannes, WFA teamed up with The Economist Group for a study into the state of advertising. Based on a survey of more than 70 clients across 15 categories, it revealed that while 30% believe effectiveness of performance has "increased dramatically" over the last five years, just 8% said the same for the top funnel.



5

10 years of Project Reconnect

How can brands remain relevant and meaningful in today's fast-changing, hyper-connected, ultra-distracting world? Since 2009, WFA has been trying to identify what makes for great brand marketing in a digital age as part of its platform Project Reconnect (now Better Marketing). The ten years of learnings are now available in a report, 'Putting People First', which can be accessed at wfanet.org/bettermarketing.

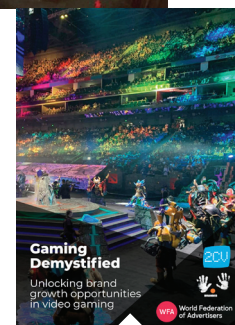


6

Video gaming goes mainstream in APAC

A new report from WFA and global consumer insights agency 2CV highlights key trends and considerations, the state of opportunities as seen by brands and the pitfalls of this fast-growing channel.

According to the research, 78% of marketers expect to invest in video gaming or esports in the near future.





7

WFA launches GARM at Cannes

Global advertisers, agencies, media companies, platforms and industry organisations came together under the WFA at Cannes to form the Global Alliance for Responsible Media.

The group is working on developing actions, processes and protocols for protecting brands. It now brings together over 40 brand owners, six agency holding companies, seven major media platforms and seven industry groups.

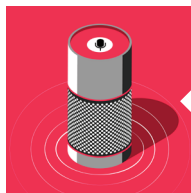
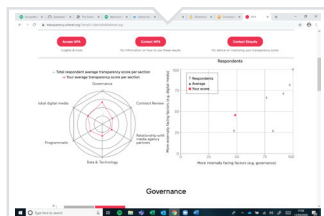
More at wfanet.org/GARM.

10

Transparency Scorecard

A new transparency measurement and evaluation tool by WFA and Ebiquity aims to help media directors understand the extent to which their organisations are equipped to deliver transparency in all aspects of media.

The scorecard can be completed individually or tailored for internal, company-wide exploration of sentiment around media transparency.



8

Study highlights potential of voice

Research into the interactions between Alexa and brands commissioned by WFA highlights the potential benefits of voice commerce for brands.

67% of respondents plan to use voice commerce at some point for adding items to a cart and 60% are willing to use it to purchase directly. More than two thirds are willing to let Alexa recommend brands.

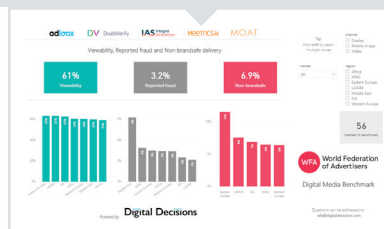
More at wfanet.org/voice.

11

Live repository of viewability, brand safety and ad fraud data

New anonymized benchmark data by WFA and Digital Decisions breaks down the levels of viewability, ad fraud and brand safety reported by vendors by country, region and channel.

The global benchmark is updated quarterly with data submitted by industry partners and is available at wfanet.org/dmb.



9

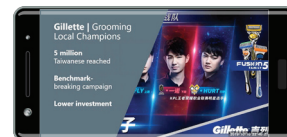
More remote knowledge

23 new webinars on topics ranging from marketing production trends to rights management, blockchain, gaming and marketing, and diversity and inclusion.

More at wfanet.org/knowledge.



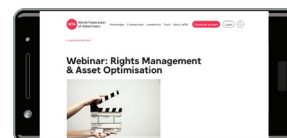
More effective agency management



Gaming demystified



The new frontier for ad fraud



Rights management & asset optimisation



Blockchain in marketing

Worldwide meetings

In 2019, WFA forums brought together thousands of experts from across our global membership in 18 meeting locations.

CMO Forum

For global leaders with mandates to transform marketing and grow their businesses.

In 2019, the group met in Cannes and Singapore.

Media Forum

For senior media professionals focused on paid media and global media governance.

Meetings in 2019 were organised in Singapore, New York, Lisbon, Rome, Cannes, Shanghai and Cologne.

WFA (Integration) Forum

For senior multinational marketers looking to plan and deliver integrated marketing strategies.

It met eight times in 2019 in Hong Kong, Lisbon, Tokyo, New York, London, Dubai and Mumbai.

Sourcing Forum

For senior marketing procurement specialists focused on extracting maximum value from marketing.

The group met seven times in Singapore, Lisbon, Shanghai, New York, Nyon, London and Amsterdam.

Insight Forum

For global consumer insights leaders focused on improving the effectiveness of their function.

The group meets in London.

Digital Governance Exchange

Helping companies solve data challenges through good data policies and practices.

The group met in Singapore, New York, London and Silicon Valley.

Policy Action Group

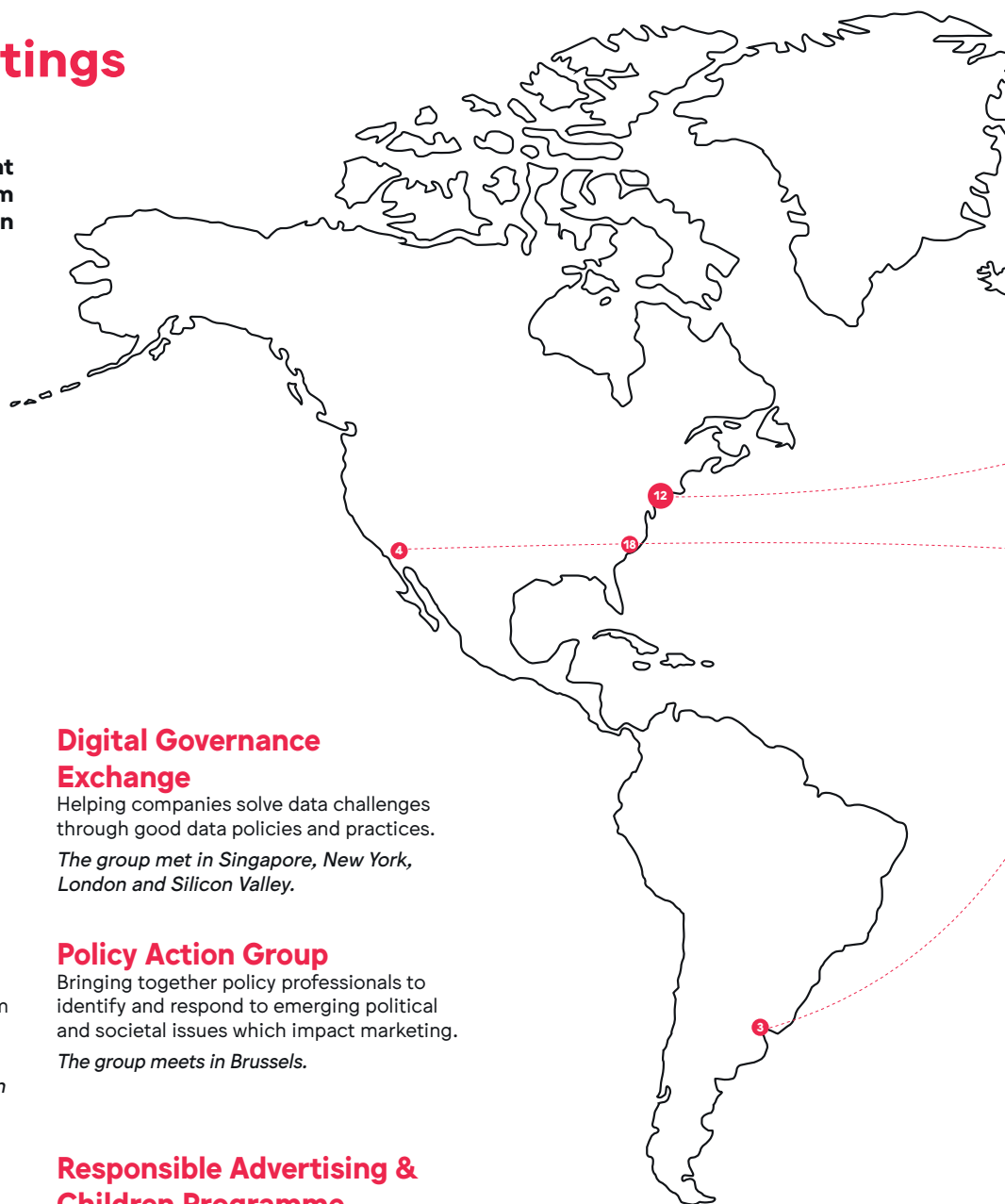
Bringing together policy professionals to identify and respond to emerging political and societal issues which impact marketing.

The group meets in Brussels.

Responsible Advertising & Children Programme

For anyone with a stake in marketing to children.

The group met in Brussels and Washington, D.C.





- | | | | | |
|------------------|-------------|-------------|--------------|---------------------|
| 1 Amsterdam | 5 Cannes | 9 Lisbon | 13 Nyon | 17 Tokyo |
| 2 Brussels | 6 Cologne | 10 London | 14 Rome | 18 Washington, D.C. |
| 3 Buenos Aires | 7 Dubai | 11 Mumbai | 15 Shanghai | |
| 4 Silicon Valley | 8 Hong Kong | 12 New York | 16 Singapore | |

WFA staff



Robert Dreblow
Global Head of Marketing Services

Rob oversees WFA's marketing services working from London and Brussels. His focus includes championing member priorities and keeping them on top of key trends. He was previously an Associate Director at MediaCom.



Matt Green
Director, Global Media Services

Matt is responsible for the delivery of services to the WFA Media Forum and leads all work on media and digital. He is WFA's subject matter expert on media, including programmatic buying, ad fraud and transparency.



Stephan Loerke
Chief Executive Officer

Stephan manages the WFA secretariat and is the WFA's main spokesperson. Before WFA, Stephan worked at the United Nations in New York and later in both marketing and management roles at L'Oréal.



Will Gilroy
Director of Policy and Communications

Will is based in Brussels and oversees WFA's policy work and communications. A graduate of Modern Languages from Oxford University, he worked previously as a journalist in the UK, France and Spain.



Ranji David
APAC Director, Marketing Services

Ranji supports WFA corporate members in Asia by helping to build on the existing working groups and nurture fully-fledged regional CMO groups. A Singaporean national, she previously worked in various digital marketing roles at Samsung.



Claire Mullen
Director of Member Services

Claire is focused on delivering greater added value to WFA member organisations. A British national, she has over a decade of membership services and industry body experience. Claire works from both London and Brussels.



Catherine Armitage
Director of Digital Policy

Catherine leads WFA's digital policy work. A graduate of Oxford and Sciences Po Paris, she was previously at FleishmanHillard, working with clients in the field of data protection, e-commerce and digital policy.



Julia Kraft
Marketing Services Manager

Julia leads the Integration Forum, helping senior marketing leaders to maximise the effectiveness of their investment through integrated marketing solutions. A German national, she previously worked for BNP Paribas Fortis.



Laura Forcetti
Global Marketing Sourcing Manager

Laura leads the Sourcing Forum. A graduate of Southampton University and Montpellier Business School, she has four years of strategic procurement experience managing ATL/BTL agencies and market research categories for Nestlé and Coca-Cola.



Ioana Dănilă
Marketing Insights Manager

Ioana works on key global research projects, such as WFA's 'Marketer of the Future' study. A Romanian national, she has 12 years of experience working with leading global research companies including Ipsos, GfK and TNS.



Max Schmidt
Knowledge Manager

Max focuses on managing member access to WFA resources as well as assisting in ongoing research initiatives. A German national, he has previously worked in user interface research and US digital policy issues.



Rebecka Allén
Senior Policy Manager

Rebecka is a policy expert on marketing to children and coordinates the Responsible Advertising and Children Programme. A graduate from the Sorbonne University, she previously worked for leading consultancies in Brussels.



Julia Quintella
Policy Manager

Julia is a policy expert on alcohol marketing and coordinates the Responsible Marketing Pact against minors' exposure to alcohol marketing. A graduate from the University of Exeter, Julia previously worked on the consultancy side in Brasilia, where she is from.



Laura Baeyens
Communications Manager

Laura manages WFA's social media and is the main point of contact for WFA's network of national advertiser associations. Combining Belgian and Philippine nationality, she holds a Master's Degree in New Media.



Camelia Cristache
Senior Communications Manager

Camelia works on WFA communications and diversity and inclusion-related issues. She holds Masters in New Media and Business and has previously worked on the consultancy side in Bucharest and Brussels.



Karine Lesuisse
Office Manager

A Belgian national, Karine has been the first point of contact for WFA members for many years, overseeing the back office and the everyday running of the secretariat.



Hanne van de Ven
Events Manager

Hanne supports the marketing team in the organisation of WFA events. A Dutch national, she lived and studied in Berlin and Budapest and holds a Bachelor's Degree in European Studies from Zuyd University in Maastricht.



Samantha Clayton
Administration Manager

Sam is looking after administration and finance. An Australian national, she holds a Bachelor of Business from La Trobe University, Melbourne. She has previously worked across various industries including Property Law, Accounting and HR Technology.



Joel Gan
APAC Events Manager

Joel is WFA's events manager in APAC. A Singaporean national, he holds a degree in Business Management from the Royal Melbourne Institute of Technology, as well as a Diploma in Computer Engineering from Temasek Polytechnic in Singapore.



Monica Robles
Events and Travel Manager

Monica assists the team with the logistics of WFA meetings. Prior to WFA, she worked as administration and project manager for C&A in Belgium and Engel & Voelkers in Barcelona. She holds Masters in Humanities and Cultural Studies.



Stéphane Arnheim
Database Manager

Stéphane manages WFA's database. He holds a degree in Visual Communication and was previously with a company specialised in the development and production of indoor and outdoor branding solutions.



Charles Britton
Communications Intern

Charles joined the WFA team after graduating in 2019 to assist in various communications activities. He holds a degree in English Language and Literature from Oxford University, where he also wrote for the Cherwell student newspaper.



Policy groups

WFA's DGX network now brings together more than 500 senior experts from a broad range of functions to identify practical solutions to data challenges and share insights and experiences with each other in relation to developing and implementing responsible data policies and practices.

Digital Governance Exchange

Privacy was a priority topic for DGX members in 2019, with the emergence of a number of new privacy regulations in key markets across the globe and the launch of several regulatory investigations focusing on the way data is used for digital marketing. DGX meetings helped WFA members navigate common challenges by bringing in a wide range of external perspectives, including regulators, technology companies, NGOs and privacy activists.

In 2019 insights from the DGX network inspired the development of a number of guides, briefings, benchmarks and webinars for WFA members, including webinars on policy and digital marketing, California's new privacy law and the EU's upcoming ePrivacy Regulation. WFA also developed a Global Privacy Map which provides an overview of developing privacy regulation in more than a dozen key markets and ran member benchmarks on a wide range of topics, from cookie policies to data retention.

Outside DGX meetings, the network has been focused on tackling some of the big questions facing the industry today. The WFA Data Ethics Board, chaired by Unilever's Jamie Barnard, has been exploring ways to lead the ad industry through evolving data practices to put people first, helping businesses do the right thing, the right way, with the right partners.

With five meetings taking place across three continents this year, the global reach of DGX has never been greater. 2019 saw meetings of DGX in APAC, bringing together an impressive network of local and global WFA members in Singapore, as well as meetings in California, New York and London.

Reach out to Catherine Armitage at c.armitage@wfanet.org for details and to get involved.



RAC brings together over 1000 industry representatives globally who have a stake in the sensitive issue of marketing and children. Over fifty companies and key stakeholders were represented at five meetings. In addition to the quarterly meetings in Brussels, RAC was relaunched in the US with a well-attended meeting in Washington, D.C.

Real-time RAC alerts, heat maps and webinars kept WFA members informed on important developments around the world, with particular focus on regulatory pressures in the UK, Portugal, Spain, Argentina, Mexico, Australia, New Zealand, Canada, India, Singapore, Malaysia and Saudi Arabia.

Responsible Advertising and Children Programme (RAC)

Shortly after announcing an ambitious plan to change the way kids' data is collected on YouTube, the video-sharing platform participated in RAC to respond to burning questions from members. SuperAwesome provided useful expertise in relation to zero data solutions for marketing to kids, and the implications of the new UK ICO age-appropriate design code were discussed with UK colleagues.

To keep its finger on the pulse of fast-changing developments in this space, RAC continued to nurture a constructive dialogue with thought-leaders and academics to identify emerging concerns around children's online media consumption and identify a common approach to these challenges.

Besides children's privacy protection, gender portrayals in ads was an important area of dialogue with UNICEF. UNICEF also presented its preliminary recommendations to advertisers engaged in influencer marketing to children; a final report is expected early 2020.

In terms of EU regulatory dossiers, RAC followed closely followed the revision of the Unfair Commercial Practices Directive, which thanks to the joined-up engagement by WFA and partners rejected calls for a ban on HFSS food marketing to children online. Tracking the implementation of the Audiovisual Media Services Directive (AVMSD) and the General Data Protection Directive (GDPR) were also important focus areas.

2019 also provided the opportunity to increase the exchange of best practice, with Ferrero, Hasbro, The Coca-Cola Company, Disney and McDonald's sharing case studies in the areas of privacy protection, influencer marketing, gender portrayals and identification of advertising.

Reach out to Rebecka Allén at r.allen@wfanet.org for details and to get involved.



WFA continued to actively engage on regulatory developments which could impact brand owners' ability to connect with consumers. The EU elections featured high on the agenda, with strategic discussions around the new Commission leadership's commitment to making Europe "fit for the digital age".

Policy Action Group

Platform regulation, involving a revamp of the e-Commerce Directive, is high on the agenda of the new European Commission. WFA initiated an in-depth reflection on the Digital Services Act's potential impact on advertisers and the role that WFA, and its Global Alliance for Responsible Media, should play. Following incidents of adverts appearing next to content inciting terrorism, hate speech and child

abuse, advertisers are increasingly speaking out on the need for online platforms to take more responsibility for the content they host.

Due to stalled negotiations between Member States, little progress was made on the ePrivacy regulation, which outlines how online tracking technologies can be used. Several issues remain unresolved, preventing significant progress. WFA continued to engage with policy-makers on this front.

The revised Unfair Commercial Practices Directive (UCPD) was adopted, an important pillar of the so-called New Deal for Consumers initiative. WFA welcomes a strong stance against all kinds of hidden advertising in digital media, and mobilised industry outreach against a new amendment banning the online marketing of HFSS foods to children.

However, new provisions on so-called "dual quality" practices raise great concerns for advertisers that differentiate products through local sourcing or due to local taste preferences. The new European Commission is expected to issue updated guidance on transparency in influencer marketing and green claims.

The Collective Redress proposal, which sets rules for domestic and cross-border class actions against companies guilty of breaching misleading advertising or illegal use of data, made slower progress.

New industry initiatives to tackle harmful gender stereotypes in ads were presented to the group, including the UK regulator ASA's new guidance. Adema Sangale, Global Coordinator of the Unstereotype Alliance at UN Women, joined the group for an inspirational conversation on eliminating negative portrayals of gender and promoting more diversity within advertising.

2018 saw WFA take on harmful gender stereotypes in advertising with the development of a Progressive Portrayals guide. In 2020, WFA will build out this work to address diversity and inclusion more broadly in the marketing industry.

Reach out to Will Gilroy at w.gilroy@wfanet.org for details and to get involved.



The past year has seen more countries develop or consider restrictions on alcohol marketing. The policy debate is increasingly driven by claims that the online media landscape lacks meaningful standards or regulations, which some argue results in those under the legal drinking age being exposed to marketing.

Alcohol marketing

Countries in the European Union are currently transposing the Audiovisual Media Services Directive (AVMSD) into national law, which could lead some to re-assess their existing regulations on alcohol marketing. Governments such as Poland, Latvia, and the Czech Republic are already exploring increasingly restrictive alcohol marketing restrictions.

In addition, the recent advertising restrictions in countries such as Ireland, Ethiopia, Lithuania, and South Korea could set precedents which influence regulatory developments around the globe.

Globally, WFA conducted outreach to the World Health Organization (WHO) on the topic of alcohol marketing and continued to partner with the International Alliance for Responsible Drinking (IARD), assisting them with implementation of their Digital Guiding Principles (DGPs). The DGPs aim to strengthen and improve marketing codes of practice on digital platforms around the world. WFA also assisted IARD in its outreach with social media platforms to help identify ways platforms and the industry can work together to ensure alcohol marketing communications on social media are responsible and do not reach minors or those who do not wish to be exposed to alcohol ads.

In Europe, WFA has continued to roll out and enhance the Responsible Marketing Pact against minors' exposure to alcohol marketing. The commitment establishes clear guidelines on where signatory companies can place ads, the content of ads (i.e. creative execution) and sets new standards and controls for social media. In 2019, the European Advertising Standards Alliance (EASA) monitored implementation of safeguards across signatory companies' social media profiles, websites, and apps, and found high compliance rates. A separate monitoring exercise to ensure the content of ads for alcohol beverages is not appealing to minors is currently underway. In 2019, RMP signatories agreed to establish new guidelines around influencer marketing, to further limit minors' exposure to alcohol marketing communications.

Reach out to Julia Quintella at j.quintella@wfanet.org for details and to get involved.



Policy highlights

▶ **4** WFA working groups connecting nearly 2000 legal, policy, public affairs and privacy professionals

▶ **40+** member-led meetings

Local engagement

▶ in several markets around the world to develop industry programmes faced with potential statutory controls

Engagement with

▶ **WHO, OECD, UN bodies, European institutions and national policy-makers**



1

Bridging the gap between marketing and policy

New WFA research, with input from Edelman, highlights the demand on both marketing and policy teams for greater interaction, with 87% of policy experts and 68% of marketers wanting to see more collaboration.



89%
marketers agree it will be increasingly important to take input from policy teams

3

Safeguards to limit minors' exposure to alcohol marketing

WFA continued to support the International Alliance for Responsible Drinking (IARD) in working with social media platforms to find innovative solutions towards an alcohol-free social media environment for minors. WFA also assisted IARD and its members in implementing online safeguards to limit minors' exposure to alcohol marketing communications on social media. A monitoring exercise conducted by an independent third party found high compliance with IARD's social media commitment.



RESPONSIBLE MARKETING PACT

2

Against minors' exposure to alcohol marketing

A monitoring exercise for the RMP signatories was carried out by an independent third party to ensure compliance with the social media commitment.

A second monitoring exercise to ensure the content of alcohol ads is not primarily appealing to minors is underway. An enhancement of the commitment to include guidelines around influencer marketing is currently under discussion.

4

Calling out irritating ad formats

Nearly 70,000 consumers agree that the most annoying ads are similar across countries and regions. The Coalition for Better Ads (CBA), of which WFA is a founding member, is conducting research and taking actions to call out the ad experiences that fall beneath a threshold of consumer acceptability. In 2019, it expanded its Better Ads Standards for desktop and mobile web to all countries and regions worldwide.



Coalition for Better Ads

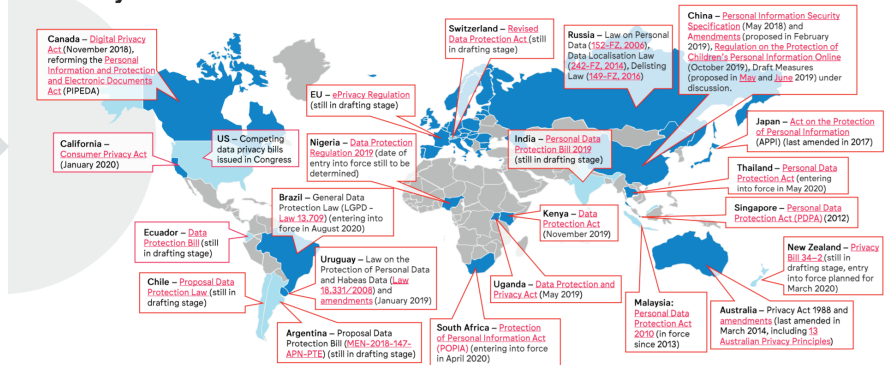
5

Emerging privacy trends

Although some countries have started to look at GDPR as a blueprint for their own regulatory challenges, the landscape remains very fragmented.

The WFA Global Privacy Map launched in 2018 is meant to help global brands address this challenge: it identifies and tracks some of the privacy trends emerging across a number of key markets and how they compare to the 'GDPR standard'.

Most Recent Legislative Developments in key markets*



6

New standards for YouTube and influencers

The EU pledge is WFA's commitment to the European Commission-led Platform for Action on Diet, Physical Activity and Health.

In 2019, participating companies agreed on implementing new standards for ad placement on YouTube, as well as influencer marketing, to ensure a credible execution of the commitment not to advertise products high in fat, sugar and salt (HFSS) to children under 12 years of age.

7

Mandate to further reinforce commitments

WFA works as an expert consultant on marketing issues for the International Food & Beverage Alliance, which it helped establish in 2008.

In 2019, WFA received a mandate to strengthen the global marketing to children policy over the course of 2020. The IFBA LATAM Task Force, led by WFA, continued to help to coordinate outreach in Latin America.

8

More remote learning

Recent webinars on topics such as ePrivacy, the Better Ads Standards, Kids' privacy regulations, as well as global regulatory heat maps are now available to WFA members at wfanet.org/knowledge.



Better Ads Standards



Proliferation of kids' privacy regulations



California Consumer Privacy Act - insights for advertisers

Global Marketer Week 2019, Lisbon



1 Sir Martin Sorrell in conversation with Stephan Loerke



2 Belinda Smith, EA, made the case for more diversity and inclusion in marketing



3 Global Marketer Week 2019 boasted a record number of attendees

Returning to Europe for the first time in six years, WFA's annual flagship event welcomed over 1200 from 36 countries for four days of events.

The Policy Forum looked into the relationship between the marketing and policy functions and identified ways to better align the goals of the two teams. Research released during the session found that nine out of ten marketers agree that it is increasingly important to have input from the policy team in order to meet society's changing brand expectations.

The Better Marketing session asked four industry leaders to pitch how they think marketing can change the world. EA's Belinda Smith made the case for how marketing can drive greater diversity and inclusion in society. Paul Kemp-Robertson from Contagious talked about how marketing can impact positive social and political

change. The World Wide Web Foundation's Adrian Lovett appealed to marketers to save the internet while Karmarama's Jon Wilkins explained how marketing can simply help people live longer, happier lives by delivering more meaningful experiences.

WFA took the occasion to launch a guide distilling 10 years of lessons from running Project Reconnect, entitled Putting People First (wfanet.org/bettermarketing).

The sentiment of putting people first prevailed into the Global Marketer Conference, where Keith Weed urged the industry, in his last speech as Unilever CMO, to think not of 'consumers', but of people.



4 Syl Saller, Diageo, and David Wheldon, RBS

5 Keith Weed giving his last presentation as Unilever CMO

LUMA Partners CEO Terence Kawaja and Sir Martin Sorrell laid out their visions of the future of marketing through the lenses of redefining growth and disruption. Mastercard's Raja Rajamannar shared his view of brand purpose while marketing leaders from Philips, Vodafone and William Grant and Sons debated whether or not advertising, as the ultimate source of funding of the online ecosystem, needs to be more accountable for what's wrong with the web.

The conference finished with a tour de force from Diageo CMO, Syl Saller, who in conversation with RBS CMO, David Wheldon, offered a very personal and revealing insight into what she believes are the core ingredients to being a great leader.

6 The Better Marketing jury featured senior marketers of Airbnb, Danone, Lufthansa and P&G

7 Geoff Seeley, Airbnb, warned that 'we talk about plumbing and problems. Let's talk about people and art.'

The themes of purpose, collaboration and online accountability were salient throughout the week and equally played into some of the member-only workstreams.

The Media Forum focused on how the Global Media Charter can be put into action in order to improve a sub-optimal digital ad ecosystem. The Sourcing Forum looked at how greater cooperation between functions could lead to a reappraisal of the sourcing function as one that can deliver added value, not only savings.

8 This year's big debate was dubbed 'Advertising is what's wrong with the web'

Bringing the week to a head, the National Associations Council recognised the initiatives of eight national associations tackling issues ranging from gender stereotypes to bridging the skills gap between academia and marketing.

Highlights can be found at wfanet.org/lisbon

WFA at Cannes

At Cannes Lions 2019, WFA again partnered with The Economist Group to catch-up with a number of CMOs and discuss their priorities and challenges. The interviewers were Andrew Palmer, Executive Editor at The Economist, and Mark Cripps, Chief Marketing Officer at The Economist.

The distilled insights from those conversations on agency partners, sustainability, brand safety, tech and creativity were compiled in a white paper and a selection of videos.

“ The way we know advertising today is dead. The future is experiential marketing, with all the ad blocks and migration to ad-free environments. We need alternative ways of showing up and generating brand awareness, visibility and so on, so from that perspective it's all about brand experiences.



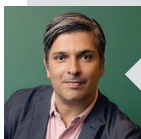
Raja Rajamannar
WFA President and Chief
Marketing and Communications
Officer at Mastercard
on experiential branding

“ We reach 5bn people on the planet every day. The images and portrayals of people in advertising affect how people think about the world. We're looking to make sure we have a completely accurate representation and portrayal of women and girls and every intersection of equality whether it be race, ethnicity, sexual or gender identity, ability religion and age. Because when people see themselves then they can relate to that.



Marc Pritchard
Chief Brand Officer,
Procter & Gamble
on accurately reflecting
your audience

“ We choose to work with people that are way more creative than we are. Those guys are wild so I can't cage them as part of my ecosystem as that would make our cultures converge. And I think they are more creative because they have a different culture.



Fernando Machado
Global CMO, Burger King
on in-housing and unleashing
creative partners

“ D2C brands have set the bar on what consumers expect from all other companies, which are maybe in a far more traditional and more complex structure because they are 100 years old.



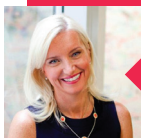
Roel de Vries
SVP, Global Marketing & Brand Strategy,
Nissan
on the Direct-to-Consumer
model and consumer
expectations

“ Hyper-centralised companies are struggling in the digital world. L'Oréal is decentralised and our CEO often says it's an organised chaos. [But today] if your teams on the ground don't have their fingers on the pulse and their skin in the game, you will miss [opportunities]. Having strong teams, equipped, trusted and empowered on the ground is the best insurance to seize what is starting.



Lubomira Rochet
Chief Digital Officer, L'Oréal
on thriving in the digital world

“ Hate speech is one of the most complex topics to think about; how can technology address it as well as humans because its contextual, it's cultural, what people define hate speech is very, very different depending on where you live.



Carolyn Everson
VP of Global Marketing Services,
Facebook
on platforms and combatting
hate speech

“ I feel that with the advent of technology, the agency ecosystem has chased after tech [...] Client side and agency side have slightly forgotten the real power of a great creative idea brought to life in a magnificent story that really changes people's behaviours and beliefs.



Ivan Pollard
CMO, General Mills
on the power of ideas

To know more, go to
wfanet.org/cannes2019

LATAM Regional Meeting 2019, Buenos Aires



1 P&G's Jimena Cobreros on addressing stereotypes

2 ANDA Colombia's Elizabeth Melo, the host of the next meeting

On 8-9 October 2019, Buenos Aires played host to WFA's Latin American regional conference, a two-day meeting bringing together brands and advertiser associations from across the region.

Co-organised by the Argentinean Advertisers Association (CAA) and chaired by Philip Perez, WFA Regional Vice-President for Latin America and CAA President, the event coincided with the 60th anniversary of CAA. Brand and association representatives from Brazil, Bolivia, Colombia, Chile, Guatemala, Paraguay and Peru attended the meeting.

3 Panel with agency representatives

4 Luis di Como, EVP Global Media Unilever, on brand safety

The annual event provided the platform to discuss some of the most pressing issues in marketing today: from brand safety concerns to working with agency partners and what makes for a more sustainable and responsible marketing industry.

Critically, during the meeting the group issued the Buenos Aires Declaration for Progressive Advertising, committing to action on harmful stereotypes in marketing and communications.

Signed by WFA and the advertiser associations of Argentina, Brazil, Colombia, Chile and Paraguay, the Declaration highlights a vision for change and a set of principles for addressing harmful and old-fashioned stereotypes.

5 Grupo Boticário's Gustavo Fruges Ferreira on breaking down stereotypes

Signatories will prioritise action in key areas:

- Promoting the development of progressive content that doesn't objectify but instead depicts people as empowered actors, in all their different forms.
- Promoting a progressive work culture, which offers a place for people, in all their diversity, to flourish and grow.
- Promoting measurement tools and reporting mechanisms to ensure accountability and to help accelerate progress

The next regional meeting will take place in Bogotá, Colombia, from 29-30 September 2020.

Global Marketer of the Year 2019

In the award's third year, the marketing industry chose L'Oréal's Lubomira Rochet as WFA Global Marketer of the Year 2019. She is the first Chief Digital Officer to receive the award. The 2017 and 2018 awards went to Unilever's CMO Keith Weed and Mastercard's CMCO Raja Rajamannar.

Designed to celebrate the impact that global and regional marketers can play in setting the course of the industry and inspiring others to be a force for good, nominations for the award were picked by a jury of global marketers and industry experts – chaired by WFA President and Mastercard Chief Marketing and Communications Officer, Raja Rajamannar – then put to a public vote.

A shortlist of six was selected by the jury from nominations from over 30 different companies in WFA membership. They selected Cheryl Goh, Group VP of Marketing & Founding CMO at Grab, Marc Pritchard, Chief Brand Officer at P&G, Syl Saller, Chief Marketing and Innovation Officer at Diageo, Richa Goswami, Senior Director, Office of Marketing Value, Global Digital and Technology Excellence for J&J Consumer Health, Lubomira Rochet, Chief Digital Officer at L'Oréal, and Fernando Machado, Chief Marketing Officer of Burger King.

Together, the six received over 4,000 votes from WFA members and the public and each expert jury was asked to select their favourite. Based on the joint public and judges' votes, the Chief Digital Officer of L'Oréal was announced the winner.

“ Lubomira has demonstrated the critical role that marketing leaders can play in the transition to digital, enabling L'Oréal to take a leadership position in eCommerce and equipping the whole marketing organisation with the digital skills they need to thrive in today's complex media landscape. She is a very worthy winner of this important award. I'd like to congratulate our exceptional shortlist for the huge inspiration they provide to our industry and thank my fellow jurors, as well as all those who voted, for helping us celebrate outstanding global leadership in marketing.

Raja Rajamannar
*Chief Marketing and Communications
Officer of Mastercard
President of the jury*

“ The value that smart marketers bring to their business, as well as to society, is showcased by all six of our fantastic shortlisted candidates. It's no easy task being a global marketer in today's fast-changing environment but those that get it right add enormous value to their companies' bottom lines and can inspire positive action on issues that really matter for society.

Stephan Loerke
CEO of WFA



“ I am beyond grateful and humbled. This is a wonderful recognition of the work achieved by our teams over the past 6 years who have worked to transform L'Oréal into a digital-first company. As L'Oréal's digital journey continues at high speed, today's endorsement further encourages us to upskill data and technologies, creating the best online and offline consumer experience, and building the future of L'Oréal as a beauty tech company.

Lubomira Rochet
*L'Oréal Chief Digital Officer
Global Marketer of the Year 2019*

For more details about the initiative and interviews with the shortlist, visit wfanet.org/globalmarketerof2019

Financial statement 2019

	BUDGET 2019	REALISED 2019
INCOME	4,262,670.00	4,905,783.47
Revenues from associations	420,000.00	432,952.58
Revenues from corporate members	2,650,000.00	2,863,482.76
New members	250,000.00	323,950.00
Revenues from RMP	215,670.00	215,670.00
Revenues from IARD	230,000.00	175,200.00
Revenues from IFBA	275,000.00	275,000.00
Revenues Sponsorship	120,000.00	227,800.00
Strategic Partners	100,000.00	110,000.00
Revenues XMM	0.00	240,000.00
Other Revenues	0.00	38,087.12
Discount (early payment)	-3,000.00	0.00
Financial profit	5,000.00	3,641.01
EXPENSES	4,262,210.00	4,865,803.06
Personnel & Consultants	2,994,500.00	3,067,868.92
Operating Costs	1,062,500.00	1,299,562.12
New Office	0.00	250,000.00
Conference & General Assembly	150,000.00	210,870.27
RMP Costs	66,000.00	66,000.00
XMM Costs	0.00	76,074.86
Provision Cross-Media Measurement (XMM)	0.00	163,924.14
Reinstatement Provisions	-10,790.00	-268,497.25
RESULT	460.00	39,980.41
Provision for Termination of FTE Contract		-215,000.00
Acquisition of New CRM Tool		-180,730.00
FINAL RESULT	460.00	-355,749.59

Auditor's report

Registered Auditor's Report for the year ended December 31, 2019 to the Board of Directors of the World Federation of Advertisers

We report to you in the context of our appointment as the association's registered auditor. This report includes our opinion on the financial statements, as well as the required additional statements. The financial statements include the balance sheet as at December 31, 2019 and the income statement for the year then ended.

Report on the financial statements – Unqualified opinion

We have audited the financial statements of the World Federation of Advertisers for the year ended December 31, 2019, which show a balance sheet total of €5,265,765 and a loss for the year of €355,750.

Responsibility of the Board of Directors for the preparation of the financial statements

The Board of Directors is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework applicable in Belgium, and for such internal control, as the Board of Directors determines, is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibility of the registered auditor

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the International Standards on Auditing (ISAs). Those standards require that we comply with the ethical requirements and plan and perform the control to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the registered auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the registered auditor considers the association's internal control relevant to the preparation of financial statements that give a true and fair view, in order to design control procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of valuation rules used and the reasonableness of accounting estimates made by the Board of Directors, as well as evaluating the overall presentation of the financial statements.

We have obtained from the Board of Directors and association officials the explanations and information necessary for our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Unqualified opinion

In our opinion, the financial statements of the World Federation of Advertisers give a true and fair view of the association's equity and financial position as at December 31, 2019, and of the results of its operations for the year then ended, in accordance with the financial reporting framework applicable in Belgium.



Lasne, February 17, 2020
SRL "Michel WEBER, Reviseur d'entreprises"
Registered auditor
Represented by Mr Michel Weber

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