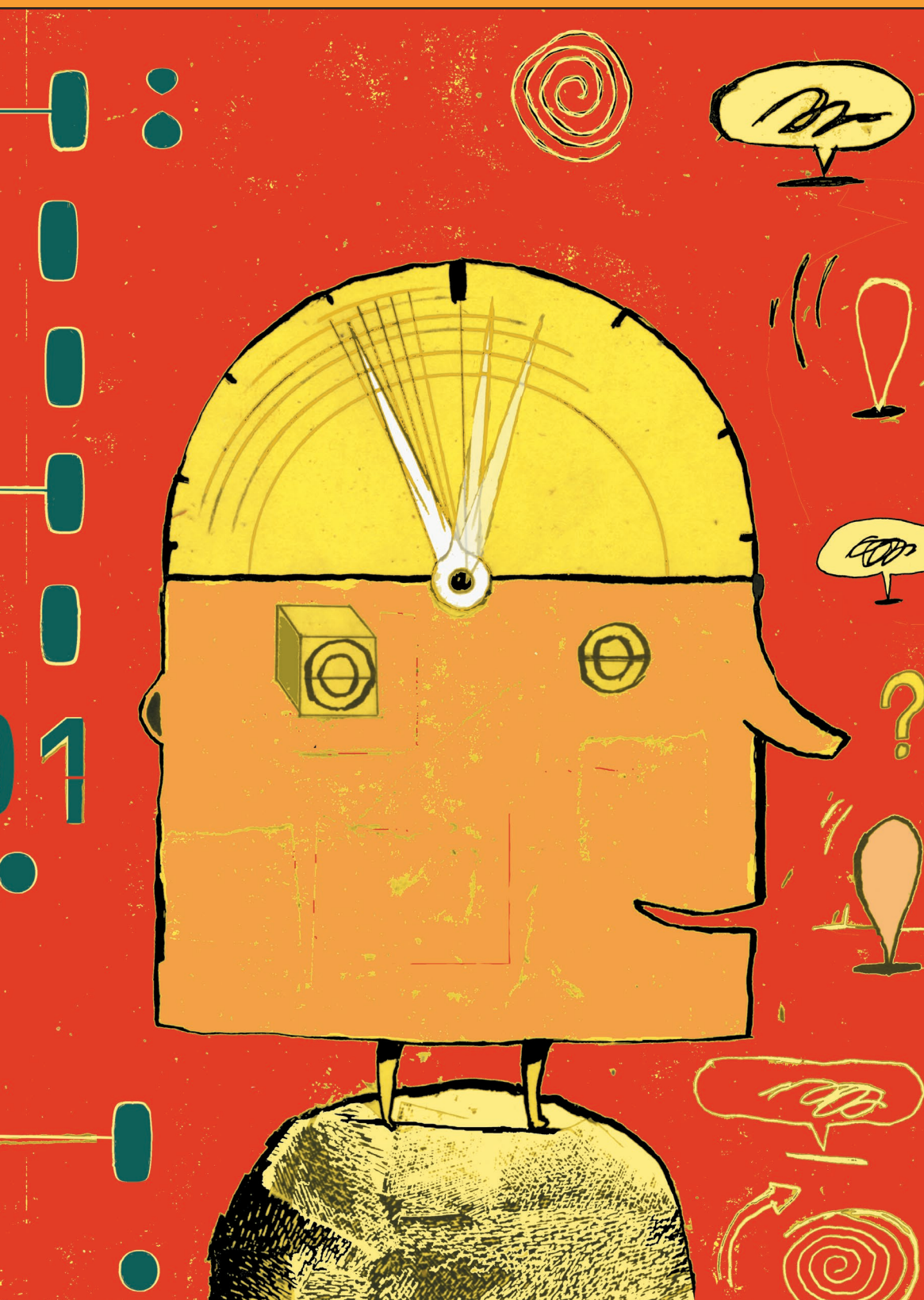


WPP

The Fellowship 2016



Ambidextrous brains required

The WPP Fellowship 2016

Hello, and welcome to the 21st year of recruitment for the WPP Fellowship.

Sir Martin Sorrell established the Fellowship in 1995, with the aim of creating future generations of leaders for WPP's operating companies. He wanted to attract the best graduates, from the world's top universities, and give them a unique introduction to the world of marketing communications.

As business has become more global, and the traditional boundaries between marketing communications disciplines have become less distinct, our clients increasingly demand that the people responsible for their marketing budgets be equally fluent in the language and discipline of advertising, media, branding, digital, research, and public relations. They also require our leaders to be able to move seamlessly between different business cultures. The Fellowship is thus designed to provide both multidisciplinary and international training. Over three years, Fellows work in three different WPP companies, learning a different discipline in each year. Many do so across three different continents.

In September 2015, we will celebrate the 20th anniversary of the Fellowship, and the majority of those recruited over the years remain with WPP. Current and former Fellows work on every continent (except Antarctica), in every part of our business. Many – even those hired in recent years – now occupy senior management positions.

In the following pages, you will read the stories of some of our past and present Fellows, and see that no two people follow the same route through the program. You will also see the plethora of opportunities that are open to Fellows, as they navigate their own path through our company.

There is no such thing as a 'typical' WPP Fellow. Each year, we aim to hire people who are both different from previous Fellows and different from each other. As you might expect, we've hired plenty of arts and social science graduates, but we have also hired lawyers who don't want to be lawyers, biochemists who don't want to be biochemists, and postgraduate mathematicians who want to apply their abilities to solving problems in the real world. While we insist on a high level of academic achievement, the subject itself does not matter. We are simply looking for interesting, interested people who, whatever

they have studied, have done so with enthusiasm and to a very high standard.

Many Fellows have told me that they discovered the program by accident. It wasn't the career they thought they wanted. It wasn't what their parents or teachers suggested. But when they found it, they realised that it was "the job I always wanted but never knew existed." So, if you have a general interest in the marketing communications industry, the Fellowship represents the opportunity to experiment, to find the role that suits you, to discover how and where you can make the greatest contribution. Fellows are mentored throughout their three years on the program, and beyond, by both senior WPP executives and senior Fellows, so no decision is ever taken lightly or blindly. They can also define their own style of leadership, in whatever context they prefer. WPP employs 179,000 people (including associates) in 3,000 offices around the world, but it's as large or as small, as established or as entrepreneurial, as an individual Fellow wants it to be.

If you are fascinated by the juxtaposition of art and commerce, and have a brain that is capable of being simultaneously logical and intuitive, then please consider applying. I can't say that it's easy – each year we attract between 1,500 and 2,000 applications, and the application process requires a great deal of time and thought – but each year we hire people who had assumed they didn't have a chance. I mention this because those who are most intimidated by the odds may also be the ones we most want to employ. So please don't be deterred by the numbers. Regardless of the outcome, there is much to be learned about our business – and about yourself – by applying to the Fellowship.

If and when you do complete our online application, please don't just list achievements. Give us a real sense of the person behind them. Have a conversation with us. Tell us a good story. Make us

want to meet you, to talk some more.

I wish you the best of luck. And I hope to meet you early in 2016.

Jon Steel
Fellowship
Director



WPP is the world leader in communications services.

There are more than 155 companies within the Group – and each is a distinctive brand in its own right. Each has its own identity, commands its own loyalty, and is committed to its own specialist expertise. That is their individual strength. Clients seek their talent and their experience on a brand-by-brand basis. Between them, our companies work with 355 of the Fortune Global 500, all 30 of the Dow Jones 30 and 71 of the NASDAQ 100.

It is also of increasing value to clients that WPP companies and their people can work together, as increasingly they do: providing a tailor-made range of integrated communications services. Nearly 830 clients are now served in three distinct disciplines. Over 530 clients are served in four disciplines, and these clients account for over 53% of Group revenues. Group companies also work with nearly 430 clients across six or more countries.

Collectively, almost 179,000 people (including associates) work for WPP companies, out of over 3,000 offices in 112 countries.

WPP, as a parent company, complements the professional activities of our individual companies through initiatives and programs that provide greater value to our clients, competitive advantage to our companies, opportunities and rewards for our people, and accelerate our development in new media and technology.

To meet changing client needs, WPP has developed a Fellowship program. Its aim: to develop high-calibre management talent with experience across a range of marketing disciplines.

The program is unique in its multidisciplinary approach and is designed to complement the recruitment activities of individual WPP companies.

Terms of the Fellowship

The Fellowship comprises three one-year rotations with WPP companies, with each rotation chosen on the basis of the individual's interests and the Group's needs. The multidisciplinary rotation is unique in the industry and grooms future leaders in the range of marketing needs of our clients. Senior executive mentors, many of whom are members of the WPP Board of Directors, are assigned to provide overall career guidance.

On completion of the program, we work to find a position in the Group that takes advantage of the broad experience gained during the three years of the Fellowship.

Career prospects

Fellows are most likely to work in a client management or strategic planning role, although some work on the creative side of an agency. Career paths will vary and will depend on the particular skills and aptitude of each individual and the companies selected for the program rotation.

In some cases, there will be an opportunity to work in more than one country.

Successful applicants

Acceptance is conditional on completion of an undergraduate degree (class 2:1 or above or equivalent). Other than that, there are no set qualifications and we welcome applications from candidates irrespective of age, gender or background.

We are looking for people who are intellectually curious and motivated by the prospect of delivering high-quality communications services to their clients.

All WPP companies are Equal Opportunity employers.

Selection process

We will only accept online applications. To apply, please go to www.wpp.com and submit an application by 12.00 GMT, 5 November 2015. Interviews will be conducted during January 2016.

Successful applicants will begin work in September 2016.

Apply at
www.wpp.com
by 12.00 GMT,
5 November 2015

WPP communications services

Our strengths

The Group’s greatest strength is its client base: a remarkable list of blue-chip businesses, ranging from packaged goods to financial services and hi-tech companies. Many client relationships span several generations.

In its range of skills and geographical coverage, the Group is unrivalled and has achieved balance in both. We derive 34% of our revenue from North America, 14% from the UK, 22% from Western Continental Europe and 30% from Asia Pacific, Latin America, Africa & Middle East and Central & Eastern Europe. Less than half of our revenue is now derived from conventional advertising.



As ever, the key to servicing the Group's client base lies with the talents of our 179,000 people and the skill with which they are developed and managed.

Through increasing investment in information technology, training, career development and incentive programs, the Group facilitates, encourages and rewards exceptional work – both within individual companies and in partnership with others.



WPP communications services

Our strengths

Advertising

Full-service advertising agency activity – provided largely by four of the world’s top agency networks: **J. Walter Thompson**, **Ogilvy & Mather Advertising**, **Y&R** and **Grey** – accounts for over 40% of WPP’s communications activities and revenues. Major clients include Bayer, Colgate-Palmolive, Danone, Dell, Ford, HSBC, Johnson & Johnson, Kimberly-Clark, Mazda, Procter & Gamble, Shell and Vodafone.

Media Investment Management

As media fragments and media owners consolidate, Media Investment Management is increasingly critical. WPP offers four of the world’s top 10 media planning and buying companies: **Mindshare**, **MEC**, **MediaCom** and **Maxus**.

Data Investment Management

WPP’s Data Investment Management arm, **Kantar**, incorporates such well-known names as **Millward Brown**, **Added Value**, **TNS** and **The Futures Company** as well as sector specialists **Kantar Media**, **Kantar Retail**, **Kantar Health** and **Kantar Worldpanel**. The company – employing 27,000 people in over 100 countries – provides consumer and business insights to over half the Fortune Top 500 companies.

Public Relations & Public Affairs

With three of the pre-eminent global PR companies – **Burson-Marsteller**, **Hill+Knowlton Strategies** and **Ogilvy Public Relations**, and several other leading firms such as **Cohn & Wolfe**, **Penn Schoen Berland** and **Finsbury**, WPP’s PR/PA agencies offer a wide range of corporate, consumer, financial, government relations, issues management and brand-building services.

Branding & Identity

WPP’s Branding & Identity businesses offer specialised expertise in corporate and brand consulting, corporate reputation research, branded events, brand architecture, employee motivation and training, product identity and design, from companies such as **Brand Union**, **Lambie-Nairn**, **Landor**, **The Partners** and **FITCH**.

Healthcare Communications

WPP’s healthcare companies, which include **Ogilvy CommonHealth Worldwide**, **Sudler & Hennessey** and **ghg**, provide integrated solutions – from professional and consumer healthcare advertising and marketing to medical education and the latest interactive technologies – to pharmaceutical, healthcare and life-sciences clients.

Direct, Digital, Promotion & Relationship Marketing

This area of operation includes two of the world’s largest and most recognised relationship marketing brands in **Wunderman** and **OgilvyOne Worldwide**, in addition to direct, digital and promotion specialists **AKQA**, **Blue State Digital**, **POSSIBLE**, **Geometry Global**, **A. Eicoff**, **VML** and **Xaxis**.

Specialist Communications

WPP offers a broad range of specialised communications services, including corporate/B2B, demographic marketing, employer branding/recruitment, event/face-to-face marketing, foodservice marketing, sports marketing, entertainment marketing, youth marketing, real estate marketing, technology marketing and media & production services.

Some of the people on the program



Sameer Mohda (1995)

The Fellowship has given me a stamp collection, a phrasebook and a jaded palate. And I am grateful for them all.

It's true that, occasionally, I ask myself where I can go to cash in all the stamps I've collected over the years: creative, media, DM, digi, research and design. I might have missed the odd one here and there, like PR, but it's a pretty full set, as you might expect for the longest-serving Fellow still in the Group.

And then I remember it's the wrong question to ask.

As Moomintroll points out, diagnosing the Hemulen's unhappiness at completing his stamp collection: "If you aren't a collector any more, you're only an owner and that isn't nearly so much fun."

Whereas I'm still having fun, learning to speak and, latterly, to translate the languages and dialects found across the continents of our little world.

Sometimes on my travels, the same words crop up with different meanings. (I remember once explaining a particular kind of audience to a head of digital operations, who responded aghast, that "That's not an audience, an audience is people who click.")

And as the earthquakes in our industry fragment speech further, so translators who have made their way from one landmass to another, and have some knowledge of local customs and cuisine, are handy people to have around.

Which brings me to the jaded palate.

Some people approach the Fellowship as a buffet – to see what they like best, so they can settle down to a full plate of it – but for me it has been more like a tasting menu. One of those really long ones, with a series of courses, each of which enriches the others, and educates the tongue.

Though my Fellowship supposedly stopped nearly decades ago, I'm still eating. And probably the most valuable thing this ongoing meal has taught me is the limits of what marketing communication can do. I sigh a little every time I hear an earnest interviewee tell me the reason Apple or Google are successful is their "brilliant marketing" that "makes people want to buy".

Brands are words too, and like other words, their meanings are negotiated as much by how we use them, as how they are taught to us. The first Fellowship application form asked what we could learn from the success of supermarket own-label, and the lesson then, surely as now, is that we learn from experience.



Saga Blane (2014)

You know how the Fellowship advertises for 'ambidextrous brains'? Turns out we actually have three brains. The first, the reptilian one – most primal and ancient of the lot. Built to oil the machine that is our body. The second, our lovely limbic system – emotional, intuitive, where we store memories of our grandmother's cooking, where fight-or-flight is triggered. And then the neocortex – language, spatial reasoning, I-think-therefore-I-am. All are interconnected, and at our most optimised self, they should be working together in perfect union.

Eight months into the Fellowship, I am moving from a neocortex-heavy past towards a three-brained future. WPP has embraced me as the weird and wild nerd I am. Big heart, big brain, #nofilter. Really goofy. No one here has ever said "Please can you tone it down?" or "It would really be more appropriate if you

could mould your messy and restless self into this tiny little static hole. Thanks." I still haven't really internalised what this means. That I was hired for what I am and that beyond permission, WPP has offered me encouragement to be myself. Whoa.

From this comes a true sense of belonging; a home within a strange and wonderful tribe. People continually subvert the lazy ideas I have about work, should/should nots, success. The journeys of other Fellows teach me: our lives are filled with many stories, not just one; the true colours of the human experience are thick and varied; we're all just people at the end of the day. It fills me with a profound sense of relief, delight, and possibility. More than anything, it feels like a homecoming.

Some of the people on the program



Laura Tan (2006)

I write this from a hotel room in Tokyo, having just spent the day thinking about how to market one of Britain's most iconic automotive brands to Japanese women. I arrived here direct from Seoul, following two days of eating kimchi, resisting invitations to karaoke and marvelling at the drive and ambition of my client's local brand team. Tomorrow, I'm off to Sydney. Another country, another time zone, another brand challenge.

It would be an exaggeration to say it's a typical working week but it's certainly not that unusual either. Flitting between and fitting into many cultures is just one of many skills I honed whilst on the Fellowship and continue to use in my job today, as Head of Strategy at Brand

Union. Others include: multitasking, thinking on my feet and mastering the art of the carry-on-sized wardrobe.

Despite 'graduating' from the Fellowship more than five years ago, it's still part of my identity in the workplace (and beyond) today. I have a current Fellow on my team, have hired a graduating Fellow into Brand Union and am involved in the annual interview process for new Fellows. I continue to have a close relationship with my original mentors on the Fellowship and a number of my dearest friends are wonderful people that I met and shared an apartment with, whilst on the program. The fact that you can go to pretty much any major city in the world and find a Fellow to hang out with is testament to how true the fellowship nature of the program really is. On a less social and more skills-based note, the multidisciplinary nature of the Fellowship has been profoundly useful to me throughout my career so far. I continue to draw on aspects of the skills I learnt in my rotations at The Futures Company (trends and insight), Ogilvy & Mather (advertising planning) and Hill & Knowlton Strategies (PR digital strategy). More and more, our clients expect us to be able to think strategically about their entire brand experience and so naturally, they want advice from those that have spent time in various disciplines.

They want to work with people who not only think holistically but also are comfortable working collaboratively with other agencies. To do so effectively requires an understanding of different agency specialisms and their working culture. The Fellowship is fairly unique in giving you such insights so early on in your career. Far more than a three-year program, the Fellowship is a true community that will support and challenge you as your career progresses. As Jon Steel says, there's no such thing as an 'ex-Fellow'.

Ben King (2011)

I feel a lot of things looking back at my Fellowship. Guilt, first and foremost. Before writing this I re-read my application, and it contains every single cliché that we're taught to avoid when selecting from each year's pile of hopefuls. I clearly had a very lax former Fellow screening mine that year and for that, whoever you are, I thank you.

I began at J. Walter Thompson London as a planner before moving to Hong Kong with OgilvyOne. But one day the placement was cut short by an 8.45am email from Jon Steel.

Having overslept, a buzzing phone woke me with the message "Ben, are you in the office, can you give me a quick call – Jon." Blinking, I stabbed at the keypad, typing and lying "Yes, but I'm about to go into a meeting so can it be in half an hour?"

After a land-speed record-breaking commute, we spoke. "How's it going?" he asked. "Couldn't be happier," I replied. "I love the city, the job, the food, my apartment, my roommate and just about everything else." "Ah," said Jon. "That's actually a shame, I was calling about a possible placement in the Prime Minister's office and I know you're keen on politics." "Well hang on," I backtracked. "Now I think of it, things aren't that good."

That phone call defined my Fellowship and sums up the program. No matter what you think your plan is, it will change and usually for the better.

Three weeks later, I was away from the sunshine of South East Asia, shivering, and being shouted at by a BBC cameraman on Downing Street. The Prime Minister's car was blocking his shot, and I felt in no position to be giving parking tips on my first day.

The call led to an almost two-year secondment for the UK Government; starting as a press officer at the Prime Minister's Office and Cabinet Office, and finishing up working for the Chancellor of the Exchequer. It was an extraordinary privilege, one I would never have come close to without the program.

Now I am back at GroupM, working on sports and entertainment brand partnerships and reluctantly coming to the end of these extraordinary few years. I know I will miss the variety, having to adapt constantly, and the reassurance that if what you are doing right now does not work out then moving on is not that hard. If only your whole career could be the same.



Tim Glebocki (2011)

I was a member of the 2011 cohort of Fellows and am currently a copywriter at Grey New York. The WPP Fellowship has generally been very successful at hiring useful and productive members of society. What went wrong?

I started in planning at an advertising agency. What's a planner? Apparently, no one knows. When asked, most will shake their heads, let out a little chuckle and say: "I couldn't possibly explain." Then, urgently grabbing your hand or (in more permissive work environments) your bottom, they'll whisper conspiratorially, "I mean, what is planning?"

I still don't know, but it wasn't my cup of Darjeeling.

So, I decided to become a writer. "Lol," I thought.

(My internal monologue is almost entirely textspeak.) "This cd b gd."

It was.

I'm now a copywriter at a large advertising agency in New York. I love it. It's the closest you can get to being a professional day dreamer. In one day, I might write about cars, chocolate and pregnancy (this happened just last week). Occasionally, I even get to write as myself. Along the way, I've benefited from fantastic advice from talented people across the WPP network. Jon Steel almost single-handedly stopped me from handing in my resignation every time I got frustrated. Chris Lehmann, Matt Gordon and Tor Myhren all took a chance on me as an unproven writer. And other Fellows have constantly challenged me with new perspectives and examples to aspire to imitate.

The Fellowship doesn't exactly churn out creatives, but I've had a surprising number of current Fellows ask about trying it out. I find this a positive development. A large part of WPP's business is selling creative work, and the more we understand how it's made, the more we can successfully collaborate.

Finally, I believe the eccentricities of the hiring process on the Fellowship are a wonderful thing (and not just because they worked in my favor). In an enormous organization like WPP, there's a logical and practical drift towards greater centralization – of authority, of working methods and of personnel. But with centralization comes the risk of homogeneity and conformism. Through deliberately diverse (and sometimes eccentric) hiring practices, perhaps it's possible to mitigate that risk and stay nimble, hungry and creative. I think the Fellowship contributes more than its fair share to that task of constant renewal.



Giuliana Coli (2014)

Trust your gut.

Easier said than done for someone who had spent the last five years at a law school. Over-rationalising and attention to detail was my game. Plus as a classic Virgo, I found the idea of a secure and defined career path reassuring. So rewind to two years ago and I was well on the way to making this a reality. I was a year away from finishing my degree in Australia and had secured a training contract at Herbert Smith in London. I should have been excited. But something inside me was screaming to run the other way.

I'm beyond thankful that I listened. I'm now six months into my first rotation at Maxus in London and already the Fellowship has surpassed every expectation. The variety is relentless, the responsibility is intimidating and the people are inspiring. However, there was one aspect of the Fellowship that no amount of due diligence could have prepared me for – the powerful community that comes with it.

Sure the term 'Fellowship' in itself implied some sort of network. But how strong could this group be? After all these people lived in different countries, they crossed paths fleetingly and they all seemed to come from exceptionally different backgrounds. In my ignorance I'd thought that a 'Fellow' was little more than a name, a common badge of origin of sorts.

Oh how I was wrong. The Fellowship is so much more than a name. Every person I have had the pleasure of meeting on this journey is talented, interesting and inspiring beyond belief. It is a sense of community that's hard to describe and if I'm honest, there aren't many words that do it justice. About the closest I could come up with is 'mateship'. A uniquely Australian concept, the term 'mate' is revered. It conveys a sense of egalitarian camaraderie that you save for the closest of friends – an unspoken knowledge that you have each other's back.

I think I'm lucky enough to have just stumbled into a circle of 200 mates. As Fellows we share an experience of a lifetime. With each day comes an unrelenting sense of adventure, excitement and change and from that we form a common bond. Professionally enriching and personally challenging, the Fellowship has already been the most rewarding six months of my life. I can't wait for what's around the corner, whatever that might be.

Some of the people on the program



Will Galgey (1997)

I can still recall sitting in the modest reception of WPP's inconspicuous Farm Street HQ, waiting with sweaty brow for my first interview for the Fellowship.

That was 1996. I was studying Politics at Bristol University and, up until only a few months earlier, I thought I was destined for a career in journalism. All that changed when my cousin sent me a newspaper clipping about a fast-track graduate program that WPP (who I'd never heard of) had launched the previous year. They were trying to drum up applications for the 1997 intake (the demand for places was less intense in those days). I didn't need a lot of persuading. Like many other Fellows over the years, they had me at 'Ambidextrous brains required'.

That first interview was with Eric Salama, then Group Strategy Director of WPP, now Chairman and CEO of Kantar, the division of WPP that I have worked for since 1999. Eric has been an ever-present force in my career, from giving me that first opportunity, to mentoring me through the program and then guiding my progression in Kantar over the subsequent years.

My first year on the Fellowship was spent at Coley Porter Bell, working across the business development, account management and 'visual planning' functions. My most vivid memories are of having my hair cut by the creative director in the middle of the design studio ("If you don't look good, I don't look good") and of the trauma of dropping and scattering a 35mm carousel slide projector that contained the pitch presentation we were about to deliver.

My second year was spent in the planning department at Ogilvy & Mather, working primarily on campaigns for Lucozade and *The Observer*. An exhilarating year, and not just because of the glamour of commuting on H2O&M, Ogilvy's sleek red and white speedboat that ran from the Embankment to Canary Wharf in the days before the Jubilee Line Extension.

I moved to The Henley Centre for my third rotation, where I remained for 15 very happy and fulfilling years, during which time the company evolved to become The Futures Company and I evolved to become UK Managing Director in 2008 and then Global CEO in 2010.

I left The Futures Company at the end of 2014 to take up my current role as CEO of TNS UK. An exciting new chapter in a long WPP journey, and all thanks to those three incredible years on the Fellowship.

Monica Gojman (2012)

"So are you ready to make her our next President?" I distinctly remember him saying. I sit quietly – an unlikely feat, as those who know me can attest to – as I let it sink in. I'm holding my breath in anticipation, watching my boss pacing through the room. No words could describe this moment. The feeling that somehow I've landed center-stage inside the biggest political arena in the world.

Listening attentively as a battle-plan is drawn for electing the first woman into the highest position in office. I try to disguise my incredulity by focusing on the logos scattered before me.

This is it! I think to myself. My career, my studies, the WPP Fellowship – it all has culminated into this one moment, this one difficult yet relentlessly-rewarding task of making history. And it certainly does have a nice ring to it: Hillary Rodham Clinton: President of the United States.

When I applied to the Fellowship, Jon Steel asked me what career options I was considering. "Well, with degrees in political science, communications, marketing and psychology, it's my destiny to sell politicians," I said jokingly. But here I am, in my final year of the Fellowship, working for Hillary Clinton's Chief Strategist with a single agenda in mind: electing her as the next leader of the free world.

Last year, after dancing with Hugh Grant in Lord Mandelson's living room and helping world leaders shape international policy, I thought there was no possible way my Fellowship experience could get any more exciting. I felt the same way my first year when I launched major multinational ad campaigns.

But I was wrong. The WPP Fellowship has propelled us onto an extraordinary path. A path strewn with promises of permanence and meaning. We are armed with a sense that these years are our chance to engrave time with our initials. To leave a mark. And I have no doubt that everyone in this book already has.

I'm both years and miles away from my home in Mexico City, yet I've never felt a greater sense of belonging. As I write, Hillary Clinton has just officially announced her candidacy. I knew it was coming after months of preparation – but it still took my breath away. "I'm getting ready to run for President," she said enthusiastically. And in that moment everything changed. In that moment – the race was on.

Here's to making history.





Jamie Macfarlane (2011)

“Take a long sip of the whisky, grit your teeth, and stare deeply into the camera.” It was my first month in Myanmar, and somehow I had been cast as the new face of a local whisky. The brand wanted a Scottish-looking man and we were in short supply in Myanmar. I spent the afternoon in a sweltering local studio, wearing a heavy black suit, and failing to convey the premium look that the director was looking for. Take after take called for more and more whisky. My acting continued to deteriorate.

I went to Myanmar during my second Fellowship year. The country had just opened up after decades of sanctions. I was sent to be Head of Strategy at Mango, a local agency that had recently affiliated with J. Walter Thompson. I built up the first planning team in the country, starting as a team of one and ending up with a department of five. I also led new business at a time when global brands were racing to enter this untapped market. Every week there was a new product to introduce – banks to people who relied on cash under the mattress or \$1 SIM cards in a country where a SIM card had cost \$200 just six months before.

At the end of my placement in Myanmar, I got on a plane and moved to Kosovo. My final Fellowship placement was with Penn Schoen Berland (PSB) on its international politics team. We were working on the Prime Minister of Kosovo’s re-election campaign. I spent two months on the ground in Pristina, serving as the Prime Minister’s speechwriter and running messaging for the campaign. One day I found myself 800 metres underground at the bottom of a gold mine directing a press conference on mining. We won the election, and I spent the rest of the year travelling the world working on elections in Slovenia, Croatia, Macedonia, Tunisia and elsewhere.

My Fellowship started with a placement at Blue State Digital in Washington DC, where I worked on digital campaigns for some of the most compelling causes in America. I moved to J. Walter Thompson Singapore, building global brand strategies for Unilever brands and winning a large pitch for the Singapore Tourism Board.

I finished my Fellowship this past February. It is difficult not to feel sad that such a wonderful journey has come to an end. A journey that has involved working across the world in the most unexpected and enriching roles. I have taken a few months to come back to Myanmar and spend time with my former agency. I will then be taking up a permanent position as a Senior Director at PSB in April.

Yewande Soka (2009)

I started the Fellowship in 2009. Back then, I had no idea of the journey I was about to embark upon.

My first job on the Fellowship was with OgilvyOne in London as an account executive. In this role, I honed my diplomacy and persuasion skills. I was the youngest person on the team and people referred to me as the girl on this ‘strange internship thing’. I had to learn to navigate a big agency and some big personalities in order to get the best out of everyone I worked with.

2010 was my second year on the Fellowship and we were still in the recession. I followed the money, which led me to media and to South East Asia. I worked with the incredible regional team at Maxus based in Singapore. Here I became fluent in the phrase, “I don’t know, but I’ll find out,” when I was put in charge of a client’s media in Singapore, Malaysia and Indonesia. I knew very little about media – so SE Asia – but I learned fast.

I finished the Fellowship in New York working for The Futures Company as a strategic consultant. I learned the importance of the wider world on the campaigns we plan. I learned to look around and ahead and then use my findings to strengthen our clients’ business. I had a wonderful Fellowship experience; I was truly nervous when it ended. I was anxious that being back in one place, without the same pace of change, the party would be over. I came back to London in 2012 and started working as a Senior Strategist at Maxus. Since I returned to London, the fun hasn’t stopped. A lot of amazing things have happened at work.

Georgia Lindsay (another Fellow) and I won the UK’s first ever Gold Young Lions award at Cannes in the media category. In the same year, 2013, I also worked on and pitched for Maxus’ biggest piece of business to date, the L’Oréal UK & Ireland account.

Following the pitch, I transitioned from strategy to account handling and have been working on the L’Oréal business for the past year. It’s a really challenging role and a challenging piece of business, but I love it. I’ve learned a lot about the work but I’ve also learned so much about myself.

In November 2014, I spent a month working and living in Recife, Brazil through WPP’s affiliation with The International Exchange. I worked with local agency AMPLA to develop a campaign for charity Action Aid. The campaign aimed to prevent young girls falling into the cycle of sexual exploitation.

I think the party is just getting started. I may not be moving around every year, but each year I look for something to challenge me – to keep things exciting. If there’s one thing I’ve learned from the Fellowship, it’s that no two years at work need be the same.



Some of the people on the program

David Ryan (2012)

I like to understand how things work. By this, I don't necessarily just mean perceptible things, like how electricity passes through the grid or how an aeroplane stays in the air (although the latter does particularly concern me).

No, when I say I like to understand how things work, I mean both the perceptible, and the imperceptible, thoroughly and comprehensively. The real joy comes in a question like "Why are beards in?" or, "Is the advertising agency model broken?" Here, one finds oneself jumping from finance to sociology and everywhere in between, to grasp the whole issue.

From understanding comprehensively, one starts to understand where synergies and connections exist, or could exist. This is rather like treasure hunting, or being able to see into the future, and this is terribly satisfying.

Why?

If you understand how something works you can do something. And, if you understand how something works, you can help make new things. Then, before your eyes, you see results and change.

What better way to live this than the Fellowship?

A year working with Penn Schoen Berland in London instilled in me a great respect for numbers, for the tangible, the measurable and political. A year with Grey in New York energised me in an agency whose creative output was accelerating at a blistering pace, and showed me that the intangible can really be tangible too. Here in Shanghai, with Ogilvy & Mather's digital strategy team, I am catching glimpses of many futures.

Looking at just one future, in a nation like China, where technology innovation sits quite comfortably in a 1.3 billion-person fire-walled garden, there are rather unique considerations to be made.

But also, you cannot help but hear the voices of the people of China, whose views, tastes, fashions and everything else are going to matter more and more to the rest of us, most likely in ways we can't even imagine now. But as I said, these are but glimpses of many futures. The job that faces me very soon is how to live them.

What will that look like? I am not sure, not now, not just yet. But I do know that there is no other program, no other business that could possibly have lead me to where I stand at this moment, at the intersection of curiosity, possibility and 'doing stuff'. I know it will serve me throughout my professional career.

The Fellowship was and is the scaffolding that has allowed me to ascend this path, and for that, I am very grateful.



Kiernan Schmitt (2009)

In the best sense, my Fellowship experience has been a spectacular failure. Well, more specifically, my Fellowship has been a spectacular collection of many and varied failures, a good deal of which I never could have accomplished without WPP.

There were innumerable little failures all along the way, of course – asking a particularly small creative director whether he was a new summer intern, mentioning to Lady Gaga's mother that I was more of a Katy Perry man – but the big failures, the really meaty failures that still keep me awake at night, are what deserve to be memorialized in this book.

On the look-see trip for my second year, I recall waxing poetic about the inevitable death of TV advertising and the ascent of digital advocacy to the CEO of a London agency which, I later found out, made 98% of its revenue from TV production and had a digital staff of exactly two.

I've lost no fewer than three mock pitches at Château de Touffou, my bow tie dripping with sweat as I wilted under the lupine glare of an oil-painted David Ogilvy. Memorably, I lost the HSBC pitch primarily by referring to the client as "HBS" roughly 60 times in the course of 20 minutes. (There is video.)

Perhaps most notably, I met Vice President and outspoken Earth Enthusiast Al Gore, impressed him with my sharp wit and even sharper sycophancy, then proceeded to lose his confidence by arguing that science and facts had won all the arguments they were going to and that the real way to save the planet was to pick up the phone and get Pope Francis to start preaching a "Jesus said not to pollute" narrative. (I still believe this to be a good idea.)

Now I ask: what other program would allow me to embarrass myself with such frequency and scale? The moral, of course, is that with each stumble I've gotten smarter and stronger and learned something new about myself and the industry and now I'm a more resilient person, et cetera, et cetera.

But, honestly, isn't the real value in the stories themselves?





Alexandra Grieves (2011)

“I may not have gone where I intended to go, but I think I have ended up where I needed to be.” Douglas Adams, *The Long Dark Tea-Time of the Soul*.

In late 2010, I wandered down a Beijing hutong (alleyway) to meet a friend at our favourite local café for a chat. A Google search, two continents and three flights later, the course of my career had changed entirely.

There was no clear path drawn from my life in Beijing to the doors of The Futures Company in New York, where I turned in my naïve observations of changing Chinese youth for interpreting shifting macro and micro forces in the world on people today. I never would have predicted that in the following year, I would be barrelling down the highway in Cape Town (having not driven for three years prior, mind you) for client meetings with the Ogilvy & Mather team exploring the distinct roles of ketchup and tomato sauce (the South African kind) in Rainbow Nation households. And there were certainly no previous indications that at Maxus London I would find myself in the Parisian suburbs for a day, advising the global L'Oréal Paris team on how to architect a better digital beauty experience.

To think that a meandering walk in the Northern Capital indirectly orchestrated all of this still boggles my mind. But should it? After all, there is rarely a ‘road less travelled’ to, and through, the Fellowship. Often, there is simply no road. And this has always been the point.

Three years of self-directed adventure indulges us in the freedom to ‘choose your own adventure’ within the wide world of communications. It is designed to take us where we never thought we might go. Through it all, we chart our own course through the industry out of seemingly disparate connections between people, places, and experiences, tapping into the collective brilliance of peers and senior mentors alike for (re)direction along the way.

As with any journey, there have been plenty of times where I have found myself in uncharted (and uncomfortable) territory. Unsure of how to approach the first project I have to manage by myself. Wondering if I am ‘creative’ enough – and (more alarmingly?) if I am even driving in the right direction on the N1. And then just like that, I’ve relaxed into moments of clarity. When the insight finally feels right. When I crack a problem that has felt unsolvable. When I step onto a plane whose destination makes me giddy with excitement.

I couldn’t have predicted the last few years if I had tried. But I’m confident that my wandering has led to a more definitive stride towards something great. As I continue my post-Fellowship career at Maxus, I’m excited for where my foray into the world of media takes me next.

Milla Chaplin (2008)

I was asked recently what I admire most in a person and I replied that it’s a spirit for adventure. I don’t mean ‘adventure’ in the sense of marching off into uncharted jungle territory at the drop of a hat – I’m far too scared of spiders for that to merit any consideration. I mean ‘adventure’ in the sense of being on the lookout for things to explore; be that from a professional or personal perspective.

I have a habit of leaning towards the personal when it comes to making ‘big’ decisions. What to study, where to live, and in the context of the Fellowship, how to spend each of my three years, were all choices based on an understanding that where I am most happy personally is where I do my best work professionally (or academically).

London and New York might not seem like typically daredevil destinations, but they were new and interesting to me, as were my first two Fellowship roles in consultancy and branding at Added Value and Landor respectively. My third year took me back to a city I had already grown to love, but gave me a whole new appreciation for it. Having been lucky enough to enjoy Beijing in all its Olympic dizziness in 2008, I still found plenty of cultural complexity to scrutinize during a year at J. Walter Thompson.

Each of these placements allowed me to discover new places and meet new people, but also, under the wing of some wonderful leaders, mentors and friends, to scratch the surface of the communications industry. While personally, I know I have had an amazing run of adventures so far (I have the gimmicky Facebook maps to prove this), professionally, I feel like I am only at the beginning.

A brief 30-day stint working with an NGO in Brazil last November reminded me of just how much I love to be abroad and how much I learn working in and with other cultures. It also taught me how much I can contribute in emerging media and communications markets.

One of the most valuable aspects of the Fellowship is the access to the WPP network; the dynamic web of companies and countries that holds opportunities for the strategic, the analytical, the ambitious, the pioneering, the creative and, luckily for me, the habitually intrepid.



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tnsglobal.com
comScore ³⁺
comscore.com
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QGA
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Wexler & Walker Public Policy Associates [◆]
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Branding & Identity

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addison-group.net
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Brand Union [●]
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CBA [†]
cba-design.com
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dovetailfurniture.com
FITCH [●]
fitch.com
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lambie-nairn.com
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peclersparis.com
The Partners [●]
the-partners.com
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Healthcare Communications

Feinstein Kean Healthcare [†]
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GCI Health
gcihealth.com
ghg
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ogilvychww.com
Sudler & Hennessey [■]
sudler.com
Wunderman World Health ⁺
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db-n.com
Digit [●]
digitlondon.com
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ewa.ltd.uk
FullSIX ³
fullsix.it/en
Grass Roots ¹
grassrootsgroup.com
Geometry Global
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iconmobile [■]
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Maxx Marketing
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Mirum ^Δ
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Smollan Group ¹
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¹ Associate	+ Part of the Wunderman network
² Joint venture	* A Commarco company
³ Investment	Ω A J. Walter Thompson company
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