

#2

# Dare!

LET'S MAKE A MEANINGFUL DIFFERENCE

## Truth

/tru:θ/

**NOUN** (truths)

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Telling the truth means telling someone something in an open and honest way, without trying to hide anything

# UNSINKABLE FOR THE UNTHINKABLE

TRUTH





**HAVAS ORTEGA**  
MANILA, PHILIPPINES

*With the climate changing, the city of Valenzuela, home to Metro Manila’s manufacturing industry, has always been hit by floods, affecting the lives of its people. Our answer is Project SAVE (Signage and Adspace Versatile for Emergencies) – dual purpose signages/ad spaces that transform into life-saving devices in times of emergency.*

**THE BIRTH OF AN IDEA**

Every year, the Philippines is hit by typhoons and storms which devastate the country and kill people. As soon as we learn that a typhoon or a storm is approaching, we have an obligation to remove and roll up all OOH materials in the country. In a way, advertising is always the first evacuation. But what if instead of being the first to go, advertising is the first to respond? That was what sparked the idea for Project SAVE.

**THE IMPACT**

There are currently 3 structures installed in Valenzuela City. During the demonstration of the SAVE devices, people were very enthusiastic and thankful, knowing that they would now have a ready-made solution in the vicinity. We really hope more SAVE devices will be implemented in the rest of the country to help them face the next bad flooding. As a matter of perspective, we are obviously thankful that the SAVE devices have not yet been deployed.



**CHALLENGES**

Creating the prototypes and testing out the different materials to come up with a light yet stable and buoyant vessel was definitely the most challenging part. It was also the time that created the most enthusiasm among the team and it created perfect working conditions which made things easier!

**THE FUTURE OF COLLABORATIONS**

We are currently in talks with McDonald’s to have them come in as the first advertisers to utilize this advertising medium. They felt that it was a powerful idea and they believe in it. Having McDonald’s supporting this initiative would for sure encourage other interested brands to join the movement.

**THE FUTURE OF VALENZUELA CITY**

Now we are working with the Local Government to determine additional areas in the city where we can put up the SAVE structures. It would be great if we could branch out and share this innovation with other areas in the world that are affected by severe flooding.

**KEY TAKEAWAY**

Sometimes all it takes is a simple, well-executed idea to make a huge impact.



LEARN MORE

DARE



# EDITION #2

Project "SAVE" by  
**HAVAS ORTEGA**

Our Key Figures

Truth by  
**YANNICK BOLLORE**

We believe in  
meaningful brands

Project "DESPERTA" by  
**HAVAS HEALTH & YOU**

Prosumer reports

Meaningful Brands® research

Meaningful work experience by  
**PATTI CLARKE**

Havas University

The power of Vivendi

The power of good  
cooperation

Talent Wanted by  
**STEPHANE XIBERRAS**

The power of creative ideas to drive  
positive change

The truth about a good partnership by  
**CHARLES HOUDOUX**

Well-being at work

Project  
"GOOD SHOPPING CAN  
CHANGE THE WORLD"  
by **HAVAS MILAN**

Story of winning TripAdvisor by  
**GREG JAMES**

Hello  
GOODBYE!  
Hello & Good bye

TRUTH

# 1835



## WE ARE HAVAS GROUP

Established in 1835 by Charles-Louis Havas, founder of the first news agency. Now one of the largest communications groups in the world.

## CLIENT CATEGORIES



HAVAS GROUP IS PART OF INTEGRATED CONTENT AND MEDIA GROUP, VIVENDI.

HAVAS IS THE MOST INTEGRATED GROUP IN THE COMMUNICATIONS INDUSTRY

REVENUE (9 months) 2019:

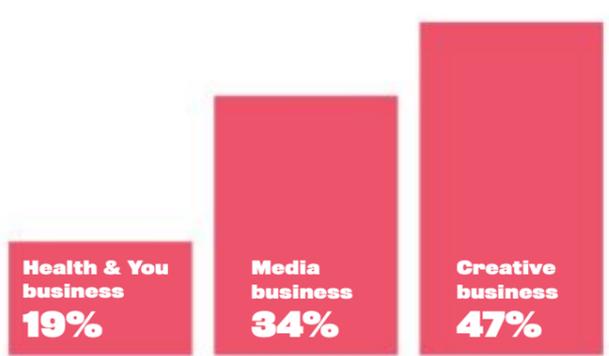
€1.6 BILLION

REVENUE 2018:

€2.2 BILLION

DARE

60+ HAVAS VILLAGES ON 5 CONTINENTS  
20,000 PEOPLE



HAVAS GROUP REVENUE SPLIT BY DIVISION

## HAVAS PURSUES A POLICY OF TARGETED ACQUISITIONS ALLOWING THE GROUP TO GENERATE GROWTH AND STRENGTHEN ITS OPERATIONS IN TERMS OF GEOGRAPHY AND/OR EXPERTISE. 6 NEW AGENCIES JOINED THE HAVAS FAMILY IN 2019

Shobiz is India's first and most experienced experiential agency. Founded in 1982, Shobiz is regarded as a pioneer in the experiential space and has grown steadily and consistently to employ over 300 professionals across its five offices in India.

Founded in 2013, Gate One is a leading digital and business transformation consultancy. It designs and delivers complex transformations for some of the world's most interesting, innovative and influential organisations.

Founded in 2010, Langoor is one of India's leading full-service digital agencies. Present across India, the Middle East and Australia, Langoor serves a broad array of clients from multinationals to local firms.

Buzzman is one of the most awarded French advertising agencies and acclaimed to be one of the boldest and most creative in Europe. Based in Paris, Buzzman pushes the boundaries of traditional advertising and creates innovative concepts and powerful storytelling.

Battery is a highly acclaimed, culture-driven creative agency based in Los Angeles with a specialized focus on gaming and streaming entertainment. Referred to as consultants of culture, Battery creates and delivers cutting-edge content and meaningful brand experiences.

Think Design is the leader in user experience consultancy and design in India. Founded in 2004, it now has five design centres in India and a client base composed of startups, Fortune 500 companies, government departments and multinational conglomerates.

### INDIA

December 2019 :  
**SHOBIZ**

**shobiz**<sup>®</sup>

### UK

December 2019 :  
**GATE ONE**

 **GATEONE**

### INDIA

September 2019 :  
**LANGOOR**

 **langoor**

### FRANCE

September 2019 :  
**BUZZMAN**

**BUZZMAN** 

### USA

June 2019 :  
**BATTERY**

**BATTERY**

### INDIA

May 2019 :  
**THINK DESIGN**

**THINK**  
DESIGN

**TOP**

KEY FIGURES

# 2020 TOP CLIENTS





For the second edition of our magazine *Dare!* we have chosen to explore one of the essential ingredients to being meaningful: Truth, a concept that is under challenge within society at large.

Truth has been widely undermined by the surge of fake news, clickbait and deepfakes, and yet never has its role been so crucial to restoring trust.

Truth-telling lays solid foundations for building a relationship based on honesty. People today expect brands to make promises they can keep and embody values they respect. Consumers are better educated than ever before and empowered by social media. They have the power at their fingertips to express and exchange their opinions freely, widely and truthfully, and to promote or punish a brand. They expect brands to go beyond just providing a product or a service: they are looking for authentic connections and experiences.

People want to be told the truth.  
Truth should be at the heart of who we are as a company for our people, and as a partner for our clients.

Thanks to our insights, we know that in order for a brand to survive it has to embrace the truth and connect in an authentic way with its customers. Our role as communications experts is more important than ever: we are here to help our clients communicate responsibly and transparently to better engage with their audiences.

Authenticity should drive our day-to-day relationship with clients: telling a client the truth about its brands is not always easy but we must dare to do so: it's our duty. Hearing the truth from a client can at times be difficult, but it is a precious learning allowing us to achieve excellence and grow meaningfully together.

At Havas we strive to be true to our values, to our people and to our clients.

Let's make a meaningful difference, together.

Yannick Bolloré  
Chairman & CEO Havas Group



## We believe in meaningful brands.

Because meaningful brands are better for business and better for the world we live in.

We use the power of ideas, creativity, media and entertainment, to drive growth and to drive change, helping brands better engage with their communities through authentic messages and experiences, helping businesses grow sustainably; and, hopefully improve people's lives.

## That's why we exist.

TRUTH



Let's make a  
meaningful difference  
to brands, businesses  
and people

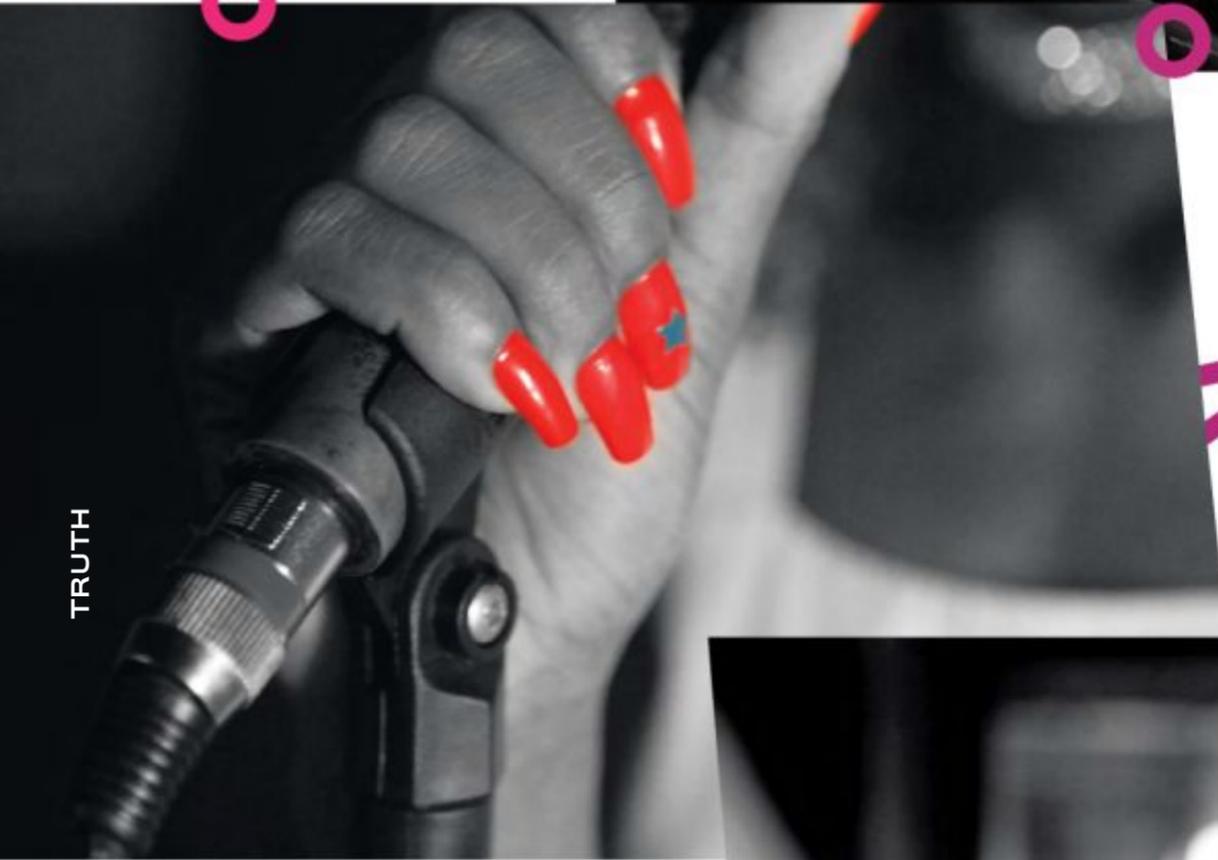


# NAILING DOWN THE ISSUE OF SEXUAL ASSAULT

IN BRAZIL, A WOMAN IS RAPED EVERY 10 MINUTES.  
HAVAS HEALTH & YOU IN PARTNERSHIP WITH UMG BRAZIL  
CREATED A NEARLY UNDETECTABLE NAIL ACCESSORY THAT ALERTS  
THE WEARER AND HELPS PROTECT THEM AGAINST INGESTING  
DATE RAPE DRUGS.

○  
DESPERTA WAS DESIGNED TO DETECT SUBSTANCES  
OF THE AMINE CATEGORY—WHICH HAVE NITROGEN IN  
THEIR CHEMICAL STRUCTURE—BY CHANGING COLOR.

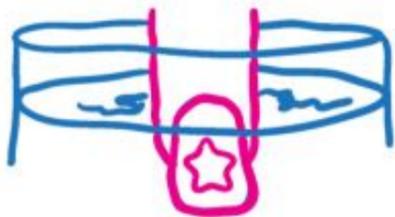




TRUTH



1 STICK IT ON YOUR NAIL



2 DIP YOUR FINGER FOR 5 SECONDS



3 IF THE STICKER'S COLOR CHANGES, THE DRINK IS SPIKED



**HAVAS HEALTH & YOU**  
BRAZIL

*“Date rape drugs” are often used in night clubs to spike a victim’s drink. They attack the central nervous system causing loss of consciousness and amnesia. Havas Health & You and UMG wanted to use their combined knowledge and influence to help reduce violent acts against women in Brazil. Desperta is not a solution to the problem - the ultimate solution would be the eradication of acts of rape and an understanding that the responsibility for these attacks falls on the attacker and not the victims. However, as a step in the right direction, and a way for people to add a layer of assurance and protection to their social activities, now all it takes to determine if your drink is spiked is to dip a finger in it. “Desperta” in Portuguese has a double meaning: to be awake, but also to be smart and alert. This is exactly what the product does.*

**FINDING THE TRUTH**

The political and social climate in Brazil today is marked by conservatism. Women are expected to have a certain conduct and 30% of men believe that a woman who dresses provocatively cannot complain if she’s raped. This is why most of the victims do not report the crime. When rape happens, the first thing that goes through certain people’s minds is to question whether the woman is actually speaking the truth.

**THE BIRTH OF AN IDEA**

We have an innovation program called Hbox, where we have a unique methodology to generate proactive ideas that can solve problems within society through our brands and products. UMG has always worked with us on this program. The creation process for Desperta was very fast. Ideas started flowing as soon as we read the brief but Desperta stood out as having the potential to generate the impact we wanted and have the power to help protect women.

**CHALLENGES**

There were three big challenges: challenge the culture of rape, raise understanding of the problem, and create an undisputed solution that would leave no doubts that women are telling the truth.

**SOLUTIONS**

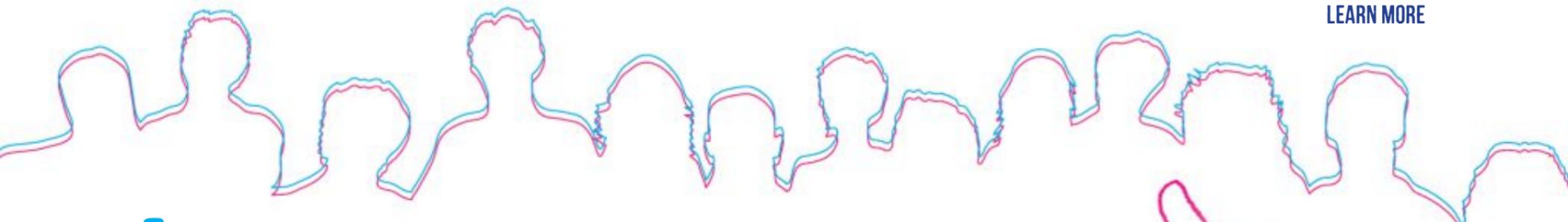
A package against crime composed of a nail sticker and a music video. Music has historically fuelled social change and rallied support around important causes. The song, *Good Night, Good Night*, was specially composed to raise awareness of the problem and increase respect for women. It was co-written and performed by Malia, one of the most promising singers of the new generation in Brazil.

**ABOUT THE PRODUCT**

A discreet nail sticker can help detect if a drink has been spiked. A woman can dip her fingernail into her drink and if the sticker changes colour, the drink has been spiked.



LEARN MORE



MORE THAN  
**1 MILLION**  
PEOPLE REACHED

**60%**  
TAGGED SOMEONE

**99.5%**  
POSITIVE FEEDBACK

**#1 VIDEO**



IN ENGAGEMENT ON UNIVERSAL  
MUSIC’S YOUTUBE CHANNEL

Prosumer Reports is a series of thought leadership publications by Havas Group—part of a global initiative to share information and insights, including our own proprietary research, across the Havas network and client companies. The Prosumer team typically releases three or four reports a year. Each year's topics are different and are chosen according to client priorities. Here you will find some truths and insights about **LOVE & ENTERTAINMENT.**

## IN CASE YOU ARE WONDERING, WHAT IS A PROSUMER:

The leading-edge 15-20% of consumers, Prosumers are:

- First to market (usually 6-18 months ahead of the mainstream)
- Forward thinking
- Influential
- Proactive
- Socially and/or environmentally conscious

# THE TRUTH ABOUT LOVE IN THE DIGITAL AGE

With our newest survey—fielded among nearly 17,500 people ages 13+ in 37 countries—Havas Group explores the quest for love in the digital era. Among our key findings:

### The bigger the stakes, the bigger the playground

The internet and digital apps have dramatically expanded the pools of potential mates, but that hasn't made finding "the one" any easier. In fact, around half of Prosumers think dating was simpler for previous generations.

### From eternal love to eternal dating

The desire and pressure to find eternal love has made the love quest never-ending. Our love search has been revolutionized by digital in:

- ♥ **How we are looking for love via social media**  
42% of teens have been flirting on Instagram.
- ♥ **How we are using all kinds of apps to maximize our chances of finding love**  
67% of Prosumers agree that dating apps are good for finding a partner from within like-minded communities.
- ♥ **How we are raising our expectations regarding suitable matches**  
64% of Prosumers say dating apps have made people more selective about whom they decide to date.
- ♥ **And how we are always under pressure, always looking for a better option**  
39% of Prosumers admit that when they're in a relationship, they sometimes wonder whether they can find a better partner.

### Sex machine

People have become obsessed with their sexual performance, becoming more and more anxious that they're not meeting expectations. As a consequence, sex has become an athletic event that people are willing to train for. More than 4 in 10 Prosumers would be willing to monitor their sexual activities and performance for improvement.

### Tinderella Syndrome

We prefer the "game" to the "goal." More than a third of Prosumers admit they're more interested in receiving matches than in actually meeting potential partners.

### Follow your heart, or an algorithm?

Chinese Prosumers have already chosen science over their instincts. To find love, nothing is safer than trusting an algorithm—50% of them would trust an algorithm to find their soul mate, 56% think artificial intelligence will be able to tell them if they are really in love and in a sustainable relationship, and 57% would like dating apps to incorporate DNA match analysis.

### Love around the world

The love game has different rules around the world. While some countries such as France still play the "game of love & chance" (70% trust random encounters to find love), some others consider it a family affair (78% of Saudi Arabians trust their families to help them find love).



LEARN MORE

# THE TRUTH ABOUT FUTURE OF ENTERTAINMENT

NO LONGER SUPERFICIAL, ENTERTAINMENT HAS BECOME AS IMPORTANT AS HEALTH



I can't stand still without consuming content



IT'S IMPORTANT THAT ARTISTS PUT SOCIAL ISSUES AT THE HEART OF THE MUSIC THEY PRODUCE



My experiences with brands should be more entertaining



I'm engaged by and remember better advertising that is entertaining



I would watch advertising if it were more entertaining



### I THINK THE FOLLOWING ASPECTS OF LIFE COULD BE IMPROVED BY BEING MADE MORE ENTERTAINING:



Education



Cooking



Housework



Hospital stays



Family moments



Work

# MEANINGFUL BRANDS<sup>®</sup> research

Our Meaningful Brands<sup>®</sup> research is the biggest of its kind. It covers 350,000 people and 1,800 brands in 31 markets. We offer our clients the first global framework to connect brands and human well-being. We measure the quality of the benefits that brands can bring to people's lives and the returns in terms of business.



TRUTH

## DEFINING MEANINGFUL BRANDS<sup>®</sup>



A meaningful brand is defined by its impact on our personal and collective well-being, along with its functional benefits. What matters to us can be divided into three pillars.



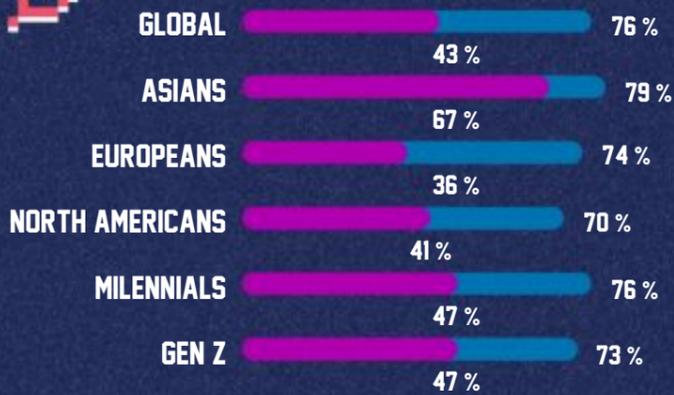
LEARN MORE

# Newest Truths & Beliefs

from our research:

**HOW MANY BELIEVE COMPANIES AND BRANDS SHOULD PLAY A ROLE IN IMPROVING THEIR QUALITY OF LIFE AND WELLBEING.**

**HOW MANY OF THEM BELIEVE THEY ARE REALLY WORKING HARD AT IMPROVING THEM**

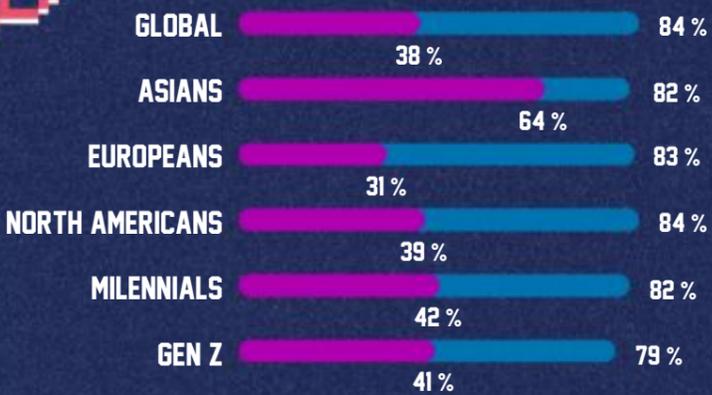


**HOW MANY PREFER TO BUY FROM COMPANIES WITH A REPUTATION FOR HAVING A PURPOSE OTHER THAN JUST PROFITS**



**HOW MANY BELIEVE COMPANIES AND BRANDS SHOULD COMMUNICATE HONESTLY ABOUT THEIR COMMITMENTS AND PROMISES**

**HOW MANY OF THEM BELIEVE THEY ARE DOING IT RIGHT NOW**



**HOW MANY BELIEVE COMPANIES HAVE A MORE IMPORTANT ROLE THAN GOVERNMENTS TODAY IN CREATING A BETTER FUTURE**



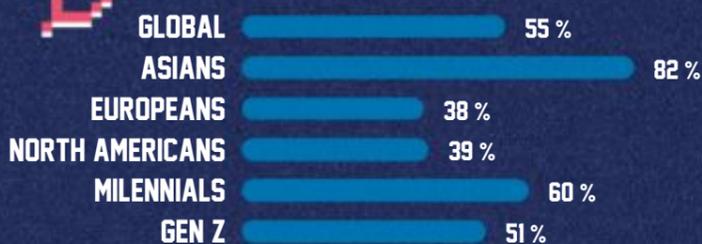
**HOW MANY EXPECT BRANDS TO PROVIDE CONTENT**



**HOW MANY BELIEVE BRANDS SHOULD OFFER INTERESTING, ENTERTAINING OR USEFUL EXPERIENCES OR SERVICES APART FROM THEIR USUAL PRODUCTS**



**HOW MANY TRUST IN BRANDS**



**HOW MANY TRUST COMPANIES AND BRANDS THAT ARE SOCIALLY AND ENVIRONMENTALLY RESPONSIBLE MORE THAN THOSE WHO ARE NOT**



# “CREATING MEANINGFUL WORK EXPERIENCE FOR ALL.”

TRUTH

**PATTI CLARKE**  
Chief Talent Officer, Havas Group



# DIVERSITY

# MEANINGFUL EXPERIENCES...

P.CLARKE

## I get up

each day with a focus on creating meaningful work experiences for our employees. But it takes a village (literally) to make that happen. It means making sure we have caring leaders, agencies that create engaging and inspirational environments, and that we offer global and local talent development programs. Sitting at the center of all this is a commitment to Diversity, Equity and Inclusion.

## Our

global DEI initiatives are framed under the banner “All In”. This is because everyone needs to be engaged in valuing the beautiful differences in all of us. It has to be something that each of us personally works on each day supported by the great work going on in agencies around the world. There are over 100 initiatives across many regions and areas of focus including gender, LGBTQ+, mental health & wellness, ageism, ability and more. These initiatives are often employee led and the passion of the people running them is contagious.

## Making sure

that ALL our employees feel included in their workplace each and every day is fundamental. In our recent Havas employee survey, nearly 80% of employees said they feel a sense of belonging in their agencies. A little over 70% said they can be their authentic selves at work and that their agency values diversity.

## We

have a good foundation, but there’s still more to be done to achieve meaningful work experiences for all. To continue to advance, it’s a team effort. Let’s start with each of us asking ourselves, what am I doing to be “All In”? #havas #meaningfulworkforALL

# Welcome to Havas University!

Havas Group's custom-made learning solution that puts leading experts and content at the fingertips of our 20,000 Havas employees around the world. It is part of Havas' commitment to our people, their personal development, and our common future.

## What's new at Havas University?

- A BETTER-LOOKING INTERFACE AND USER-FRIENDLY FEATURES
- EASIER ACCESS THROUGH IMPROVED SEARCH
- SMART RECOMMENDATIONS
- AN EXTENDED COURSE CATALOG

## categories

1. Compliance
2. Information Security
3. Havas talent
4. Management
5. Media
6. Personal development
7. Software & Tools
8. Strategy & Innovation
9. Healthcare
10. Creative

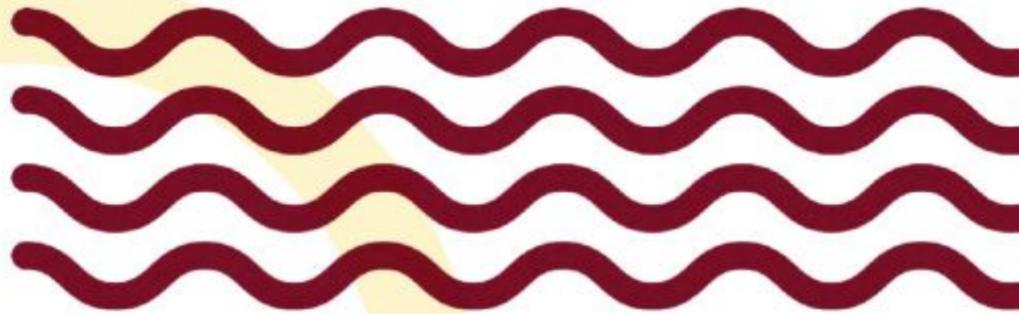
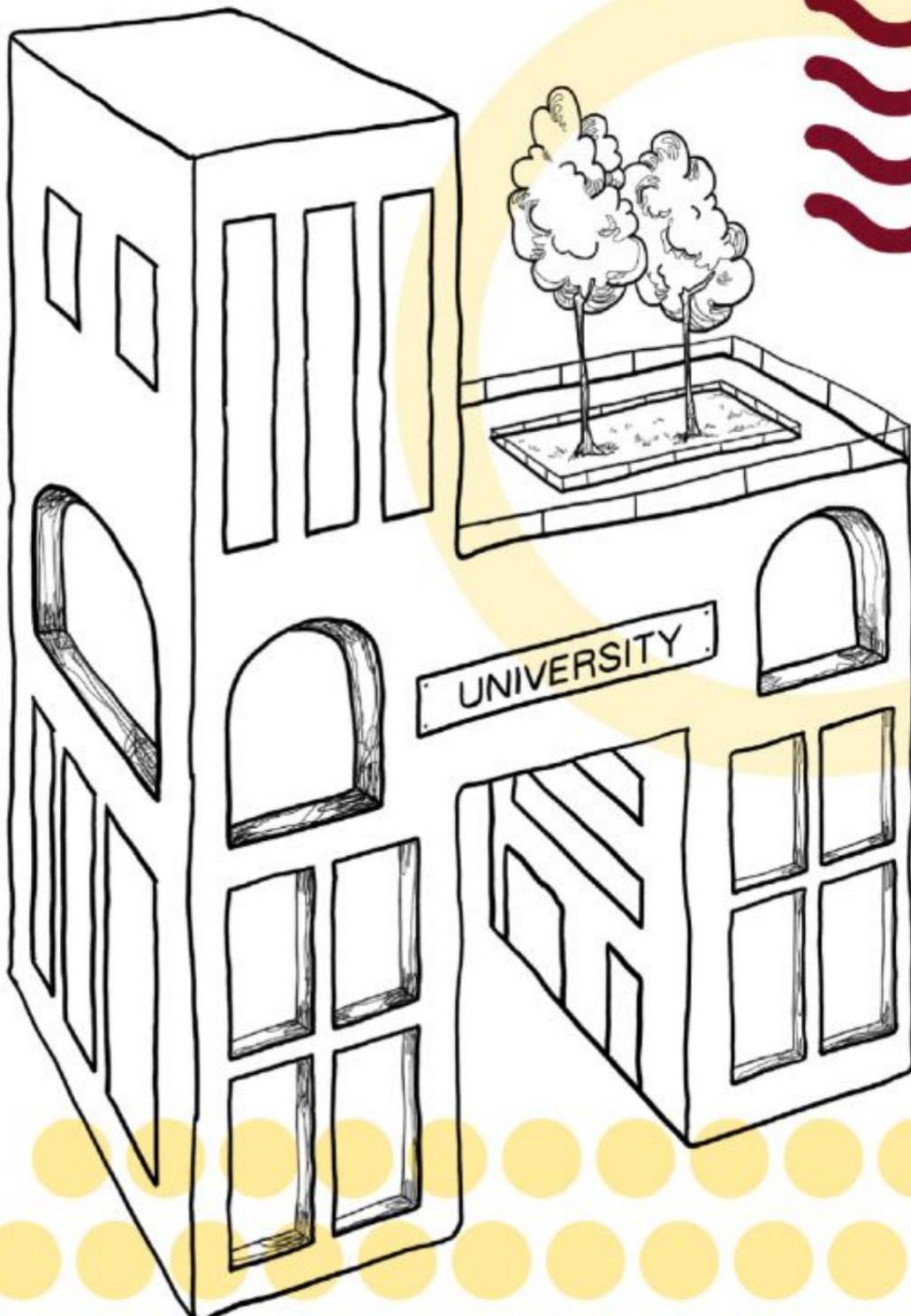
## courses

**TOTAL** **64** available courses

**32** GLOBAL

**32** LOCAL

TRUTH



**+25** courses every year

**+18 000** users

**+100 000** certifications since 2016

**+800** user connections per day

**+300 000** course enrolments

## How Havas University was born?

It was born in 2016 from the will to give all Havas employees access to the skills and know-how of our experts. At the time, we had no global knowledge management solution nor content available to be shared within the Group.

With the support of the Global IT team, and thanks to a small, brilliant dedicated task-force (composed of Dana Blanco, Xavier de Bloteau, Juliette Couaillier & Zoya Gonthier), we developed Havas University, the group's knowledge management solution and built a first 100% programmatic module with our experts in several countries.



**Céline Merle Béral**

Global Chief HR Officer, Havas Creative & Havas Media Group

## How has Havas University been developed since its launch?

Since 2016 over 100,000 certifications have been granted in a wide range of topics, from compliance policies to programmatic buying, data management, story telling... Today, we offer around 50 global and local courses. The platform is available in three languages - English, French and Spanish - and some courses are available in several languages.

Since the integration of Havas Group within Vivendi, Havas University has also been chosen by Vivendi as their online learning solution and they have deployed our platform and course offerings to all the Vivendi entities. The most recent development is that our flagship courses are now on sale for clients.

## How is the platform going to evolve?

We recently redesigned the platform thanks to a smart collaboration between Havas University, Fullsix, HR, IT and communication teams across several countries. I would like to warmly thank all the people that have worked on the project, it's been a great team effort.

Our main objective was to improve the User Experience and offer the following benefits to our people:

- a better looking interface and user-friendly features
- easier access through improved search
- smart recommendations
- an extended course catalogue

## And how is training in general going to evolve at Havas?

The better our people are learning and growing and the better they feel at work, the more they can meet client expectations and innovate - it's a win-win relationship. We believe this is a central piece to be a great place to work. Our ambition is to gather the expertise and many skills from every corner of the group, and share them across our network via high value training courses, to educate, inspire and support the development of our people.

In terms of content, you will still find our 100% homemade courses created by our very own Havas experts, but we'll also add more training courses from third party partners, including Google and Facebook.

We also wanted to make Havas University a more sellable solution to clients and prospects. Finally, we wish to focus on soft skills and build trainings which can match everyone's needs (presentation skills, story telling, etc..) and propose appropriate content for our employees for their journey during and maybe after Havas, and continue to propose qualitative and innovative content.



**Xavier de Bloteau**

Global CIO Havas Media Group



**Juliette Couaillier**

Chief Talent Officer, Havas Village France & Global Media



**Dana Blanco**

Knowledge Manager, Havas University





#

TRUTH!

# THE POWER OF VIVENDI

TRUTH

THE POWER  
OF  
PARTNERSHIP

# AT HAVAS WE CHOOSE MEANINGFUL CONTENT TO SET US APART.

THE INTEGRATION OF HAVAS INTO VIVENDI IS PART OF THE DESIRE TO CREATE A WORLD LEADER IN CONTENT, MEDIA AND COMMUNICATION WHICH WILL ENSURE A UNIQUE POSITIONING WITHIN THE ENTERTAINMENT AND COMMUNICATION MARKETS. VIVENDI IS A GLOBAL PLAYER, OPERATING BUSINESSES THROUGHOUT THE VALUE CHAIN. FROM TALENT DISCOVERY TO THE CREATION, PRODUCTION AND DISTRIBUTION OF CONTENT. VIVENDI ALSO OWNS UNIVERSAL MUSIC GROUP, THE WORLD LEADER IN MUSIC, LANAL+ GROUP, EDITIS, GAMELOFT, VIVENDI VILLAGE, DAILYMOTION, GVA. THESE ASSETS OFFER OUR CUSTOMERS SERIOUS OPPORTUNITIES FOR CONVERGENCE AND DISRUPTION.

**VIVENDI** - AN INTEGRATED GROUP WITH A PRESENCE THROUGHOUT THE ENTERTAINMENT VALUE CHAIN

TECH & DATA  
TICKETING

Audiovisual production

THEATERS

WE DOA  
Media

TALENTS & IPS

MERCH & LICENSING

LIVE

BRANDS

A PRESENCE IN  
**48**  
COUNTRIES

MORE THAN  
**8,300**  
EMPLOYEES

A CATALOG OF  
MORE THAN  
**3 million**  
TITLES

REVENUE OF MORE THAN  
**€6**  
BILLION

WITH ABOUT FIFTY PRESTIGIOUS LABELS AND AN EXCEPTIONAL CATALOG OF MORE THAN THREE MILLION TITLES, UMG DOMINATES THE WORLD MUSIC MARKET. THE GROUP IS ALSO AT THE FOREFRONT OF THE DIGITAL TRANSFORMATION OF THE MUSIC INDUSTRY THANKS TO ITS PARTNERSHIPS WITH THE **LARGEST** STREAMING PLATFORMS.

**G**  
GAMELOFT

A PRESENCE IN  
**25**  
COUNTRIES

MORE THAN  
**4,400**  
EMPLOYEES

**98**  
MILLION  
PLAYERS ONLINE  
EACH MONTH

REVENUE OF  
**€293**  
MILLION

**G**  
GAMELOFT

GAMELOFT IS A MOBILE VIDEO GAMES CHAMPION WITH MILLIONS OF DOWNLOADS EVERY DAY, AND IS ONE OF THE MOST INNOVATIVE COMPANIES IN ITS FIELD. GAMELOFT GAMES ARE DESIGNED IN EIGHTEEN STUDIOS ALL OVER THE WORLD. IT WORKS IN COLLABORATION WITH THE BIGGEST INTERNATIONAL RIGHTS-HOLDERS AND ALSO CREATES ITS OWN FRANCHISES.

ALWAYS  
TELL THE  
TRUTH

**50** PUBLISHING HOUSES

**2,500** EMPLOYEES

**10,000** AUTHORS WORLDWIDE

REVENUE OF **€747** MILLION

editis **E**

editis **E**

AS THE NUMBER 2 IN FRENCH POCKET LITERATURE WITH NEARLY 50 PRESTIGIOUS HOUSES, EDITIS HAS A WIDE PORTFOLIO OF INTERNATIONALLY-RENOWNED AUTHORS: MICHEL BUSSI, HARLAN COBEN, MARG LEVY, RAPHAËLE GIORDANO, KEN FOLLETT, ETC.

IT HAS A PRESENCE IN GENERAL LITERATURE, EDUCATION, PRACTICAL AND ILLUSTRATED WORKS. EDITIS IS A FRONTRUNNER IN THE AUDIOBOOKS SEGMENT AND HAS DEVELOPED A PRINT-TO-ORDER SOLUTION

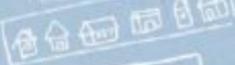
DARE  
TO  
CHANGE  
THE  
WORLD

**CANAL+**  
GROUP

A PRESENCE IN

28

COUNTRIES



REVENUE OF

€5.2 Billion

TOP film

STUDIO IN EUROPE

TOP pay-TV

SERVICE IN FRANCE

MORE THAN

7,700 employees



VIVENDI GROUP

**CANAL+**  
GROUP

WITH 19 MILLION SUBSCRIBERS\* FOR ITS CHANNELS, AROUND THE WORLD, CANAL+ GROUP IS THE LEADING FRENCH BROADCASTING COMPANY AND A MAJOR PLAYER IN PAY-TV IN AFRICA, POLAND, VIETNAM AND MYANMAR.

ITS SUBSIDIARY STUDIOCANAL, EUROPE'S BENCHMARK STUDIO, HAS ONE OF THE BIGGEST CATALOGS OF FILMS AND SERIES IN THE WORLD

\*AS OF 30 SEPTEMBER 2019

CREATED IN 2019, VIVENDI BRAND MARKETING IS ABOUT PIONEERING NEW SPACES FOR BRAND EXPRESSION WORLDWIDE.

WE BRING TOGETHER OUR IN-DEPTH KNOWLEDGE OF BRANDS, AUDIENCES AND CONTENT WITH VIVENDI'S STRENGTHS IN MUSIC, TV, SERIES, FILMS, BOOKS AND GAMING TO DELIVER EXPERIENCES, STORIES AND PLATFORMS THAT HELP CLIENTS MEET THEIR BUSINESS OBJECTIVES.

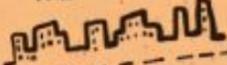
WE OFFER THREE KEY AREAS OF SERVICES TO CLIENTS, BOTH INTERNALLY AND EXTERNALLY:

- ADVISE:** CULTURAL & MARKET INTELLIGENCE, BRAND & CONSUMER INSIGHTS
- DESIGN:** STRATEGY & CONTENT MARKETING PRACTICES
- CREATE:** IDEATION & EXECUTIVE PRODUCTION

vivendi Brand Marketing

**dailymotion**

AVAILABLE ALL OVER THE WORLD



MORE THAN

200 EMPLOYEES



5,000 PARTNERS WORLDWIDE

PARTNERS WORLDWIDE



250 MILLION

UNIQUE USERS

**dailymotion**

DAILYMOTION IS ONE OF THE LARGEST VIDEO AGGREGATION AND DISTRIBUTION PLATFORMS IN THE WORLD. IT IS THE LEADING FRENCH WEBSITE WITH AN AVERAGE OF 250,000 UNIQUE VISITORS PER MONTH. IN 2017 DAILYMOTION REPOSITIONED ITSELF IN PREMIUM CONTENT IN ASSOCIATION WITH THE BIGGEST CONTENT PUBLISHERS, AND NOW HAS A RICH OFFERING FOCUSING ON FOUR MAJOR AREAS:

- NEWS
- SPORT
- MUSIC
- ENTERTAINMENT

vivendi Brand Marketing

**vivendi village**

A PRESENCE IN

14 COUNTRIES

COUNTRIES

MORE THAN

600 EMPLOYEES

EMPLOYEES

REVENUE OF

€123 MILLION

MILLION

**vivendi village**

OLYMPIA PARIS, THE THÉÂTRE DE L'ŒUVRE, OLYMPIA PRODUCTION, U LIVE, VIVENDI SPORTS SEETICKETS, CANAL OLYMPIA THEATERS, COPYRIGHTS GROUP. VIVENDI VILLAGE BRINGS TOGETHER SMALL STRUCTURES IN THE LIVE PERFORMANCE, TICKETING, AND EVENT AND FESTIVAL VENUE INDUSTRY, AND IS ENGAGED IN MANY JOINT PROJECTS WITH OTHER VIVENDI GROUP ENTITIES, AND IN PARTICULAR UNIVERSAL MUSIC GROUP AND CANAL+ GROUP.

77%

OF BRANDS COULD DISAPPEAR AND NO ONE WOULD CARE. ONLY BRANDS THAT CREATE MEANINGFUL CONNECTIONS WITH PEOPLE WILL PROSPER!

WE ARE  
ON A MISSION

TRUTH

THE POWER  
OF  
COOPERATION



WE PROUDLY BRING THE WORLD'S  
MOST TALENTED PEOPLE TOGETHER  
TO BEST SERVE OUR CLIENTS' NEEDS.  
WE TAKE PRIDE IN UNITING PEOPLE  
AND BRANDS ACROSS THE WORLD.  
WE ARE CHANGING THE WORLD WITH  
POWERFUL COOPERATION AND  
UNLOCKING THE POWER OF  
PARTNERSHIP. ♥

## EMIRATES + UNIVERSAL MUSIC | EMIRATES PURSUIT OF JAZZ HAVAS MEDIA SOUTH AFRICA:

Emirates wanted to build brand love amongst the Afropolitan audience in South Africa, who are keen international travelers, highly social, bold, expressive and proud to present what their country is about to the world. We tapped into one of their strong passions – jazz – to build a reality search competition to find the next authentic and unique Afro jazz voice amidst the larger South African music industry.

Partnering with Universal Music and Kaya FM, we created a dedicated digital platform for Afropolitans, Emirates Pursuit of Jazz, giving access to the audience to be part of discovering fresh new jazz talents.

Starting with talent scouting for 2 months, going onto auditioning the Top 100 to select the Top 5 who then went on to play at a final live event where the audience & judges votes chose a winner.

Content from each phase lived on the dedicated website where audience interaction and voting was encouraged. Organic media from the artists, press, Judges and radio DJs created buzz for the campaign supported by digital, social and radio campaigns.

Two winners finally won a record deal with UMG and a chance to travel to New York and play at the iconic Blue Note Jazz club.

### RESULTS:

Over 500 jazz artists entered the competition. Over 1000 people voted on the microsite for their favorite artist, to stand a chance to win a trip to New York alongside the winning artist.

The average session time on the microsite was 4.5 minutes.



# KRYS + NATHAN (EDITIS)

## HAVAS PARIS:

Leading French optician Krys wanted to improve its brand utility through reading by promoting the benefits and the importance of reading for children. The approach was to develop a program that promoted Krys' commitment to reading through ocular preservation and which involved promotion, store experience and advertising.

Nathan is a publisher which belongs to Editis and specialises in learning materials and books for children. Nathan is one of France's best-known brands whose products are designed to give readers the desire to know more, to encourage development and provide intelligent entertainment. Nathan's multi-faceted range includes games, textbooks and teaching resources, children's books and nature guides.

During the 2019 « back to school » period, Krys launched a commercial operation : for each 'Krys Protection Pack' which included a pair of glasses, a pair of anti blue light glasses and a pair of sunglasses, children received a Nathan book of colour illustrations adapted to 5-8 year olds to improve their reading skills.

### RESULTS:

Overall, 30 000 books were distributed in 1 000 Krys stores.



# LOGITECH + UNIVERSAL MUSIC GROUP & BRANDS

## HAVAS CH:

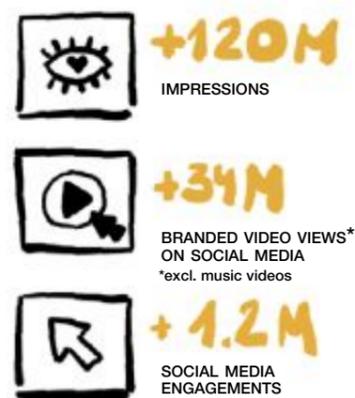
Ultimate Ears is a Logitech-owned brand that offers a range of speakers with an engaging philosophy: 'Live to the Ultimate'.

BOOM and MEGABOOM are the company's biggest products and have been relaunched at the end of Sept 2018. The BOOM 3 and MEGABOOM 3 refresh links the 'Live to the Ultimate' brand's philosophy to the features of the product: waterproof, durable, shockproof.

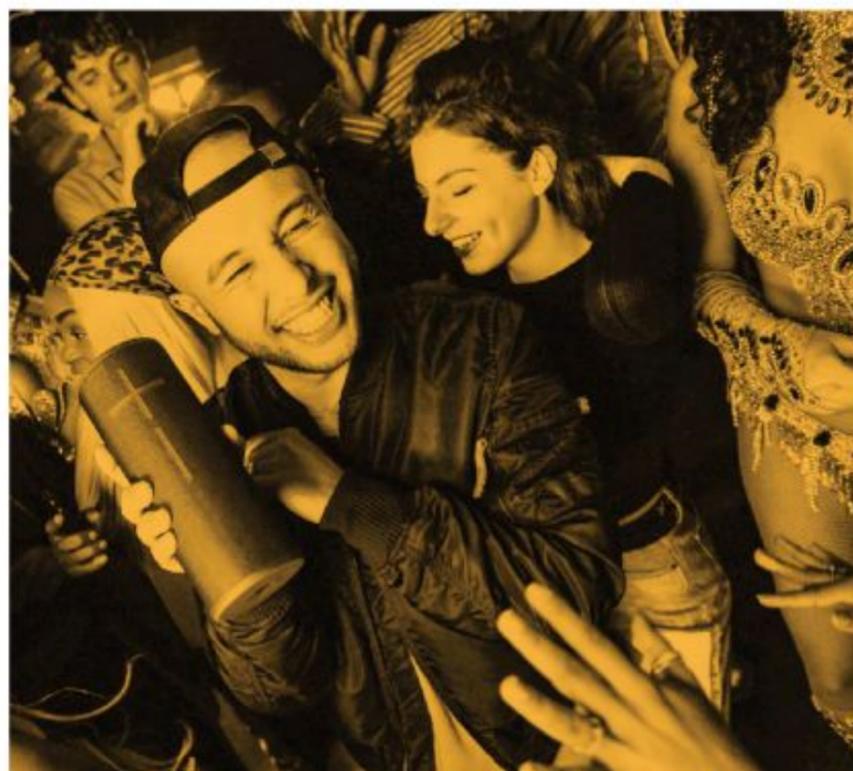
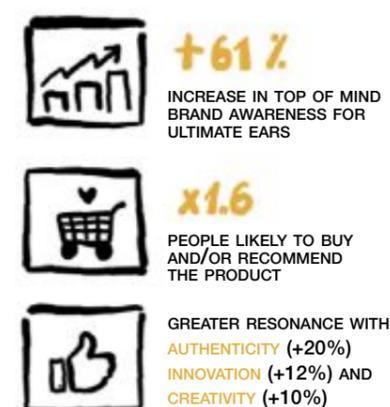
UMGB, in synergy with Havas and Fused (the digital media agency within UMGB), turned a media brief into a media and creative one. They designed an integrated proposition to tackle new media challenges in the UK, France and Germany. On top of a media solution, UMGB created emotional and engaging content to complete the existing assets partnering with one music artist to strengthen the position of Ultimate Ears.

Jax Jones' was naturally a great fit for the brand embodying the party and fun spirit. We created a series of fun and entertaining 'SNACK'-ABLE skits that playoff Jax's vibrant personality and showcase the various features of the BOOM 3 & MEGABOOM 3 speakers (the magic button, the waterproof feature and the durability). All the narratives are focused on scenarios that happen backstage; the rarely seen moments in the minutes and hours before the artist is called to perform. These include; chilling out, getting in the zone, being rowdy, having a drink, playing games and shaking off any last minute nerves. All videos were broadcasted on Jax Jones' Youtube and Social Media channels. The campaign was amplified with exclusive meet & greets with Jax Jones', concert ticket give-aways and a product placement in Jax Jones' latest hit.

### KEY RESULTS MEDIA



### KEY RESULTS PERCEPTION



# Talent

**We** see creativity in real life and in our industry very differently. A creative person in life is someone who thinks outside the box, who is nice, surprising and guided by his/her intuition. I don't think my job is anything like that. If I'm honest, I don't really care if my creatives are 'creative'. For me, the most important thing is to have creatives who are talented.

**Talent is rare.** The gift, the ability to transcend really boring objects into unique and fascinating ones that provoke conversation, that's rare. It is a meticulous, tedious job in which every detail counts. Inspiration is nice, but generally not enough in our line of work. You have to have talent, but also resilience, courage and a good dose of love for human beings.

**It's** not that complicated really. All the talented people I've been lucky enough to meet in my life that have made engaging campaigns (agency or brand) are very often engaging, brave and generous people themselves.

**Talent makes** everything simpler, funnier, more beautiful and easier to understand. It lights up our profession which without talent is like selling carpets - a bit dirty and manipulative. It's important to find meaning in our business, to encourage younger people to join us and find pride in well-done, intelligent and jubilant work.

# Wanted!



**STEPHANE XIBERRAS**  
President and CCO of BETC France and Head of the Havas Creative Council

TALENT WANTED

# The power of creative ideas to drive positive change

**AS A COMMUNICATIONS GROUP WE HAVE NOT ONLY THE POWER BUT ALSO THE RESPONSIBILITY TO USE OUR INFLUENCE ON PEOPLE'S BEHAVIOUR TO DRIVE POSITIVE CHANGE IN SOCIETY.**

**THROUGH OUR TOP TALENT'S BRILLIANT CREATIVE IDEAS, WE HELP OUR CLIENTS BUILD MEANINGFUL BRANDS, BRANDS THAT ARE PRESENT IN EVERYDAY LIFE, THAT ARE INSPIRING, AUTHENTIC, SINCERE, HONEST AND RESPECTFUL OF THE ENVIRONMENT AND THE PEOPLE WHO INTERACT WITH THEM. THESE ARE BRANDS THAT CONSUMERS WANT TO ENGAGE WITH, A KEY FACTOR THAT ENSURES SUSTAINABLE GROWTH FOR OUR CLIENTS.**

# RESPONSIBLE COMMUNICATION

**A FEW QUESTIONS TO LORELLA GESSA,**  
Chief Communications Officer Havas Group

**How does Havas help brands communicate responsibly?**

At Havas we know that our role goes well beyond supporting brands with their communications. We strive to make them meaningful using the power of creativity to produce campaigns that convey ethical and authentic messages, drive positive change and are environmentally friendly. Our CSR principles and engagements have always guided us in communicating responsibly. A meaningful brand is a responsible brand.

**Is it the agency's or the client's responsibility to ensure campaigns are produced and broadcast in a responsible way?**

It is a shared responsibility. The creation and distribution of responsible campaigns can only be achieved if all the stakeholders hold themselves accountable for the final result.

A responsible campaign begins with a responsible brief that is faithful to a brand's DNA.

We then work hand in hand with the client to ensure that all the rules and principles are taken into consideration at every stage of the process to produce collaborative, respectful and ethical campaigns.

**Are women better portrayed in advertising today?**

Recent movements against harassment and sexism have shaken up many industries and sparked off huge debate on how women are treated in society as a whole. As communications experts we know that the way we portray women in the campaigns we produce has a powerful influence on consumer attitude and behavior, and this is a huge responsibility.

People are more aware and therefore more vigilant on what is acceptable and what is no longer acceptable when women are represented in advertising. Thanks to the increased awareness around this topic, we have now arrived at a point of no return and there is no excuse for producing sexist ads.

**Do you think consumers also have the power to hold brands accountable?**

Digital and social media in particular have empowered consumers who can now speak up and be heard. As a result, brands have to behave appropriately at all times and over all channels. They need to show how they are creating value for society and what they are bringing to people's lives. Our role is to help brands connect with consumers and tell their stories through relevant and responsible content that explains their positive impact on society.

**How many of Havas' campaigns were subjected to a removal request by a local advertising regulatory body in 2018?**

Out of nearly three thousand campaigns submitted by our agencies to relevant authorities only 2 campaigns were the subject of withdrawal requests.

We must be doing something right!



# PRI NCIP LES



**COMMUNICATION  
PRODUCED BY PEOPLE  
ATTUNED TO ALL  
STAKEHOLDERS**



**COMMUNICATION  
THAT IS COMPLIANT  
WITH ETHICAL RULES  
& REGULATIONS**



**COMMUNICATION  
DESIGNED TO MINIMIZE  
ITS IMPACT ON THE  
ENVIRONMENT AND  
ADDRESS SOCIAL AND  
SOCIETY ISSUES**



**COMMUNICATION THAT  
ACTIVELY CONTRIBUTES TO  
THE DEVISING OF A NEW  
MODEL MORE CONDUCTIVE TO  
SUSTAINABLE DEVELOPMENT**

TRUTH

# OUR CSR ENGAGEMENTS



**PROMOTING A HARMONIOUS AND HEALTHY WORKING ENVIRONMENT THAT SUPPORTS COLLABORATORS' GROWTH AND DEVELOPMENT**



**REINFORCING SOCIALLY RESPONSIBLE PROCUREMENT POLICIES IN OUR SUPPLY CHAIN**



**TAKING THE LEAD IN THE CREATION AND DIFFUSION OF RESPONSIBLE COMMUNICATION THROUGHOUT OUR AGENCIES AND IN COLLABORATIONS WITH CLIENTS AND PARTNERS**



**PROMOTING TRANSPARENCY AND ETHICS IN OUR BUSINESS**

**REDUCING THE ENVIRONMENTAL FOOTPRINT OF OUR OPERATIONS**



**MAINTAINING OUR COMMITMENT TO COLLABORATIVE EFFORTS IN REDUCING CLIMATE CHANGE**



[LEARN MORE](#)

DARE

## CERTIFICATIONS

**AS A RECOGNITION OF OUR COMMITMENT TO SUSTAINABILITY AND RESPONSIBLE COMMUNICATION OVER THE YEARS, OUR AGENCIES HAVE RECEIVED CERTIFICATIONS SUCH AS ECOVADIS, BCORP, ISO (14001, 270001, 40001), SEDEX, LABEL RSE AMONG MANY OTHERS**

THE TRUTH ABOUT A GOOD PARTNERSHIP

# A GOOD PARTNERSHIP KNOWING THE FULL TRUTH EACH OTHER AND NOT LETTING IT COME BETWEEN



**CHARLES HOUDOUX**  
Chief Client Officer, CEO LATAM & APAC Havas Health

TRUTH

# MEANS ABOUT YOU

C.HOUDOUX

## What matters most

to me is the meaning we give to a client relationship when we are a preferred partner as is the case of Havas Health & You with Sanofi.

## Being a meaningful

partner means having a long-term vision that requires knowledge, engagement and transparency. It took us 6 years of hard work during which we transformed 2 of Sanofi's brands into blockbusters with double digit growth every year for 10 years to gain our Preferred Partner status with them. This gives an indication of the strong sense of responsibility and commitment that our teams feel for the client.

**Over** the past 15 years I have spent more time in Sanofi offices around the world than I have in my office at Havas. I have practically ended up being perceived as one of their employees! This proximity has enabled me to know the company inside out - its brands, products, people, strategy, culture, challenges – which is a necessary foundation for our relationship to work, especially in the health industry. Knowing and understanding our clients in such depth gives us the legitimacy to engage in strategic conversations on the substance and foundations of their brands.

**No** partnership can thrive without transparency. I have never oversold our capabilities or claimed we have the expertise to do something without having the full confidence that it is 100% true. And I have never hesitated to be honest with a client if I felt we have delivered less than what was expected of us. It happens! But I have always committed to fixing the issue instead of sugarcoating it, and raising the bar for the next time.

## I love

our talented teams. Talent is not just about intelligence, it is also about integrity. Warren Buffett sums it up perfectly in this quote :

*“Somebody once said that in looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if you don't have the first, the other two will kill you.”*

Isn't that true?

# BUILDING A BETTER FUTURE for our people and the environment

Talent is our most valuable asset. The well-being of our employees goes beyond their safety and security - it includes career opportunities to progress and to do meaningful work they are proud of. We encourage our people to take advantage of the many opportunities to grow – whether it be a local agency training, special project or one of our unique global development programs. Together we act on our values and engage in initiatives to reduce negative impact on the environment and to give back to local communities.

HAVAS USA

- ✦ Signatories of the '3% Pledge for Pay Equity' which encourages agencies to conduct wage audits and display a commitment to equal pay.
- ✦ Organization by Havas Media's LGBTQIA+ culture committee of internal local programming featuring sensitivity trainings, film screenings and celebrations for the community.
- ✦ Havas NY was named as one of AdAge's Best Places to Work.

HKX LONDON

- ✦ Design and implementation of building-wide events to raise awareness of waste, in particular single-use-plastic, the climate breakdown, and carbon-intensive foods.
- ✦ Creation of materials from waste including:
  - Coffee grounds converted into fuel briquettes,
  - Introduction of glass milk bottles (saving 12,000 plastic containers each year),
  - Pencils are made from old pallets (reducing the need to harvest more virgin wood)
  - Use of confidential paper to create staff notebooks.

HAVAS VILLAGE AUSTRALIA

- ✦ Organization of events to promote open discussion around mental health.
- ✦ Passing of workplace gender equity report, with no gender pay gap at any level.

TRUTH

# GLOBAL TALENT INITIATIVES

## HAVAS LOFTS

A four-week global mobility and learning program, Havas Lofts gives employees insight into how the Havas network operates across its many countries, cities and agencies. Each Lofts class consists of about 20 participants from a variety of disciplines and levels across the Creative, Media, Health and BETC networks.

## HAVAS NEXTGEN

NextGen is a comprehensive year-long executive leadership program designed to prepare our organization's high potential leaders for future senior leadership roles. Each NextGen class brings together 50+ global leaders and focuses on building a leadership community through a collaborative, team-based experience.

## FEMMES FORWARD

In January 2018, Havas Group launched Femmes Forward, a comprehensive learning program designed to prepare the women in our organization to advance their careers at a faster pace. The program provides a mix of skill-based training modules, professional leadership assessments, inspiration from female leaders, group coaching, and networking with senior-level sponsors.

## HAVAS UNIVERSITY

Our custom-made learning platform, Havas University, is available to all our employees and has now been extended to our clients. The curriculum covers a wide range of basic to advanced trainings on key industry trends, insights and innovation.

DARE

### HAVAS MEDIA GERMANY

- ★ Partnership with local fitness studio to offer free access to employees.
- ★ Organization of social events and get togethers for employees.

### BETC PARIS

- ★ Introduction of electric scooters and car sharing to facilitate commuting.
- ★ Farming hops to produce home-brewed beer.

### HAVAS VILLAGE PUTEAUX

- ★ Distribution of glass bottles and installation of water fountains to eliminate single-use-plastic.
- ★ Ongoing building renovation projects to include gardens, entertainment spaces and better food options for employees.

### HAVAS MILAN

- ★ Recognized as 'plastic free ambassadors' via a Ministry of the Environment project.
- ★ Organization of a Havas Runners crew.

### HAVAS VILLAGE SPAIN

- ★ Over 165 employees helped 25 startups with pro bono service over more than 10,000 hours.
- ★ Organization of Paper Cleaning Week during which 2,762 kg of paper was collected and Havas will plant 2,762 trees.



# THERE ARE issues AND battles WE JUST CAN'T FIGHT ALONE

How to save the World:

- Partner-up with COOP
- Save the Arctic
- Start producing healthier food
- Remove trash from the oceans
- Better life for animals
- Buy some lemonade





## HAVAS MILAN

ITALY

*Can your shopping change the world? Yes it can, according to Italian supermarket chain Coop (one of the largest chains in the FMCG market in Italy, with 1,500 stores and 6.5 million loyal members) and their new campaign created by Havas Milan and helmed by Vincent Lobelle through production company The Family. Havas Milan / Coop's latest campaign takes viewers on a journey through the eyes of a determined shopping cart.*

### THE BIRTH OF AN IDEA

The idea that “Good Shopping Can Change the World” is what first shaped this campaign. Looking at this sentence on a white slide felt like something magnificent. It’s a strong, inspiring line, born from what Coop concretely does every day. In this campaign, we matched this idea with some contemporary issues that are becoming more and more urgent to our society. A whole generation is taking over the world to remind us of their desire for a different future, and grocery shopping is one of the ways we can have a positive impact on change. The shopping cart idea came at the second stage of concept development. We were looking for a strong symbol that could represent both Coop’s commitment and the consumers’ common feeling. We needed a memorable protagonist that was able to make us passionate about its adventures.

**THE CAMPAIGN EFFECTIVELY DEMONSTRATES THE IMPORTANCE OF CHOOSING PRODUCTS THAT SAFEGUARD THE WELLBEING OF PEOPLE, ANIMALS AND THE PLANET. THE VIEWER IS TAKEN ON A JOURNEY - A MODERN FAIRYTALE ABOUT THE POSITIVE EFFECTS OF CONSCIOUS SHOPPING AND CONSUMPTION. IT'S A BEAUTIFUL STORYTELLING PIECE WITH A STRONG EMOTIONAL COMPONENT AND WITH A BRAND NEW PROTAGONIST, THE SHOPPING CART. THE CART BRAKES THE CHAINS THAT HOLDS IT BACK AND STARTS A JOURNEY OUT IN THE BIG WORLD WHERE IT GOES ON TO ACCOMPLISH VIRTUOUS ACTS THAT CAN IN FACT CHANGE THE WORLD.**

### AVOIDING RISKS

Coop is, in many ways, a brand ahead of its time. It started pursuing sustainability, labor rights, and food safety long before these issues became trending topics. With its actions, Coop has often anticipated behaviours that are now required by law. The risk, in these cases, is to sound like someone who’s bragging about their achievements and, as we know, generally, “Mr. Perfects” are not very well loved. So, we decided to narrate Coop’s big commitment in an entertaining way, to try to engage people through emotions.

### BEHIND THE SCENES

We spent five days shooting and about 50 post-producing. We filmed the beach, countryside, and supermarket scenes in Tuscany. It required an interesting mix of techniques. When possible, we used a real cart moved by ropes, or by a remote-controlled motor, or propelled by a quad. In scenes such as that with the whale, or the train journey, we pasted the cart in CGI onto pre-existing material. The Antarctic scene is 100% digital.

### THE POWER OF A RIGHT STORYTELLING

Coop is a new client to Havas Milan. Of course, we knew climate change was important from the consumers’ perspective. But as we started to study Coop as consultants, something became immediately clear. It wasn’t us who suggested Coop joining the movement for the protection of our planet; it was rather in Coop’s story itself. The contemporary ideas that form its sustainable philosophy are completely in line with the current trending topics. The challenge was to find the courage to state something important. And then, of course, to find the right storytelling that struck the right notes. We hope we achieved that.



LEARN MORE



A TRIP TO REMEMBER:

# PITCHES ARE SUCCESSFUL WHEN THEY'RE PERSONAL



**GREG JAMES, Global Chief Strategy Officer, Havas Media Group**

TRUTH

**It began the day before Valentine's Day,** and after eight months of romancing, five major pitch meetings, and so much more in between, one media agency (us!) has been on a Trip...and it's literally only the beginning!

As everyone in the industry knows - clients and agencies alike - pitching today has become a mammoth feat. The process for Havas Media to secure TripAdvi-

sor this year was no exception with an 8-month process leading to a final appointment in September. The business will be run from near the client's HQ in Boston and will touch not just the USA and UK at the beginning of 2020, but markets around the world as the brand celebrates its 20th anniversary in 2020.

Pitches are successful when they're personal: when everyone touching a pitch accepts their personal accountability, when a team has true chemistry through personal connections when a client accepts that "business partner" means personal investment and treats

the agency with respect beyond that of a new, transactional vendor. TripAdvisor became personal - we quickly understood the dynamics of the client team, we invested in their personal success and individual needs and unpacked the huge vision for their transformation.

The transformation journey that TripAdvisor is on is aligned to that of Havas Media - our evolution away from basic media planning and towards building great Media Experiences that can build more meaningful brands is exactly what this client needs. Like many others, TripAdvisor has over-invested in performance marketing at the expense of the brand. This imbalance makes them lean but means when it comes to depth, warmth and long term commercial impact, it's too short term as a view. Mx is our solution for that - maintaining a better balance between the brand and performance marketing, but finding the right context and content for media to appear, not just connecting the right message to the right audience.

Re-building TripAdvisor into a powerful digital media brand that appeals to younger audiences again will be a big challenge for us as an agency partner. They're continuing to look for new ways to communicate - in the past few years, they've spent a lot on direct response TV and in search marketing.



This is another client keen to find new ways to connect and our role within Vivendi is one of the keys to that. There's real synergy in our businesses in very fresh ways through joint commercial ventures like the tickets we sell via SeeTickets or experiences we can create at L'Olympia or Abbey Road, not to mention the rights we hold at Editis which even includes Lonely Planet. We actually discovered the Lonely Planet link thanks to Arnaud de Puyfontaine during the pitch. Arnaud helped forge connections right at the top between our leadership at Vivendi to the Board of TripAdvisor's parent company - a lesson that we always have to work every angle on a pitch!

Personally, I remember the launch of TripAdvisor and that first tranche of what we used to call "new media brands" back in 1999 and 2000. I'm excited that 20 years later we have the chance to help reset the vision for this internet pioneer for a new generation of digital - mobile - discovery and travel. There's a truly brilliant team on this business and the pitch has been so impressive to see how hard everybody worked across the network. We can really win big, impressive brands and have a lot going for us as we head into next year so I'm excited about the next journey!

hello  
FROM VILNIUS!

# TRUTHS & DARES

at work with Aidis Dalikas

Chief Growth Manager @ Socialus Marketingas:

Our agency, Socialus Marketingas, joined the Havas Family in 2019. If we haven't yet met, here is some food for thought to help you get to know us a little. When we are asked how we follow the truth in the advertising world, we answer that knowing what we stand for and believe in and sticking to it is a significant first step. Being true to our values, authentic in our failures, and transparent in our relationships is what our customers value. At least the ones worth our time and effort.

Our values (or principles, as we are now starting to call them) came about very organically - after a few years of working as a team, there appeared a need to codify our behaviors. This helps us to take action and make difficult decisions in tricky situations.

The list is not fixed - it has already been updated several times, and each person in the company has a slightly different explanation for each element, depending on their type of work. But the core remains the same.

## HERE THEY ARE:

Every decision, every action, price or idea should have a very clear reason. "Because we've always done things this way" is the worst thing you can say. Sit down, think about it, and if it makes sense to you - follow through. If it doesn't - either back up and start over or seek help.

We don't bullshit our clients. Everything we sell - we believe in. If we have doubts about a particular campaign mechanic or idea - we argue. We can sell a product only when we truly believe in its value to our customer. Remember - if we sell a bullshit idea, we're stuck implementing a bullshit idea for the next 6 months or even longer.

If we don't believe in an idea or think that the work is shit - we don't do it. If we are going to be ashamed to say that we did the work - we do something to change it. Also, if any employee feels that a company we represent goes against their values, they are free to get off the project without any repercussions, and raise the question if the company should be working with the client at all.

Kaizen (Japanese for "continuous improvement"). This simply means that we HAVE to improve ourselves every day. A book, a podcast, a webinar, a newsletter with the latest practices or a lecture by a colleague - anything goes, to each her own. The company encourages it any way it can, the employees remember that saying "I'm too busy to learn" is the same as saying "I'm too hungry to eat".

There are no "dumb customers". We are here to educate them. If everybody knew what we know, there would be no need to hire us. If a client doesn't understand your idea, it's not their fault. We have to respect, empathize and HELP them. Snark has no place here. And it goes both ways. A client that doesn't respect us, our process, our time and deadlines, who says "do what I told you and shut up with your fancytalk" is not a client we will work with. No exceptions.

Simple, but important. Workplace will never be a playground. We're not here to play, we're here to create things. But after a hard day at work we still have to be able to smile and say that we'd gladly do the same thing tomorrow. If the feeling isn't there for a few days or even weeks in a row - we have to talk and see how to get it back.

What you give is what you get back. The days of "from everyone according to their abilities, to each according to their needs" are over (to our western friends who might be reading it - that's basically communism in one sentence). There also is no "us" (proletariat) and "them" (the ruling and exploiting class). We're all in this together. Every issue is important, every concern should be addressed. But that can only be done if we communicate instead of ruminating. If a manager is neglecting their employees, they are not doing their job. And if an employee is making personal calls during work hours, doing the bare minimum and expecting to be valued by the amount of work they do instead of the quality - these people will not last here.

Sadly, you have reached the end of the second issue of *Dare!* We hope reading it was a pleasant journey and that you will reread it, use it, share it and find a whole lot of inspiration. For us it will be a journey to remember - from the very birth of the idea a couple of months ago, to the production process and finally to the freshly printed issue of the magazine.

We thought that "Truth" was an excellent theme to represent Havas Group's values, ideas and brilliant work.

Truth and Dare should work together. We need data and insights to build great campaigns, which we can't do without being truthful and facing even the most uncomfortable facts. We also need to come up with great creative solutions, world-changing concepts, and persuade our clients to take a big step (which is not always easy). That's our Dare.



But today we could genuinely say - this is not just a concept. It's us, and it's you. It's our work, and it's your work. Drafting every single page of this magazine showed us that as a team, we are on the right track. We deliver the truth and make the world a better place to live together.

It is now time for you to lead the journey towards creating *Dare!* #3. If you like the idea of working with world-changing teams and representing Havas Group's work in the best possible way - then don't hold back! Just contact the Havas Group Communications Team - they are waiting to hear from you.

Simona & Matas,  
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