



The Global Agency Interview Collection



INTRODUCTION

THE LINKEDIN AGENCY INTERVIEWS

At LinkedIn, we're curious about how the most effective advertising and marketing agencies around the world are handling the onslaught of digital change they're facing. In our continuing "Agency Interview" series on the [LinkedIn Marketing Solutions blog](#), we've been interviewing the leaders of many thriving agencies about their strategies for embracing the change all around them.

In these "Agency Interviews," we've asked a combination of serious and lighthearted questions to enable these executives show their smarts and their creativity.

For instance, we've asked about how their survival skills on a professional level: *How has your agency adapted?* And on a personal level: *How long would you survive the zombie apocalypse?*

We've also asked how they're dealing with media change professionally: *What is the future of programmatic advertising?* And personally: *What's the last great thing you've binge watched?*

And we inquired about bothersome things professionally: *What's the advertising industries most annoying buzzword?* And personally: *What do you have an irrational hatred for?*

Read on to see these agency executives' answers to these and other questions. You'll see that the execs

haven't lost their capability for deep insight into the agency world – and into the world at large. You'll also discover that they haven't lost their sense of humor either.

What follows are revealing and insightful excerpts from our Q&A's with some of the best in the agency business:

Patrick O'Hara, Global Chief Strategic Officer, gyro

Israel Mirsky, Global Managing Director for Intel, OMD Worldwide

Lauren Goldstein, Partner, Revelry Agency

Steve Rubel, Chief Content Strategist, Edelman

Thad Kahlow, Founder, BusinessOnline

Tom Stein, Chairman & Chief Client Officer, SteinIAS

Sean C. Reardon, CEO of Zenith, Moxie

Warren Griffiths, EVP-Global Investments & Partnerships, Publicis Groupe

Koyi Wu, Head of Digital at OMD in Hong Kong

James Campbell, General Manager, Mindshare, Singapore

Olesh Piddubriwnyj, Creative Director & Founder, Fifteen Design

Note: These are excerpts of the originally published interviews. The full interviews can be found on the [LinkedIn Marketing Solutions blog](#).



PATRICK O'HARA

Global Chief Strategic Officer
gyro

[View original interview](#)

01 **What's the last great thing you binged watched and why?**

HBO's *The Night Of*.

02 **What lessons did you learn at Anderson + Lembke, a pioneering B2B ad agency in the 1990s, that you still use today?**

B2B purchase decisions are more emotional than B2C.

03 **What's the biggest change in the agency business since you started?**

The paradigm shift from persuasion to experience.

04 **How have you (and your agency) adapted?**

By embracing human relevance as a guiding mission that governs all interactions.

05 **What's the most important way the rise of social media, from YouTube to Facebook to LinkedIn, has changed the way companies tell stories?**

They have had to relinquish control by making the consumer/customer the conduit for content.

06 **You have a theology degree from Cambridge. How has what you learned there affected how you approach your job at gyro?**

It's not the similarities between people and cultures that matter; it's the differences that make the difference.

07 **You've made the case that data can be overwhelming to potential buyers, who often make decisions by gut instinct. How can marketers take advantage by understanding this?**

By radically simplifying and making relevant what information they share with people in both content and format.

PATRICK O'HARA

Global Chief Strategic Officer, gyro (cont.)

08 You also make the case that culture is critical to success for any business? How is a shop like gyro helping shape the culture of its clients?

We explore culture and aspirations through collaborative work sessions, which we call the Humanizer, and we ignite engagement with the culture through internal communication and events.

09 How do you use LinkedIn?

I use LinkedIn for research and to make sure I keep up to date with my connections. Also to share content with my network.

10 You were a diamond dealer in Antwerp. Why is a global perspective important to you and how does it shape your role at gyro?

I have always had a global perspective. What attracted me to gyro is that it is a "global ideas shop" with a borderless approach to gathering

insights and spreading ideas. B2B is all about how the world works, and the world is borderless. What happens at a nuclear power plant in Japan instantly affects the whole world. The post-tsunami nuclear accident at Fukushima was a Black Swan event that caused massive unforeseen disruption in global supply chains.

11 What is your top-secret superpower?

Active listening.

12 Who should play you in the movie version of your life?

Peter Sellers.

13 What do you have an irrational hatred for?

Soft rock.

14 What's your most annoying habit?

Um, um, um I don't know.

15 How long would you survive a zombie apocalypse?

Ages, but only if I were in the U.S. Traditionally, U.S. zombies, such as *The Dawn of the Dead*, *The Walking Dead*, etc. move slowly; whereas U.K. zombies, as portrayed in *28 Days*, run fast.

16 What jobs did you have in high school and what lessons did you learn from them that you still put into practice today?

Selling over the telephone taught me not to be intimidated by cold-calling.



ISRAEL MIRSKY

Global Managing Director for Intel
OMD Worldwide

01 What's the last great thing you binged watched and why?

Stranger Things. My wife and I watched the whole thing in a single marathon the first day. Pitch perfect for the best show Stephen King never wrote. I loved every minute.

02 What did you want to be when you grew up?

A paleontologist. I spent a lot of time at the New York Museum of Natural History as a kid! At that age, dinosaurs are only a short step from dragons.

03 On your LinkedIn profile you've posted a quote: "The best way to predict the future is to create it." Why is that quote important to you?

For one, I believe that the visions we create about the future help determine what we develop as a society. A great story about a possible future makes that future more likely – and I'm a heavy reader of hard science fiction, in part for that reason. It helps me think about how technology may change society, so that I can do a better job of picking out important nearer term trends that actually might have an effect. A second facet touches on the idea that for people who spend a lot of time thinking about what may

happen, there is both a joy and responsibility in being part of creating the future you want to see exist.

04 Digital ad spending is poised to surpass TV ad spending. Is this a problem for agencies or an opportunity?

Digital takes more work than TV to execute because of the ongoing optimization necessary, and until we have strong artificial intelligence, it will continue to do so. Agencies are, fortunately or unfortunately, paid mostly based on their staff plans – so I'd say it's good for agencies, though the responsibility of the agency to deliver world class work is high.

05 What's the biggest change in the agency business since you started?

The rise and fall of organic social. In 2008, it seemed like organic social was really going to fundamentally change how brands related to their customers and dwarf paid media. It's still important, but the monetization of social and the issues with getting data to compare organic consumer-driven impressions – dark social – with paid impressions really gutted the idea that organic social would triumph.

ISRAEL MIRSKY

Global Managing Director for Intel, OMD Worldwide (cont.)

06 What's the most important way the rise of social media, from YouTube to Facebook to LinkedIn, has changed the way companies tell stories?

It's forced them to be engaging, or pay the price – and it's forced everyone to change the way they approach each platform. It's not good enough to be good at making video for TV, or even TV and YouTube. You need to be good at making content that appeals to the aesthetics, mindset and conventions of each platform you intend to play in.

07 How do you use LinkedIn – for networking? For content marketing? Searching for talent? For sales prospecting? For staying abreast of news?

Pretty much all of the above. We use it for content marketing for Intel, but I use it in talent searches all the time. And I find the consistent quality of content on LinkedIn to be quite high – it is a go-to news source for me.

08 How do you use LinkedIn advertising for your clients, and what's working well for them?

We use LinkedIn for our B2B work – both B2B “branding” and driving actions. We do extensive content marketing on LinkedIn as well, and are often cited as a case study. We created the LinkedIn IT Center Showcase Page as a stand-alone resource for IT professionals and as a destination that would encourage an exchange of ideas. We've engaged that audience and have been constantly improving the content to meet the audience's interests and using LinkedIn's tools to bring more people into the conversation. We're currently the No. 1 page followed by IT professionals in eight different global markets on LinkedIn. I find there are very few datasets as valuable or accurate as LinkedIn for B2B media. It's quite effective for us.

09 What is your top-secret superpower?

I have a good phone voice.

10 What is your favorite Disney character and why?

I think Winnie-the-Pooh is now owned by Disney – I'll go with him. My parents used to read the stories to me – those are some of my earliest memories. I have a print from the story where Pooh is stranded up a tree during a flood with his jars of honey in our house. Now I read them to my daughter.

11 What's your favorite vacation spot?

My mother's family lives in Tromsø, in Norway. Going there, fishing in the fjords, eating the food, spending time with my cousin, uncle – it feels like getting a missing limb back.

12 What do you have an irrational hatred for?

Contractions. “Spesh” unnecessary ones. Really, they make me want to break things.



LAUREN GOLDSTEIN

Partner

Revelry Agency

01 **What's the last great thing you binged watched and why?**

House of Lies. Guilty pleasure. Mindless and a little reckless. But don't tell anyone.

02 **You have said the next evolution in content marketing is conversation marketing. What do you mean by that?**

People engage in conversations to learn new things – or perhaps, to be entertained. They don't want to be spoken to, or spoken at. They want to engage in meaningful conversations. Great marketers have an insight (or many) into their audience, and can anticipate the types of conversations that will be important and helpful to the work they do. If we consider ourselves educators (and educators with the responsibility of making it interesting and/or entertaining), or topic experts, we can be helpful to our customers and prospects.

03 **What's the last great book you read?**
Shoe Dog by Phil Knight.

04 **What's the biggest change in the agency business since you started?**

The agency biz is constantly evolving – with new tools and methods for “getting more relevant to buyers.” However, what's not changed... the desire (and need) to be relevant to buyers. Perhaps that's just the path I've taken... but I've always worked with brands and agencies that understand the importance of 1-to-1 conversations. What's changed is that we can do so more readily today than ever before.

05 **How have you (and your agency) adapted?**

Constant experimentation. Piloting new ideas, new technologies, new approaches.

06 **What's the most important way the rise of social media, from YouTube to Facebook to LinkedIn, has changed the way companies tell stories?**

We can be more real, fluid and iterative. We can find like-minded people. We can communicate in channels that are most comfortable for our audience.

LAUREN GOLDSTEIN

Partner, Revelry Agency (cont.)

07 **Digital ad spending is poised to surpass TV ad spending. Is this a problem for agencies or an opportunity?**

Absolute opportunity! Stories will always be told... through multiple mediums. There's more visual storytelling now than ever – whether it be via the TV or computer... it's still MORE.

08 **How do you use LinkedIn – for networking? For content marketing? Searching for talent? For sales prospecting? For staying abreast of news?**

Yes, yes, yes, yes! LinkedIn is my No. 1 channel for:

- Networking: I'm moving into a new industry (B2B Food, Beverage & Hospitality), and am already finding a vast number of my contacts that can help me reach into these new verticals.
- Content marketing: I find posting content via LinkedIn gets better readership, drives more interesting dialogue and gets shared more

actively than even my own blog (that I spent years working on). My experience with LinkedIn paid solutions (for client content marketing) has been superb. It's a top performer (in terms of attracting "right" buyers).

- Sales prospecting: Yes, just like networking, it's a gem. Clients leveraging paid solutions are incredibly happy with the results (and ROI).
- News: Yes, it's my first stop every day.

09 **What did you learn in college that you still apply at work every day?**

Storytelling.

10 **Best movies ever. Go:**

Witches of Eastwick, ET, Star Wars (the early series).

11 **What's your most annoying habit?**

I'm a loud talker. I get excited – and can't help myself. It's a hereditary issue.

12 **How long would you survive a zombie apocalypse?**

I'm a marathon runner... think I could outrun 'em?



STEVE RUBEL

Chief Content Strategist
Edelman

[➤ View original interview](#)

01 What's the last great thing you binged watched and why?

NFL Films has a great series called *A Football Life* that basically are mini biographies of players, coaches and even owners. No one tells stories like NFL Films does, so the series is not only great for football nuts but for all creatives.

02 What's the last great book you read? Why was it great?

There are two: *Deep Work* by Cal Newport. He advocates how we are drowning in shallow work and urges a move toward higher value output. Another is *The Obstacle is the Way* by Ryan Holliday. It outlines a similar stoic approach to the challenges and opportunities that life and work present.

03 What's the biggest change in the agency business since you started?

The obliteration of swim lanes – e.g. what different agencies do. These days, any agency can bid for any kind of work. That's why we are in a golden age for communications-centric firms.

04 How have you (and your agency) adapted?

Our agency has adapted by embracing an approach that puts earned-centric communications strategies at the core but surrounds these with marketing services capabilities like media buying. We have also added all kinds of new talent that we never had at scale before. This makes us even more competitive. I adapted by learning much more about marketing while staying deep in what I know most – media.

05 What's your proudest moment in business?

When I joined Edelman 11 years ago, I feel like I had really made it. And that this could be a home for me. I was right and I never looked back. Joe DiMaggio once said, "I thank the good Lord for making me a Yankee." And I treat this place the same way.

06 In life?

Surviving a brain tumor as a teenager – and fighting all the way back from that adversity at such a young age.

STEVE RUBEL

Chief Content Strategist, Edelman (cont.)

07 What's the most important way the rise of social media, from YouTube to Facebook to LinkedIn, has changed the way companies tell stories?

The prophecy of the book *The Cluetrain Manifesto* came true. Institutions had to begin to tell stories in different way – a human voice that's consistent with web culture. Who could have imagined 15 years ago that the President of the United States would be trading insults between ferns? Or that the Pope would have his own emoji? The authors of this book did!

08 You've said that business paradigm shifts are coming every five to six years. What big shift do you see on the horizon for marketers?

The most important paradigm shift is that the individual is now mightier in influence than the institution. All the data says so. The feeds that consume all of our time really favor people, more so than products. This will require that marketers think feed first and people first to succeed and link employee engagement

and marketing, leverage credible influencers more, etc.

09 How do you use LinkedIn – for networking? For content marketing? Searching for talent? For sales prospecting? For staying abreast of news?

I largely use it to keep up with the endless revolving door and to prep for meetings. I use profile details to let people know I cared enough about our meeting to prep and find common ground.

10 What sports team has broken your heart most often?

The New York Jets. Almost 46 seasons and counting.

11 Who should play you in the movie version of your life?

Jason Alexander.

12 How long would you survive a zombie apocalypse?

Not long. Post-election though I may be more ready for it.

13 What jobs did you have in high school and what lessons did you learn from them that you still put into practice today?

I was a newspaper delivery boy. For years I read at least the front page and back page every day and saw what made a great story. I carried that with me into PR and, later, in helping clients tell their own story.

14 What are you most looking forward to in 2017?

This may sound silly – but disruption. The changes in the marketing and media landscape are never ending. This (hopefully) keeps me employed but it also makes work life exciting. It's exciting to think what may be next?



THAD KAHLOW

Founder

BusinessOnline

01 What's the last great book you read? Why was it great?

Grit. It describes the fact that successful people are very often not the most talented. They are the hardest workers, with part DNA and part drive that delivers success. Which validates my reason for being, as I'm a talentless hack that only has hustle as a key differentiator.

02 What's your favorite vacation spot?

I like going off the beaten path: India, North Korea, Cuba, Zambia, Zimbabwe. I like to explore new cultures, where a completely unexpected adventure awaits. Live life.

03 What's the biggest change in the agency business since you started?

The evolution of service offerings. Data has become a central core of most marketing and sales departments, and agencies have had to follow suit. Which essentially equates to understanding the value we deliver to clients, constantly a moving target in the agency world.

04 Is the industrial sector taking full advantage of digital marketing?

Unfortunately not. Recently we partnered with the Manufacturers Alliance for Productivity and Innovation (MAPI) to conduct some research about digital marketing in the manufacturing industry and found that about 65 percent of respondents said their digital marketing programs are still only new or in the experimental phase. There's this disconnect between marketing initiatives and consumer buying patterns in the industrial sector, and we're hoping to help fill that gap.

05 What's the most important way the rise of social media, from YouTube to Facebook to LinkedIn, has changed the way companies tell stories?

It's made companies more accessible and humanized the entire customer journey. Users can now have conversations with their prospects and reach them where they are already consuming information. It has also given us great data and context that we haven't had before. The two-way conversation is a treasure of great insights just waiting to be discovered.

THAD KAHLOW

Founder, BusinessOnline (cont.)

06 **Why does the entrepreneurial spirit run so deep in your family?**

I'm a third-generation entrepreneur. My Grandma (father's side), Grandpa (mother's side), my Dad and now all three siblings are entrepreneurs. It's how we were raised, and part of it is in our blood. We don't mind risk. We can handle some pain. And this has created the three-headed monster that is my sister, Amanda Kahlow, CEO of 6sense; my brother, Aaron Kahlow, who was the founder of the Online Marketing Institute; and me at BusinessOnline.

07 **How do you use LinkedIn – for networking? For content marketing? Searching for talent? For sales prospecting? For staying abreast of news?**

Yes – for all of it! It is simply the best media platform for creating demand with your targeted audience, bar none. With the first-party data LinkedIn owns, it has every firmographic, demographic, and all the contextual data you need to intelligently connect and engage with your audience. On top of it, it continues to

outperform most other forms of media we test and leverage at a more effective cost to return perspective.

08 **How do you use LinkedIn advertising for your clients, and what's working well for them?**

With LinkedIn, you have a really rich database of professional users, which makes targeted advertising effective for many of our clients. We see high engagement with low-funnel content and webinars, something that grabs the user's attention in their newsfeed and doesn't look to sales-y. We still want our clients to be thought leaders in their space, to generate meaningful content that's also shareable and valuable to the user, and using LinkedIn advertising to share that content has been super successful so far.

09 **Why is the Girl Rising organization important to you?**

I exist to do more than grow a business. I feel like the luckiest dude on earth; it's time to give

back. And I believe education is "the cause" and cure of my generation. Girls in the third world are in most need of this realization and opportunity. And for the record, we are just getting started.

10 **Who should play you in the movie version of your life?**

John Candy. His character in *Planes, Trains and Automobiles* probably most accurately covers me.

11 **Best movies ever. Go:**

Braveheart. Second to *Trains, Planes and Automobiles*.

12 **How long would you survive a zombie apocalypse?**

One day. I'd self-sacrifice for the greater good. Maybe.



TOM STEIN

Chairman and Chief Client Officer
SteinIAS

01 Where do you think the future of programmatic ad buying is headed, particularly for B2B?

Uncertain. The question I have is, will the deeper, broader level of data intelligence be available to assure that we can target the right decision-makers at the right time with the right message, or we will still be relying on weaker signals that are comparable to what's available for consumer targeting? So much of programmatic is still focused on scale. Most B2B programs aren't about scale; they are about granularity.

02 What's the last great book you read? Why was it great?

The Next 100 Years by George Friedman, a brilliant geopolitician. Amazing view of the future. Reads like a novel, and turns conventional thinking upside down. Not sure he could have predicted Trump, though!

03 What's the biggest change in the agency business since you started?

Digital-social-mobile-technological-palooza. The way this has had and continues to have an impact on everything – not least of which is a fundamental, positive-and-negative impact on human behavior.

04 How have you (and your agency) adapted?

Happily, we haven't had to adapt. We embraced this starting in the mid-90s and haven't looked back. It is at the core of our success.

05 What's the most important way the rise of social media, from YouTube to Facebook to LinkedIn, has changed the way companies reach their audiences?

Social media has forced companies to realize that they don't solely own their brands, their customers do, too.

TOM STEIN

Chairman and Chief Client Officer (cont.)

06 Digital ad spending is poised to surpass TV ad spending. Is this a problem for agencies or an opportunity?

Gigantic opportunity.

07 How has the availability of data changed marketing (or not)?

For the better: Data allows the relevance that comes from precision, segmentation and optimization. For the worse: Data close-to-kills bold and intuitive ideas unless it is used with balance and does not obviate courage.

08 How do you use LinkedIn – for networking? For content marketing? Searching for talent? For sales prospecting? For staying abreast of news?

My LinkedIn network is very valuable to me. The ability to communicate with my network and outside it is very valuable as well. Advertising on LinkedIn to promote content is often in our mix. We use LinkedIn to identify talent, too.

09 Who should play you in the movie version of your life?

People tell me either Paul Giamatti or Billy Crystal. I'd like to think that means I'm talented and funny. But it probably just means I kind of look like those guys. My wife thinks Bradley Cooper, because she either has a biased view of how handsome I am or thinks my aim is good.

10 Best movies ever. Go:

Arrival. Seriously, it's that good. *Shawshank Redemption*. I know it's expected, but probably *Citizen Kane*.

11 What's your most annoying habit?

I think it may be talking over people when I get impatient.

12 How long would you survive a zombie apocalypse?

Reasonably long. I figure if you can run an agency for close to 35 years during a time of massive upheaval, you can dodge a few zombies. I was tempted to make a client joke, but that would have been mean.



SEAN C. REARDON

CEO of Zenith

Moxie

01 What's the last great thing you binged watched and why?

Westworld... My dad and I have really connected in watching it together. The phrase "it's not as good as the original" is common in his vernacular, but this show is just too good, and we've burned through it. He'll occasionally reference the Yul Brynner version as we're watching, but for the most part, HBO has us both charmed.

02 Where do you think the future of programmatic ad buying is headed, particularly for B2B?

It better be headed toward a much more dynamic, engaging place, because the current gap between potential and practice is massive, whether we're talking B2B or B2C. I personally submit that programmatic ad-buying requires three things to reach new heights: a) Application to more engaging canvasses and experiences, b) A richer pipeline of content/assets created with precision and personalization in mind, and c) Greater connectivity to data activities across the client ecosystem, particularly CRM and e-commerce arenas.

03 What's the biggest change in the agency business since you started?

I'm old enough that when I started media functions still sat inside of full-service agencies. The unbundling of media and creation of global media companies are the biggest changes without question.

04 Should Penn State have made the college football playoff this year?

This shouldn't be a debate. PSU beat Ohio State, won their division and conference, both losses were early, on the road, with 18-year-olds playing linebacker because of injury. I could go on.

05 Digital ad spending is poised to surpass TV ad spending. Is this a problem for agencies or an opportunity?

If this is a problem for you, you've had your head in the sand for at least a decade. This has been brewing for 20 years. Conversely, if you see it as a big opportunity, welcome to 2017, Mr. McFly.

SEAN C. REARDON

CEO of Zenith, Moxie (cont.)

06 What's the most important way the rise of social media, from YouTube to Facebook to LinkedIn, has changed the way companies reach their audiences?

I think social is underappreciated for its contribution to advances in marketing on mobile devices, because without the names listed above, what do we have, where would we be in mobile marketing? With that said, I think we have a long way to go in mobile, so I suspect the full impact of social media in this area is far from being realized. And I expect the players listed above (and a few others) to play a major part.

07 How has the availability of data changed marketing (or not)?

You could base a thesis on this question. I'll try to avoid the temptation. Said simply, the future of our industry is not a mystery. Consumer connectivity will be personal, mobile, tech-enabled and data-enhanced. The impact of data to date is probably overstated a bit, but we're in formative years. To deny the impact of data that is likely ahead...not a mistake I'll make.

08 How do you use LinkedIn – for networking? For content marketing? Searching for talent? For sales prospecting? For staying abreast of news?

Networking and talent searches without question, content marketing to a modest degree as well. For me personally, I use it for news more than anything else. I am in work mode when I'm on LinkedIn, so the role it plays as a source of industry intel is really important.

09 How do you use LinkedIn advertising for your clients, and what's working well for them?

We look at LinkedIn as a key partner particularly when targeting businesses and professionals and we've had a lot of success together. I'm very curious to see how the marriage with Microsoft enhances your platform... I have high expectations.

10 What is your top-secret superpower?

I'm quite talentless, so if there's a secret superpower, it is also a secret to me.

11 Who should play you in the movie version of your life?

Among living actors? Fassbender or bust.

12 What do you have an irrational hatred for?

Balloons. On their own, not so bad, but the noise they make when people touch them... shiver.

13 Best movies ever. Go:

#5) *The Usual Suspects*, #4) *Fight Club*, #3) *A Clockwork Orange*, #2) *The Godfather*, #1) *Once* (I fell in love with my wife to this movie, it contains our wedding song). Honorable mention: Anything from Malick, Kurbrick, starring Daniel Day-Lewis, *Big Lebowski*, *The Professional*.

14 What did you want to be when you grew up?

Centerfielder for the Red Sox.



WARREN GRIFFITHS

EVP-Global Investments & Partnerships

Publicis Groupe

01 What's the last great thing you binged watched and why?

I spend two to three hours a day on a train commuting between Connecticut and Manhattan, so do a lot of binge watching to pass the time. Ninety percent of my video content, I watch in an OTT/Streaming fashion. Recently I have been into British Crime series like *The Fall* (Netflix); *Broadchurch* (Netflix); *Paranoid* (Netflix); and *Peaky Blinders* (Netflix). I'm also a bit of a Sci-Fi geek, so I enjoyed *Westworld* (HBO); *Stranger Things* (Netflix); *Penny Dreadful* (Showtime); and of course *Game of Thrones* (HBO).

02 You were born in Zimbabwe, spent your early career in South Africa, and now work in New York: How has your international background prepared you for what you're doing now?

Yes, I believe my background definitely provides me with a unique set of tools. The foundation of my advertising and media career was in a substantially smaller emerging market, with a diverse audience set of cultural, demographic, political, and psycho-social layers. Having led three agencies in this environment, I had experiences that sharpened my ability to think across multiple audiences, to design multi-layered

messaging to diverse groups, and to translate global brand storytelling in a way, such that the local audiences could relate and engage.

03 What's the last great book you read? Why was it great?

I am more of a sound and vision guy (see question No. 2), so I don't spend much time with the written word, and when I do, it's usually audio books. I prefer to dive into autobiographies: Bruce Springsteen's *Born to Run*, Keith Richards' *Life* (notice a trend?) or life planning books: Timothy Ferriss, Jack Canfield, Tony Robbins, Robin Sharma, Malcolm Gladwell.

04 What jobs did you have in your childhood and what lessons did you learn from them that you still put into practice today?

I spent a large part of my late teens and early twenties, working at restaurants and bars. This taught me early on the power and art of customer service. It also taught me early on how to work under pressure, and solution creation. Some of the most challenging work experiences I have had have been over an over-cooked steak, or a spilt drink.

WARREN GRIFFITHS

EVP-Global Investments & Partnerships, Publicis Groupe (cont.)

05 **What's the biggest change in the agency business since you started?**

Having been in the game for the past 17 years, I have seen a variety of truly pivotal changes, including:

- Media expertise, moving from a back-office creative agency function, to a standalone force in the industry.
- The birth and maturation of digital, as a truly viable part of the marketing mix... ultimately over-taking many "traditional" forms of advertising.
- The meteoric rise of social as a connecting platform across the planet.
- More recently, video becoming truly cross-platform.
- Over the past couple years the massive revolution seen through data and technology, giving rise to programmatic and truly addressable media.

06 **How have you (and your agency) adapted?**

At the core, agencies and people within those agencies, need to be chameleons, being able to adapt to the new environments, opportunities, markets and evolutions, as they emerge. The ability to be comfortable with change, embrace it,

get ahead of it, and ultimately lead change, is vital. We spend a large part of our professional lives assessing current trends, and forecasting the potential power shifts within those trends, and then investing ahead (people, technology, formats, new markets, partnerships) into what we believe to be the future.

07 **What sports team has broken your heart most often?**

The Springboks – South African National Rugby Team.

08 **How do you use LinkedIn – for networking? For content marketing? Searching for talent? For sales prospecting? For staying abreast of news?**

LinkedIn is a permanent tab open in my browser (on startup). I use LinkedIn primarily for getting industry news, reading opinion pieces and POV's, general networking across my industry peer-set, and gaining a perspective of who the industry influencers, and rising stars are. It is a resource I use constantly to keep connected within my

business world. It's also the largest peer set I have, compared to any of my other social profiles.

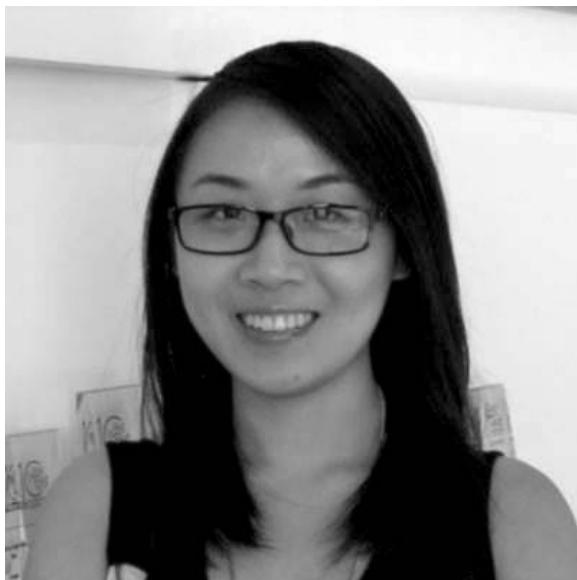
09 **How do you use LinkedIn advertising for your clients, and what's working well for them?**

Historically, we have used LinkedIn as a strong connector for brands to speak with business decision makers. We leverage many of the great tools that the platform offers, including:

- Targeting relevant companies identified as key prospects, through account targeting.
- Targeting conversations tailored to specific industries and verticals through Sponsored Content.
- Amplifying content to audiences, based on their job function within the B2B purchase funnel.
- Creating Private Marketplace deals to take advantage of LinkedIn data, when buying against specific job functions and industries.

10 **Who should play you in the movie version of your life?**

Bill Murray.



KOYI WU

Head of Digital – Hong Kong

OMD

01 **What's the industry buzzword that annoys you the most these days?**

"Mobile is king." To me, mobile shouldn't be singled out and treated as a silo media. People nowadays are multi-screen users across TV, smartphone, tablet, desktop, etc. Therefore, mobile is ONLY acting as the bridge, but it's not the king. Multi-screen is the truth.

02 **Where do you think the future of programmatic ad buying is headed, particularly for B2B?**

The ultimate future is all about one-on-one marketing/personalized marketing, and the key technical driver of achieving this goal is through programmatic technology. No matter whether it is B2B or B2C, the key challenge is how we find the right audience and serve them the right creative, at the right time, in the right channel.

03 **What's the biggest change in the agency business since you started?**

I've spent my fruitful seven years with OMD HK since 2010, and the agency business has changed a lot because of digital. Seven years ago, only the digital team was tasked to work on digital. Seven years later,

we have the whole company to embrace digital, from top senior management to bottom junior people, from the traditional planning team and buying team to the digital team and specialist team.

04 **What's your proudest moment in business?**

I was luckily enough to be nominated and awarded as "Young Achiever of the Year" and "40 under 40" from Campaign Asia back in 2014. That was a signature milestone in my career.

05 **What's the most important way the rise of social media, from YouTube to Facebook to LinkedIn, has changed the way companies reach their audiences?**

All of these leading social platforms changed the way that advertisers and agencies talk to our audiences. Each social platform has its unique audience data, and we're able to make good use of this data and to find out audience reach size before we run a campaign. In other words, it helps us to move away from traditional "impression buy." Now, we should talk about "unique audience buy," but not "impression/CPM."

06 **Digital ad spending is poised to surpass TV ad spending. Is this a problem for agencies or an opportunity?**

I think this is an opportunity, and I still believe an offline medium like TV still plays a strong role in communication. At the end of the day, we should look at which group of audiences we're targeting, and their behavioral footprints will guide our investment between offline and digital channels. I'm sure that some categories are still TV focused; whereas some are more digital focus. With the increasing power of digital, some may even forecast that one day we may use programmatic way to buy TV spots, which is already beginning to happen in the U.S.

07 **Is content marketing an evolution or a revolution?**

I think is both. Influencer marketing is going through evolution. A few years ago, we just talked about bloggers, and now we also have YouTubers. In the meantime, content marketing is also taking an important revolutionary role: It's heavily challenging the role of traditional display. Native ads are one of the examples how content marketing influences the changes in display.

08 **How has the availability of data changed marketing (or not)?**

Yes. By combining first-party data, second-party data, and third-party data, we're able to better understand our target audience and to serve them the right creative, at the right time, in the right channels. Imagine, we can serve specific creative to those who have purchased our products and another new set of creative to those who have never purchased our products. Data is the key driver for us to pursue one-to-one marketing/personalized marketing.

09 **If you weren't at OMD, what would you be doing?**

I guess I will most likely be a digital marketing lecturer at universities in Hong Kong. Two years ago, I started my first part time teaching at HKUSPACE, and I found it really interesting. I love engaging with my students. Being teacher is one of my dreams when I was very young.

10 **What's your most annoying habit?**

Impatience. I hate waiting, I hate inefficiency.

11 **How do you use LinkedIn – for networking? For content marketing? Searching for talent? For sales prospecting? For staying abreast of news?**

I'm a big LinkedIn fan to be very honest, and I use this for various purpose like below:

- Check out hot digital news on my LinkedIn feed.
- Look for potential digital talent who might be relevant to join my company.
- Connect with potential digital vendors in town, be it in Hong Kong or nationwide.
- Keep up with job changes, so I'm aware of who switched to which company.

12 **How do you use LinkedIn advertising for your clients, and what's working well for them?**

The key value for LinkedIn is the premium audience profile data. We can have our clients make good use of this data to talk to their potential customers. For example, we're able to identify "frequent business travelers" from LinkedIn platform and to serve them relevant ads for our airline clients.



JAMES CAMPBELL

General Manager – Singapore

Mindshare

01 What's the last great thing you binge watched and why?

Breaking Bad. I'm rather behind on the drama series, because I suspended all video consumption for five years while my children watched Nick Jr. It was a bit of a revelation, and I did bang on about it rather a lot... what next?

02 What's the industry buzzword that annoys you the most these days?

"Consumers." It seems to be only designed to make marketers willfully forget that they are people.

03 Where do you think the future of programmatic ad buying is headed, particularly for B2B?

It is headed towards arranging interesting brand and content experiences for niche target audiences that are accountable towards commercial results. Obviously, central to that is data, and we all know how powerful advertiser-owned data is. So we are seeing more brands interested in sharing their own data in exchange for enriching their own data sets. This is extremely exciting – we are moving away from brands just being media owners to data owners, which has potential to be a big disruption.

04 What's the last great book you read? Why was it great?

The State of Africa: A History of Fifty Years of Independence by Martin Meredith. It gives you context on a continent that is hard to understand, in a way that is easy to understand.

06 Digital ad spending is poised to surpass TV ad spending. Is this a problem for agencies or an opportunity?

Making the complex simple is always an opportunity.

07 What's the biggest change in the agency business since you started?

When I started in the agency business, the sales reps were almost bizarre emanations of the brands they represented. The reps from Vogue were beautiful with perfect hair, the reps from FHM were lads, the reps from Country Life trundled into our offices almost in wellington boots. Now we are a media and technology company, and our media partners sense that selling a context is less important than delivering an audience at a point in time. Our media partners are faster and more open... the ones that survive are more entrepreneurial. It's a lot more interesting.

JAMES CAMPBELL

General Manager – Singapore, Mindshare (cont.)

08 **How have you (and your agency) adapted?**

Resoundingly, we have adapted and continue to adapt, which is why we continue to win the flagship awards, and which is why Mindshare continues to invest, win, lose, scrap, change, re-invest. The culture of not resting on your laurels has never been more pertinent. The importance of listening – really listening – is 10 times more important than ever. I find if you listen hard enough, the brave decisions don't seem so brave any more, they are just common sense, and we work it out from there.

09 **Is content marketing an evolution or a revolution?**

It should be an evolution. The trouble is that content is like resting on your laurels. People (clients and agencies) can develop a false security that they are "doing content," so they are responding to "banner blindness." The truth is that people will be as blind to boring content as they are to boring advertising. Content marketing has been around forever; the difference now is content overload. So we all need to recognize that we can get information and inspiration from

anywhere, and we need to raise the bar. I know plenty of people disagree, but we should be looking at less and better content, distributed brilliantly and not look to "personalization" as a laurel to rest on in itself.

10 **How do you use LinkedIn – for networking? For content marketing? Searching for talent? For sales prospecting? For staying abreast of news?**

I like LinkedIn, personally and professionally for all of the above, but I find the most productive use is to look for talent and also to understand the background of the people that we are trying to introduce Mindshare to.

11 **How do you use LinkedIn advertising for your clients, and what's working well for them?**

LinkedIn is superb for B2B clients where data is at its most valued. I also find LinkedIn does invest in new products and ideas. What works best is when we engage with the brilliant sales and vertical teams at LinkedIn to create new and different solutions, which is usually about identifying unique audiences and content solutions.

12 **Who should play you in the movie version of your life?**

Arnold Schwarzenegger, circa 1988, because he's ripped and also a benevolent terminator – which is aspirational.

13 **If you weren't at Mindshare, what would you be doing?**

Living a fugitive existence, with endless cross-government sponsored money, a fake ID, a Colt and a ludicrously hot Armenian girlfriend. Obviously.

14 **What did you want to be when you grew up?**

A missionary. My parents were very religious – my dad is a preacher – and I was attracted to the adventure of the developing world.

15 **What are you most looking forward to in 2017?**

The agency business is ripe for disruption. It's a battle. We have a great team, and we have some awesome plans afoot. So bring it on.



OLESH PIDDUBRIWNYJ

Creative Director & Founder

Fifteen Design

01 **Will Brexit have an impact on your business?**

Not at all.

02 **What's the last great book you read? Why was it great?**

I'm still in the process of reading *The 4 Hour Work Week*. It talks about such an interesting concept - having a strong work-life balance is totally an important way of thinking at Fifteen. (In fact, we're having a big push on mental wellbeing and work-life balance in the workplace.)

03 **What's your favorite vacation spot?**

A city break to New York City. I love the vibe there, with all the shops, coffee and mix of cultures.

04 **What's the biggest change in the agency business since you started?**

Personalization. There's no one-size-fits-all approach. If you still think like that, you're doing it wrong. Every business is an individual.

05 **How have you (and your agency) adapted?**

If we see something new and interesting, we test it on us first. Once we get it right, we roll it out to our clients.

06 **What's the most important way the rise of social media, from YouTube to Facebook to LinkedIn, has changed the way companies reach their audiences?**

You have to offer value. You can't just shout about yourself anymore. There's so much content to consume online and through social, you have to focus on what customers or users want. It's a noisy world online and you really have to stand out.

07 **Is content marketing an evolution or a revolution?**

Evolution. Everything in digital marketing has evolved from something else. Besides, content marketing has been around for decades - it's just the digital side that's been the revolution.

OLESH PIDDUBRIWNYJ

Creative Director & Founder, Fifteen Design (cont.)

08 **How do you use LinkedIn – for networking? For content marketing? Searching for talent? For sales prospecting? For staying abreast of news?**

Personally, I use LinkedIn for industry and business news. However, I know at Fifteen that we use it to promote our some of our thought leadership pieces, search for new talent and news within the company.

09 **What is your top-secret superpower?**

Stamina! I've got endless amounts of energy and I never give up.

10 **Who should play you in the movie version of your life?**

Ryan Gosling or Daniel Craig.

11 **How long would you survive a zombie apocalypse?**

I'd be there until the very end. I've watched *World War Z* – I know what to do.

12 **What do you have an irrational hatred for?**

Holes in socks. I literally cannot stand to see them on people.

13 **What is your favorite cartoon character and why?**

Danger Mouse. He lives life on the edge.

14 **What jobs did you have in high school and what lessons did you learn from them that you still put into practice today?**

I cleaned maggots in a fishing tackle shop and then worked on the Deli at Morrison's. I learnt to deal with people on different levels, from building customer friendships, to working alongside colleagues and management. It's this sort of stuff that sets you up for life. Essentially, I started from the bottom.



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