

A Havas procurement whitepaper:

# TALENT & SCOPE

## A FOCUS ON RESHAPING STRUCTURES

---

## INTRODUCTION

A focus on reshaping structures.

Marketing is a people business, and the agency sector has always recognised and celebrated talent, from the creative teams behind famous ad campaigns, to brilliant business leaders, media planners and more besides. While the talent is there to see in agencies across the globe, our industry must keep asking itself if it is putting that talent to the best possible use.

In a volatile world with an uncertain economic outlook, and some unknown technological advance waiting round every corner, anticipating the marketing needs of a business is a tougher task than ever before. Agencies must be able to offer organisational models that fit around the needs of individual clients, securing the best talent, offering flexibility, and underpinning it all with commercial models to match.

# MEASUREMENT TO ADDING VALUE

In 2022 Havas commissioned YouGov to survey 109 marketing procurement decision makers, half each from the UK and US, from businesses of all sizes and sectors. Our findings highlight several ways in which agencies can better meet the needs of today's businesses. They also make clear the need for flexible operating models.

“ **87% OF C-SUITE EXECUTIVES SEE INNOVATIVE AND FUTURE FOCUSED SOLUTIONS AS THE SECOND MOST CRITICAL AREA AND OBJECTIVE THAT AGENCIES TO ADDRESS.** ”

However, we also find that:

“ **46% OF ALL RESPONDENTS BELIEVE AGENCIES STILL ONLY PROVIDE TRADITIONAL SOLUTIONS TO THEIR PROBLEMS.** ”

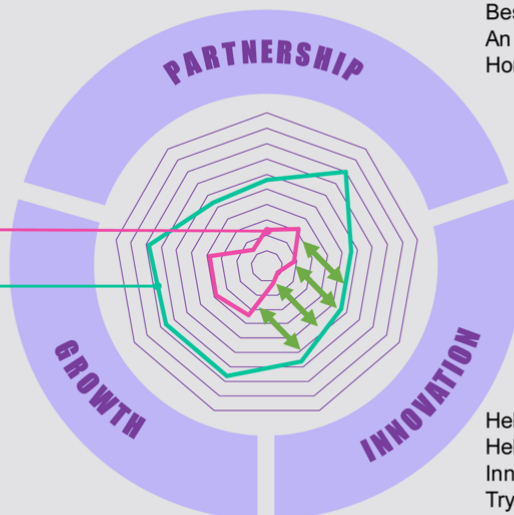
## AGENCIES NEED TO THINK DIFFERENTLY.

And the research is clear in what clients want agencies to do:

### YOU TOLD US CLEARLY WHAT YOU WANT AGENCIES TO DO

**SATISFIED** ●  
**IMPORTANT** ●

Understands our business  
Understands our customers  
Reveal value for money  
Efficient model



Best talent  
An extension of my team  
Honest and transparent

Helps me learn new skills  
Helps me prepare for change  
Innovate for the right reasons  
Try new approaches

Source: Havas | MB Special Report Procurement (YouGov) | May 2022

Agencies need to transition from measuring FTE's, fixed scope of works, and embedded operating models, to providing their clients with bespoke brand solutions, retaining star talent, and providing flexible adaptive service models for the client's evolving and future needs.

# ADAPTIVE SERVICES

Every client is looking for new models.



**ALMOST EVERYONE IN MY PEER GROUP ARE REVIEWING THEIR MODEL**



There is no one size fits all solution to the agency model.

Every business and organisation comes with a distinct context, particular challenges and idiosyncrasies, and that's before considering individuals, their personalities and preferences. However, what is true of all of them is that it should be a combination of the right talent, at the right time, in the right place, at the right price.



**LONG TERM SUCCESS  
HINGES ON THE ABILITY  
TO ADAPT TO CHANGING**



Recent years have seen an increase in project-based work for agencies, driven by increasing channel complexity, a lack of (long term) scope visibility, leading to a need for output neutrality and agile talent, with an imperative to gain competitive advantage and maximise budget effectiveness (ROMI).

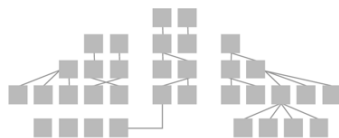
A project led structure certainly allows clients a high degree of freedom. That is a valuable thing to have in a landscape with ever greater channel complexity and ever more consumer touchpoints. Although relying on projects can leave CMOs without any consistent support from agency people working on their brand over a long period of time.

A model that Havas believes offers the best solution for many clients is a fix and flex system, with a core team of staff that know their client inside out, accompanied by access to talent from any part of our global agency ecosystem.

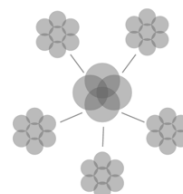
For global clients, this means we can draw on talent from any of our offices worldwide. Both global and local clients have access to talent from any of our family of agencies, which include experts in creative, media, PR, CRM and many specialist fields. It means we can offer our clients output neutrality, allowing them to adjust their strategy and use of marketing channels as circumstances change.

## FROM FIXED AND RIGID SCOPE BASED TO HYBRID CORE AND AGILE OUTPUT BASED MODELS

Less like this



More like this



Shifting effort from internal management  
and delivering the right solution on time

When we asked procurement leaders which agency behaviours they considered most important, **having an honest and transparent relationship (80%), client business understanding (79%) and the agency delivering real value for money (78%)** came out at the top.

This makes it vital that:

- The agency is ingrained in the client business (core team), and not just on a project by project (understanding)
- The adaptive talent is only activated when required (value for money)
- The models and solutions are co-created together, between the agency, client stakeholders and procurement – to ensure best fit and transparency.

The underlying principles of the supporting commercial model should be that it is sustainable, efficient, flexible, fair and easily administered. With no barrier between agency services and geography (1P&L approach).

# THE HAVAS VILLAGE OPERATING MODEL

Uniquely among the leading agency groups, Havas operates under a true single P&L. This means our agency brands are never in competition with each other, and work towards the same goal of maximising value for all our clients.

This philosophy is the basis for our Havas Village model, which brings our creative, media, digital, design and activation talent together in one location in each of our cities worldwide. This allows for seamless integration and collaboration between our agencies, which retain their own identities to signify their areas of expertise.

Fix & flex is not a single model, and the Havas global network allows us to provide different set-ups for different global clients.

## FLEXED GLOBALLY TO DRIVE MORE EFFECTIVE RESULTS



The combination of flexibility and consistency that this model is able to offer has been key to Havas receiving client satisfaction scores that are 15% higher than the industry average across the world.

# CALL TO ACTION

## 1. FLEXIBILITY WITH FOUNDATIONS

Challenge the status quo. Drive for the freedom from rigid structures, without sacrificing the knowledge, access and relationships with your star talent and extended team.

## 2. SOLVE THE PROBLEM TOGETHER

One size does not fit all. Create a solution orientated and transparent partnership, marrying the client operating realities and ambitions to the Agency's strengths and innovation. Our differences make us more powerful.

## 3. PROACTIVELY EVOLVE

Agencies need to proactively assess, share, and apply more efficient ways of working. Lead not follow.

