

TOP 100 DIGITAL AGENCIES 2015



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Foreword

Ashley Friedlein, Econsultancy Founder and Centaur Marketing President

The data collected for the Top 100 Digital Agencies 2015 shows that the optimism expressed in last year's report was more than justified. Since 2014, the average fee income across the 100 has increased by 25%, with the outlook almost as bullish for the next year.

This is a positive sign for an industry that has had to face a number of challenges brought about by a rapidly developing technological environment. The era of digital transformation is well underway, and with this transformation has come the movement of knowledge and skills to the client-side, putting agencies under more scrutiny than ever before.

Client-side understanding of the more complex digital marketing disciplines, which historically have sat firmly within the agency remit, has steadily improved over the last few years. Enabled by independent technology vendors, some companies have begun taking the power, and their budgets, away from agencies and running functions in-house.

This means that agencies have had to up their game. They have broadened the services they offer, recruited the best talent, and adjusted their propositions to meet the requirements of a new breed of marketer.

At the same time, agencies are battling against being turned into data-crunching machines, with the 'mad men' days long behind them. In my predictions for the Econsultancy blog, I talked about the return of creativity and

design, which is an area where many agencies can excel and differentiate. As marketers reach the peak of inflated expectations with Big Data and technological innovations, agencies will be able to step in and provide the creativity and design that will be even more effective against a new background of digitally transformed companies.

Our recent *Digital Trends 2015* report put customer experience at the top of the agenda for marketers and it is in this channel that design can really come into its own. A well-designed customer experience, consistent across all channels and devices, and engaging enough to keep the attention of today's consumers, is the goal at the top of a mountain of change within client-side organisations.

For some marketers, this mountain isn't so high. They belong to the digital-first companies that are pioneers in the marketing world. For the majority – 63% according to our *Digital Trends 2015* report – digital does not permeate throughout their marketing programmes, meaning that the optimal customer experience dream cannot be realised.

Agencies are ideally placed to help marketers climb their mountain. Most of the agencies in this guide have worked with those digital-first companies, and have the experience to support others following their lead. For agencies, the foremost challenge continues to be recruitment, particularly now talent has begun to be lured to the client-side. For those who manage to snare and retain the right balance of mad men and maths men, the returns are as high as ever.

Who owns the customer journey? No one.

Martin Kirov, VP, Sitefinity Product Management & Product Marketing, Telerik, a Progress company

The rules of business have changed. Customers, empowered by modern technology and surrounded by information, reviews and opinions engage much differently with brands today. Their behaviour is sporadic, fragmented and spans across channels and devices in an unpredictable fashion. Customers, being more informed than ever before, have made their minds up long before they first contact a sales rep or visit a business. In short, marketing and sales teams are losing control.

Sound scary? It is!

Organisations have to create better, more comprehensive conversations with their clients, and the key to that is in a better understanding of each interaction and its context. For most companies this is a huge challenge to a large degree because the sales team works in the CRM managing deals, activities and accounts. The demand generation team works in a marketing automation solution and counts leads, clicks and new contacts. The social media team uses social analytics and counts followers, likes and retweets. And the support team works in a Help Desk system counting incidents and response times ... you get the idea. The reality is that in almost all businesses today, no one owns the entire customer journey.

While there are many customer-facing roles in every organisation, how many of us have truly defined who is responsible for the entire customer journey? Who is

constantly thinking about the continuity between different stages of the journey and across channels and devices from first exposure to a brand to long-term, repeat client? How do we ensure that every interaction we have with clients takes into account their past interests, purchases and experiences? In order to start solving this challenge we first have to assemble all the pieces of the customer journey puzzle so we can see the complete picture and begin to understand it. Then, apply that knowledge to every virtual and physical interaction to leverage the full context of everything we know about each customer and provide a continuous and relevant experience.

Capturing every opportunity begins with realising that it exists. In order to be successful in this quest it's essential for organisations to admit that the way we're engaging with clients today can be improved dramatically. Technology vendors and digital agencies play a critical role in helping brands orchestrate personal customer journeys at scale. Technology vendors need to provide the underlying foundation for understanding customer behaviour patterns, recommending the best next experience for every individual and allowing marketing teams the agility to constantly experiment and optimise. Digital agencies play an essential role in adapting the technology to the specific need and process of every organisation and being the change agent that fosters an environment for bold and innovative ideas.



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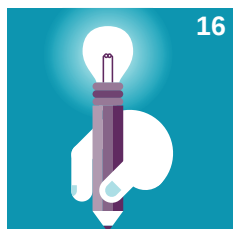
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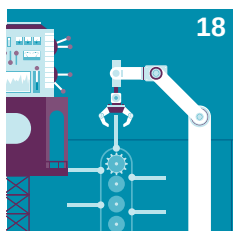
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State of the industry



Amy Rodgers works on the research team at Econsultancy producing industry-leading research, briefings and best practice guides for the digital marketing industry. Amy particularly focuses on research for the North American markets, in addition to assisting with UK research and managing the Econsultancy Case Study Database. You can follow her on Twitter @A_Rodgers.

Fee incomes are continuing to rise in an industry striving to prove its value in the face of insourcing by clients, and battling to hire the talent and skills to match the aspirations of a technology-driven marketplace. Econsultancy's Senior Research Analyst, Amy Rodgers looks at industry trends over the past year.

In the past year, the total fee income of the Top 100 has increased by almost 15%, up to nearly £1.7 billion, while the average fee income for agencies listed has gone up by 25%. This growth is consistent with the optimism we reported in 2014, when more than three-quarters (77%) of agencies said they were 'very optimistic' about the next 12 months.

This positive outlook has continued into 2015, with 74% saying they are very optimistic this year and more than a quarter of the Top 100 projecting their fee income to rise by 30% or more over the year.

The gap between the top of the table and the rest remains wide, however. The top five agencies hold 29% of the fee income of the entire Top 100. These agency behemoths are full-service digital machines, producing work admired across the industry. Established agencies have in recent years been joined by large technology and consulting companies, with both IBM and Deloitte Digital retaining or improving on their top 10 rankings.

The biggest agency, having grown by 16% since last year's report is SapientNitro, which has led the

Top 100 since 2007 when it operated as Sapient. Now with an impressive £165.4 million in fee income, SapientNitro continues its growth under the new parentage of Publicis Groupe, who bought the agency for \$3.7 billion earlier this year as part of a recent aggressive acquisition strategy.

The average projected fee income increase for the next 12 months across the Top 100 this year is 21%. Attaining and sustaining this level of rapid growth across the 100 requires continual hiring and retention of talent. However, as with previous years, recruitment is by far the biggest challenge faced by digital agencies: competition is high and people with the right mix of talent, skills and experience are increasingly hard to come by.

As mentioned by one agency: *'There is a shortage of great digital strategy, UX and other specialists across the UK, particularly in consulting and at large agencies where operating at scale on big transformative programmes requires a particular type and calibre of person.'*

“The past 12 months has seen a healthy shift in talent from agency-side to client-side.”

The dynamic nature of the digital marketing industry, with its constantly shifting trends of consumer behaviour and technological innovation, produces an environment in which marketers are continually chasing and competing for the attention of consumers. Winning this race often comes down to having talented and, importantly, innovative employees who have the skills and experience to drive change and maintain agility within organisations.

This applies to both client-side and within agencies, with pressure particularly high in the latter where clients expect (and are paying for) specialist skills and creative ideas that don't exist in-house. Agencies are continually competing to retain these clients, up against myriad other parties, as described by one entrant:

“As a digital agency, you're not just competing against other digital agencies, but also advertising and creative agencies, technology companies, business consultancies, the digital giants of Google and Facebook and sexy-sounding startups from Silicon Valley to Silicon Roundabout. That's an exceptionally tough landscape in which to compete for clients and attract the talent necessary to succeed.”

An agency's battle does not end there. Competition lies beyond other agencies and tech vendors, in the form of the clients themselves. Client understanding of digital marketing techniques and strategy has been improving in recent years, and the new entrant into the competitive mix is the clients' increasing in-house expertise.

This has caused significant discussion over the last 12 months, particularly in areas like programmatic buying (discussed further by David Moth later in this report), analytics and insight. Clients are asking more searching questions of agencies than they have previously been capable of, and are increasingly moving functions in-house which had previously been managed exclusively by agencies.

This in turn exacerbates the agency recruitment challenge, with agency talent moving to the client-side, noted by one member of the Top 100:

“The past 12 months has seen a healthy shift in talent from agency-side to client-side. As clients increase their in-house capabilities, agencies need to raise their game to add value. Agencies will need to be smarter.”



Against a foreground of rapid technological innovation, there has been a longer term change in the marketing industry, with a shift of power from 'mad men to maths men'. This phrase, used by WPP CEO Sir Martin Sorrell among others, describes the way in which data and technology have affected how marketing is approached, executed and delivered.

The use of technology by marketers to analyse consumer behaviour and preferences in extreme depth has given rise to an era where 'big data' leads creativity, margins are squeezed, and effectiveness scrutinised. This circles back to recruitment – the agency winners here are those who can hire and keep the right balance of analytical and creative brains to ensure that campaign ideas are great, and their delivery as effective as possible.

One creative-focused entrant explained this challenge of powering creativity with data:

"We all know that data integration, marketing automation and programmatic media are beginning to change the commercial and operating model of the communications business. The biggest challenge facing agencies is how these trends will affect their current creative model and the creative product. Adjusting so we can weave data and creativity together in a way that creates incremental value for both client and agency will require a significant adjustment in 2015 and beyond."

The new role of agencies and client-side marketers is to make sense of the vast quantities of data available to them and use this to drive creativity while making use of new technologies. This can be a hard balance to strike, but a necessary one, to emerge into this brave new data-driven world unscathed. The integration of technology and creativity is discussed in more detail by Christopher Ratcliff in his piece later in

the report.

As digital transformation continues to be a priority for companies and the level of automation and computational marketing increase, the definition of 'digital' as a separate silo from traditional marketing is changing. For Econsultancy and other thought leaders, digital is ideally seen as completely integrated within marketing, with some going as far as to announce that digital marketing is dead.

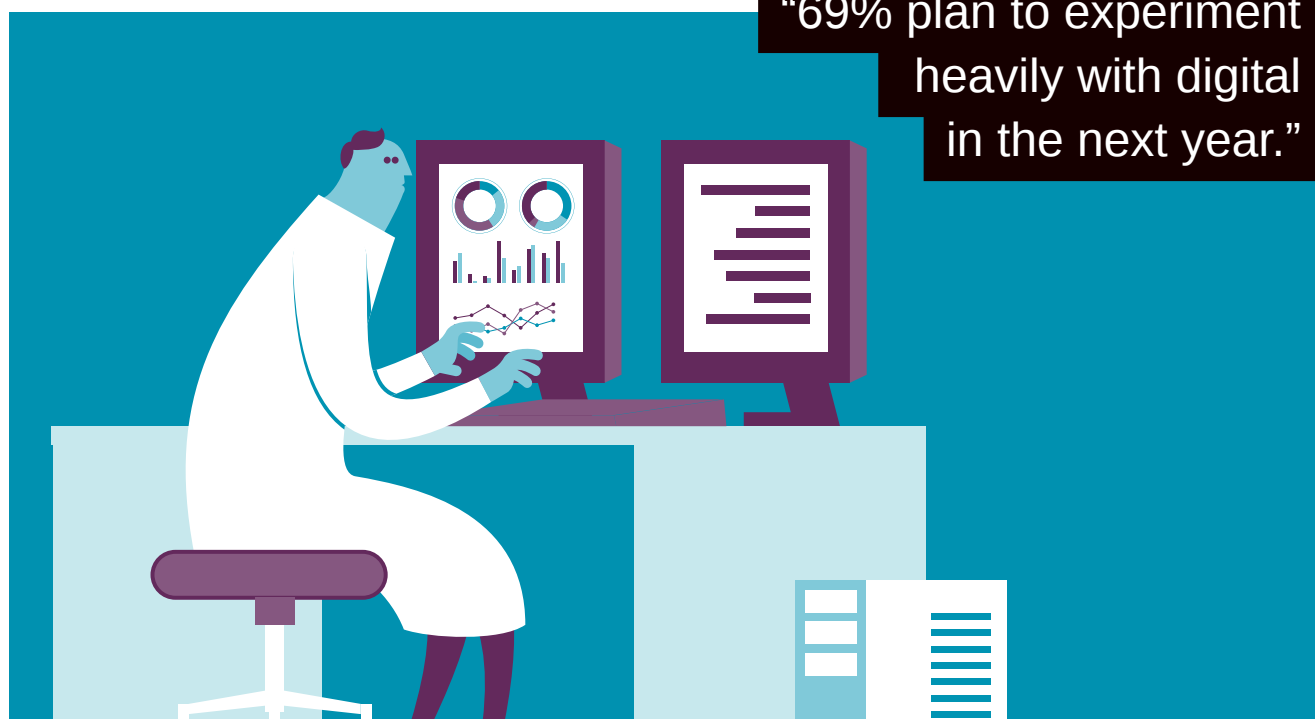
As far back as 2013, Econsultancy was talking of the need to stop viewing digital as a separate discipline, with the understanding that it has become an integral part of any marketing strategy.

In 2014, most agreed that this was conceptually and strategically a valid point, but the reality was different, with research pointing towards agreement in intention, rather than in practice.

So what has changed in 2015? In Econsultancy's *Digital Trends 2015* report only a fifth of companies said that digital sits separately, and 69% plan to experiment heavily with digital in the next year. This represents an opportunity for digital agencies who have the expertise to assist with this proposed experimentation.

The same report showed that the focus of this digital activity for client-side marketers is a mix between data and creative. First on the list of priorities for 2015 is targeting and personalisation, followed by content optimisation. The agency response revealed the expertise that they have in working across all channels and disciplines: multichannel campaign management is particularly prominent for agency respondents. This indicates that they can see the strong potential for clients who can successfully join up their marketing.

"69% plan to experiment heavily with digital in the next year."



“The single most exciting opportunity for marketers in 2015 is customer experience.”



And joined-up marketing is key to a great customer experience (CX). The single most exciting opportunity for marketers in 2015 is customer experience according to the trends report; a realisation of the *Modern Marketing Manifesto* published in 2013 by Econsultancy and Marketing Week. In this, we posited that improving the customer experience ‘must be the relentless focus of modern marketing’.

Though technological developments move quickly, marketers have been slower to make the changes necessary for a seamless customer experience. Manifestations mentioned by Andrew Warren-Payne in last year’s report, including flat design, mobile-first web properties and consistent cross-device and multi-location experiences, are yet to be seen from all but the digital ‘leaders’ a year on.

At a customer experience excellence roundtable at March’s Econsultancy Digital Cream event, it was the theme of CX measurement that dominated, with many struggling to understand the customer journey and quantify the experience.

Agencies recognise their role in educating and improving client understanding in this area and across the digital marketing spectrum of channels and disciplines. Though client-side knowledge and skills are definitely increasing, for the majority of SMEs, and even within the largest organisations, there is still a lot to be learnt. As such, there remains a significant gap to be filled by agencies. They have the broad experience and specialist skills that, played right, can drive digital marketing within companies to even greater heights.

The customer (R)evolution: agencies must lead



Robert has been leading marketing initiatives for over 20 years with companies such as Allaire, Eprise, Workscape, ADP and Telerik, A Progress Company. In addition to leading marketing messaging, positioning and strategy functions he has worked in rebranding efforts at three different global organisations. A noted speaker, Robert's thoughts and research have been published online, in magazines and education volumes. Robert currently leads the Sitefinity Product Marketing team.

Director of Sitefinity Product Marketing, Robert Mattson, talks about the interaction between customer and retailer, and how agencies must be there and ready to assist along the entire customer journey.

The first time I saw a recommendation for a movie on Netflix or a product on Amazon, I was impressed. These companies could figure out what I was interested in by seeing what I watched or browsed or bought, then suggest something I didn't know I wanted. They were, and are, true pioneers in understanding the customer journey, from casual browser to long-term, repeat customer. But they didn't stop there. Netflix knows that 75-percent of view activity is based on the suggestions their algorithms provide. Amazon recently obtained a patent on a system designed to ship goods before they are even purchased.

These companies are doing amazing things; however, more can be done.

The strength of these online retailers, and Netflix is at its heart an online retailer, is that they are for all intents and purposes, 100-percent online. Granted, Amazon has physical locations for product warehousing and shipping, but there are no corner Amazon stores to run down to and purchase a book, shirt or computer cable. These companies have access to constant customer feedback from their online presence. They know if someone has casually browsed a product, or spent seven hours binge-watching *House of Cards*.

However, while eBay can tell that a shopper uses, on average, three to five devices for each purchase, Netflix knows if a viewer watches the credits after a movie, and Amazon will suggest adding an HDMI cable for a newly purchased TV, there are two issues that many organisations still face.

The first is most companies don't have the resources or knowledge to gather, analyse and adjust their strategies and technologies as these industry

giants do. For every Amazon, eBay and Netflix, there are thousands of companies that want to achieve the level of customer awareness and agility to customise the content, messages and products that they are offering their clients, but they don't know how to get to that point. As such, there are thousands of CEOs, CMOs and other senior executives that know where they want to go, but don't know how to get there, and they're looking for experts to lead them.

Secondly, many companies have interactions with customers outside of their web presence. Sales reps capture meeting notes in a CRM. Marketing automation systems run email campaigns. Leads from local events are captured. Registrations are submitted to qualify for warranties. All these interactions and more are part of the customer journey and affect how a client interacts with a company and its brand.

Agencies must be there and be ready.

Agencies have always provided guidance, but the difference is that in this (r)evolution of the brand/customer interaction, their approach needs to evolve as well. Agencies must provide insight about how the Big Data of marketing can provide insight into the entire customer journey, and how organisations can best leverage that insight to drive business goals. Is that goal to increase customer satisfaction? Revenue? Retention? All of the above? Regardless of the primary area of focus, organisations are dealing with the fastest-moving multichannel environment in history. Companies are looking for the strategies that are right for their market.

Agencies must be there and be ready.

Technology is both the friend and the enemy. Both on-premise and cloud-based systems are more powerful and farther-reaching than ever before.

The problems organisations face include scattered online and offline customer data, disconnected business systems and an inability to analyse the data and act on it. Data must be integrated to provide a full picture of how customers interact with a brand. These are not just technical challenges, but pose key strategy and core business questions that must be answered. Companies don't just not know the answers, they're looking for help to ask the right questions.

Agencies must be there and be ready.

The technology is available to turn even small- to mid-sized companies into the next mini-Amazon, but the knowledge and strategy are often lacking. The challenge for each digital agency is to fully embrace the new way that customers interact with vendors and distributors, and lead product and service providers toward the most effective path to achieving their marketing and corporate goals. The competitive advantages are the same for any business, as a 360-degree view of each customer is vital regardless of company size, industry or global reach.

A New, Deeper Relationship

As in any relationship, the deeper it goes, the more information shared, the greater the risk - and the greater the risk, the greater the potential reward. For an agency to provide strategy and insight, it must have access to day-to-day activity data, such as ecommerce information and marketing programme results. This kind of data intimacy is vital if the agency is going to not only provide strategic advice, but guide a client to tactics that achieve results.

Data Scientist? Data Savvy Marketer? Growth Hacker? The people that fill these jobs are the ones that every agency needs to help clients really connect this new level of big customer data to business results. These are the people that understand all the systems that hold customer data and marketing programme results, and can connect one to the other. If you don't have one on staff, get one quickly.

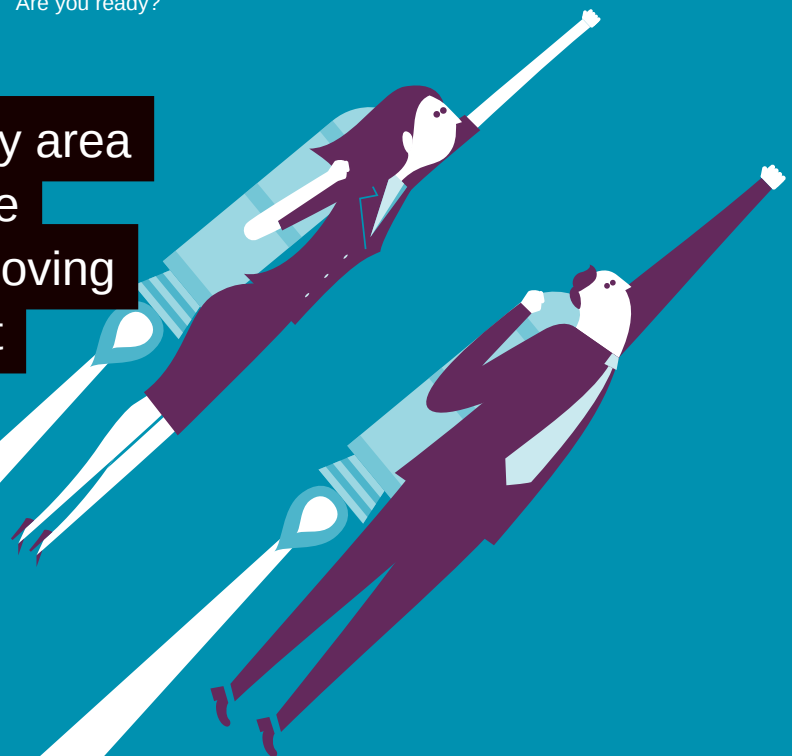
But, simply getting the right person won't work if they don't have the right tools. Each client an agency guides down this new road must have a data collection and analytics platform that brings together the data that tracks a customer's journey from anonymous site browser to long-term customer. With such tools and expertise, an agency can provide the insights necessary to drive a winning pure digital or hybrid strategy.

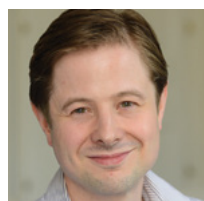
Crew Chiefs Wanted

Like any good racing team, it takes more than a fast car and a talented driver. It takes a crew and a crew chief that knows the strengths of the driver, the technology of the car and the best strategy to race on a given track. It's no different in this new world that merges digital and traditional marketing. Organisations are desperately searching for experts that know how to both devise a comprehensive marketing strategy, and drive tactics leveraging all the data from a variety of systems that define the entire customer journey. It's a big job, but for the agencies and experts who can combine market savvy with the technical ability to understand all aspects of customer interactions and how to improve them? Those experts are going to be as successful as they make their clients.

Are you ready?

"Regardless of the primary area of focus, organisations are dealing with the fastest-moving multichannel environment in history."





With over ten years' experience in both the advertising industry and market research sectors; Jim Clark works on the Econsultancy research team. In his position as brand ambassador, Jim helps a broad range of organisations develop their marketing strategies. As well as presenting at client events and conferences he is a frequent contributor to Econsultancy's industry-leading research briefings and best practice guides. You can follow him on Twitter @JimClark99.

Econsultancy's Senior Analyst Jim Clark explores new routes for marketers to connect and engage with consumers in 2015.

It's increasingly tricky to engage consumers online. A recent McKinsey report calculated the number of digital touchpoints consumers encounter on the path to purchase are increasing by 20% annually. This is partly due to the rise of always-on internet connectivity, multiple device ownership as well as increased brand investment in the channel. But the end result is a digitally-jaded consumer, one who is less likely to be influenced by marketing messages online.

In order to cut through the clutter, marketers are focused more intently on creating personalised communications and brand experiences. A recent Digital Experience report by Econsultancy, for example, identified digital attributes that can differentiate brands online. These included *"brand predicts your needs, by sending relevant offers that relate to your next potential purchase"* and *"the digital and offline experiences contain moments of delight"*.

But data lies at the heart of the challenge, and it's recognised as the most important aspect of the customer journey jigsaw. However, marketers struggle to turn data into insights, and then to implement improvements based on these insights. According to Econsultancy's Understanding the Customer Journey report, a third of marketers are managing touchpoints in siloes, with siloed organisational structures

regarded as the greatest barrier to understanding the customer journey.

Technology is now catching up with marketer's ambitions

Communicating the right message, to the right person at the right time is the marketing Holy Grail. But it's only very recently that technology has caught up with marketer's ambitions. Progressive companies such as LL Bean, for example, have overcome siloes and invested in technology platforms that mean fewer off-base email advertising mailouts. Sales associates also have a single view of the customer, empowering them to provide more relevant content and a better service.

Although some industry practitioners may grumble that one-to-one marketing doesn't make sense for some brands – such as mass market retailers – raised consumer expectations means that it's now a hygiene factor. At the very least, online shoppers expect recommendation engines similar to Amazon, or email marketing that's optimised for mobile and which takes into account contextual information such as location to create dynamic, targeted messages.

Brands are also better positioned to join the dots between online and offline. At its recent Summit, Adobe demonstrated a hypothetical bricks and

mortar store that could connect to a user's shopping profile via their handset. In addition to providing store associates with valuable information on the customer, shelves of relevant products lit up, and messaging on digital signage changed, as the consumer walked around the store.

Opportunities from wearable devices

Going forwards, wearables will also present a significant opportunity for building new customer experiences. According to Econsultancy's *A Marketer's Guide to Wearable Technology*, wearables are the most disruptive technology development since the smartphone. This will enable brands to extend the brand ecosystem – in the same way that, say, Nike has already done by becoming a 'workout ecosystem' with its Nike+ and Fuelband range of wearable devices.

The Starwood Guest Resort app that launched with the Apple Watch provides a glimpse of the future. Users can bypass check in, open their door and buy from the mini bar. Future iterations of the Apple Watch will likely have more sensors enabling hoteliers to anticipate guest needs: feeling hot? The room will turn up the a/c before you even realise. Or if you check in stressed, the app will know to recommend the hotel spa in-room massage service.

Wearables also have the potential to enable marketers to create more personalised marketing communications. Again, Nike is a good case in point. At the beginning of 2015 it sent 100,000 users personalised videos based on their workout habits in the previous year. So, if a person spent a lot of time running in the rain, this would feature. At the end, the video showed viewers their previous workout achievement (based on their Nike+ activity).

Marketing as a service

Many of the technological developments behind personalisation – automation, programmatic, self-learning systems and artificial intelligence – are driven by data. As with the debate around programmatic advertising today, publishers see data-driven

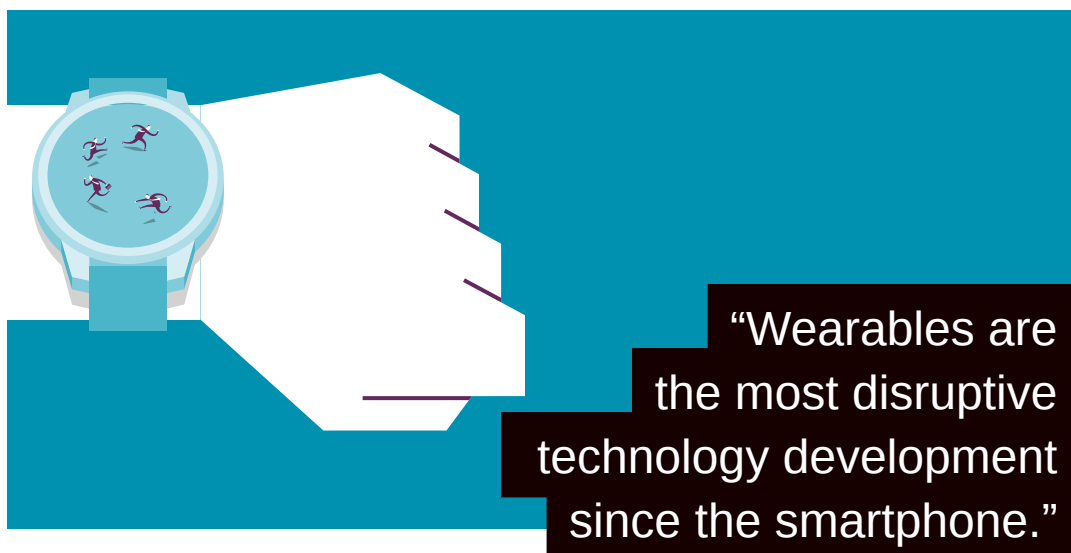
“Communicating the right message, to the right person at the right time is the marketing Holy Grail.”

approaches to digital marketing as efforts to replace humans with machines. Marketers, especially on the creative side, feel these tactics also force out creative content for the sake of efficiency.

There's no doubt the role of the marketer is changing. Superficially it may seem that machines are set to replace humans, but these machines still call for human expertise to be guided and tuned to work well. The end result won't be to take humans out of the equation, but to make the process more efficient and ensure individuals can focus on higher value work – roles that will be more about marketing service design rather than preparing campaigns and collateral.

What becomes most valuable is less the specific creative execution, or individual campaign, and more the underlying frameworks, models and algorithms. Taking inspiration from 'software as a service' (SaaS) we should be thinking of 'marketing as a service' (MaaS). That is, focusing on creating platforms that enable practitioners to create marketing components that can be assembled on demand, which can deliver new marketing experiences quickly and effectively.

Because we see the future of marketing being about increased personalisation and marketing automation, they are best engineered by Maas and this thinking will become more prevalent in time. Only because consumer expectations are continuing to evolve so quickly – today's 'surprise and delight' digital interactions are the standard web experiences of tomorrow. The only way in which brands can keep up is to maintain agile, adaptive systems, which can respond in real time.



The return of creativity and design



Christopher is the Deputy Editor at Econsultancy. His primary interests include social media, online video, digital music, content marketing, Stanley Kubrick, LEGO and being stone-cold brilliant at karaoke. In his spare time he runs music website Popdin.co.uk and pop culture lifestyle site MethodsUnsound.com. You can hound him on Twitter @Christophe_Rock.

Optimisation leads to incremental gain, while creativity leads to disruption. Christopher Ratcliff explores how marketers are building connections with consumers.

As the founder of Econsultancy and the President of Centaur Marketing, Ashley Friedlein is in a prime position to elucidate on what will be the key digital marketing trends of any given year. 2015 was no different, with Ashley offering up his 'three digital marketing mega trends' back in January.

The first of his predictions, which I will go into more detail about here, is the return of creativity and design; a re-evaluation of its importance by marketers and business people alike. Ashley predicted that they will see that creativity is central to disruptive thinking and therefore the way to steer major technological and cultural change, which ultimately is what all businesses want to do.

The dominance of technology

Did creativity and design ever really go away? No of course not, it merely faded into the background while other important matters like data measurement, analysis, optimisation and automation took precedence.

Huge shifts in consumer behaviour have been brought about by rapid advancements in technology, thanks in large part to a better ability to capture data across a wide range of touchpoints, a better understanding of marketing attribution and a shift in focus on customer experience.

A truly optimised customer experience is the Holy Grail that all businesses now chase, it's the key differentiator between you and your competitors. This has been driven by advancements in marketing automation, making the ability to personalise experiences for consumers that much more relevant, dynamic and instantaneous.

Why would someone visit one website where they are greeted like a stranger every time they arrive, when they can go to another one and be offered nothing but automatic recommendations based on

their history and feel right at home?

This is all exciting, fascinating and game-changing stuff, however, there is a dichotomy between analysis and creativity. It's possible for more data-driven minds to optimise elements of your business to death. They often lack the spark or instinct for creativity. Younger digital marketers are often more data driven which is of course an integral skill, but they also occasionally lack the acumen for design; the ability to use data and technology in a way to drive innovation and change.

As Ashley asks in his mega-trends article, "who is responsible for the cohesive vision that is not only technically enlightened but actually engages creatively, emotionally and commercially?"

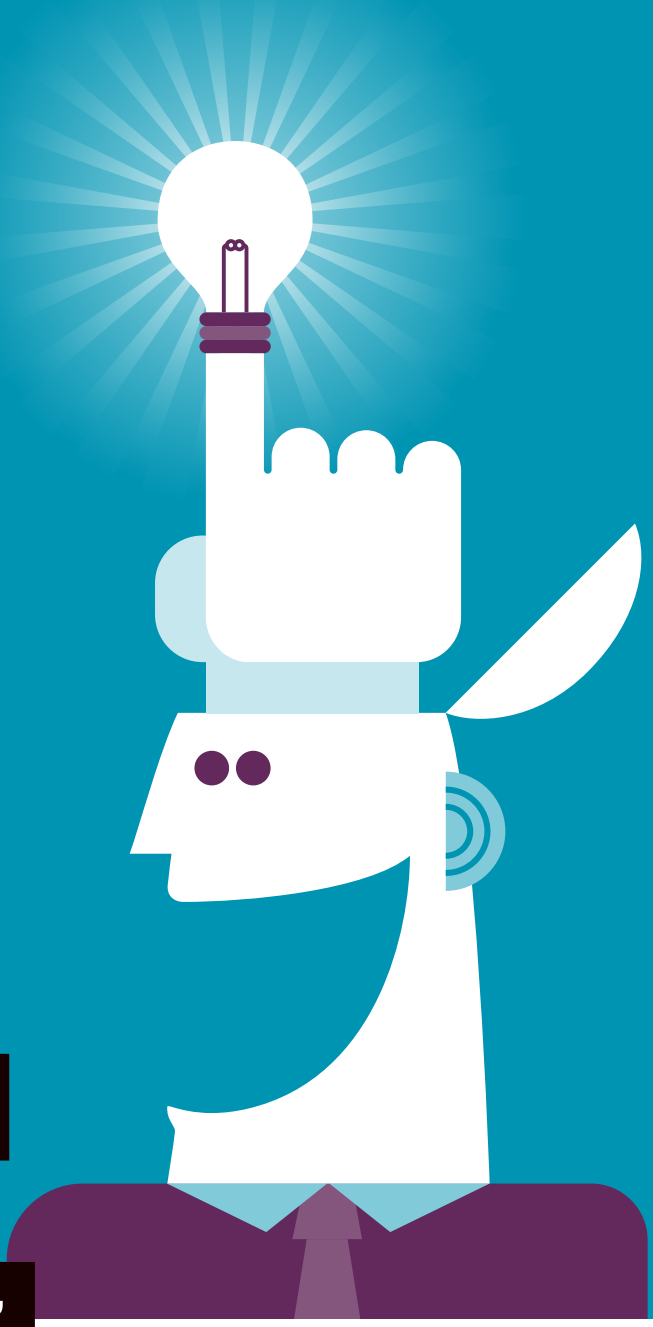
The answer lies in design

Organisations will always have to rely on the critical input of their engineers and data analysts for digital transformation, but in terms of creating the very best customer experiences and pushing things forward they'll need a more creative backbone.

Product managers who can inspire and aren't afraid to experiment. Visionary designers who can give confidence and lead teams to greater achievements. Customer experience architects, whose sole focus on the consumer never wavers, intuitively predicting what they need before they themselves are even aware of it.

Only an organisation that has truly embraced digital transformation will have the understanding, resources and inherent spirit to nurture creativity.

Again it all goes back to optimisation and the dangers of being trapped in a cycle of data-driven obsessiveness. At Econsultancy we often posit that it only takes small elemental changes to not only improve the customer experience but also ultimately increase conversion.



“Only an organisation that has truly embraced digital transformation will have the understanding, resources and inherent spirit to nurture creativity.”

You should test everything, even the smallest detail. Even the simple change of colour to a call-to-action can offer big results. Then of course comes the bigger challenges.

Thanks to Google's new algorithm change, the mobile friendliness of your website will factor into how you rank in search, therefore it's a necessity to make sure your site is mobile-optimised.

Then there are the integral social media channels that you must add to your marketing mix and constantly optimise for reach and engagement. Ad campaigns running across various channels, which thanks to the advancements in programmatic buying has led to more challenges and a further need to

educate and train.

In digital it's easy to exist in a never-ending, constantly iterating, always improving cycle, where new technologies proliferate and we do our best to keep up with them. This is great for the everyday health of your business, but doesn't allow much room for further innovation beyond the initial premise of your business plan.

Optimisation leads to incremental gain, creativity leads to disruption. There must be room in your organisation to allow creativity to grow. Fearless experimentation may lead to misfires, but from that source of fertile creativity have arisen some of the greatest revolutionary technologies.

“Connection is now becoming the key component in the digital economy.”

Who is already achieving this?

There is an often used quote from William Gibson that gets trundled out when discussions turn to ‘what’s the next big thing?’ or ‘what comes next?’.

“The future is already here, it’s just not evenly distributed.”

This is certainly as true today as it was when it was first uttered more than two decades ago.

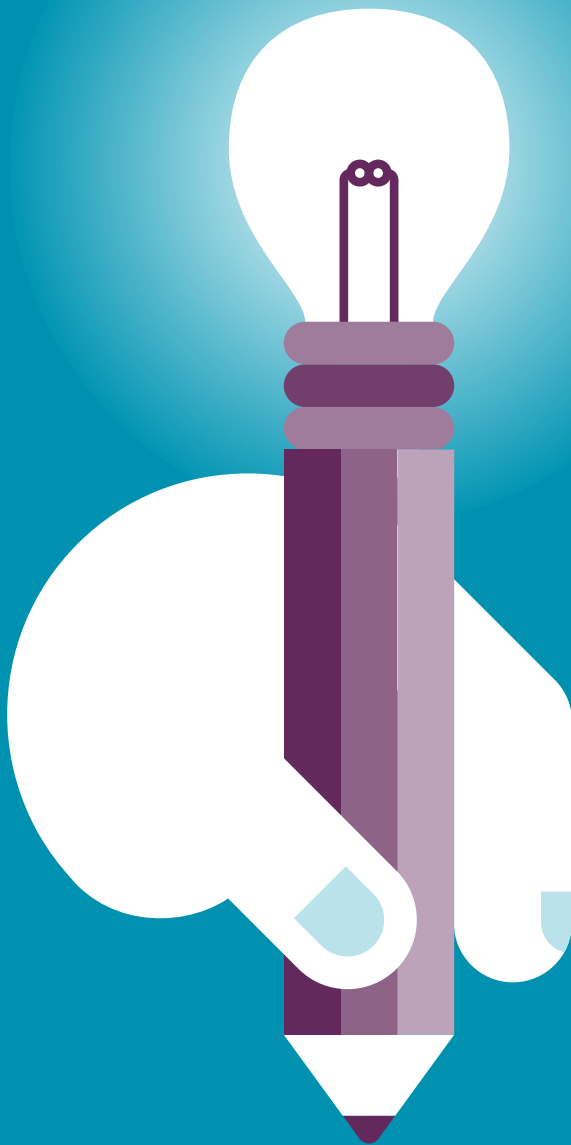
Although we’re probably still a little way off from finding something as massive as the invention of the internet and the way it has completely transformed the way the world connects and works, there are pockets of deeply disruptive, creative-led technologies that are challenging existing and highly established industries.

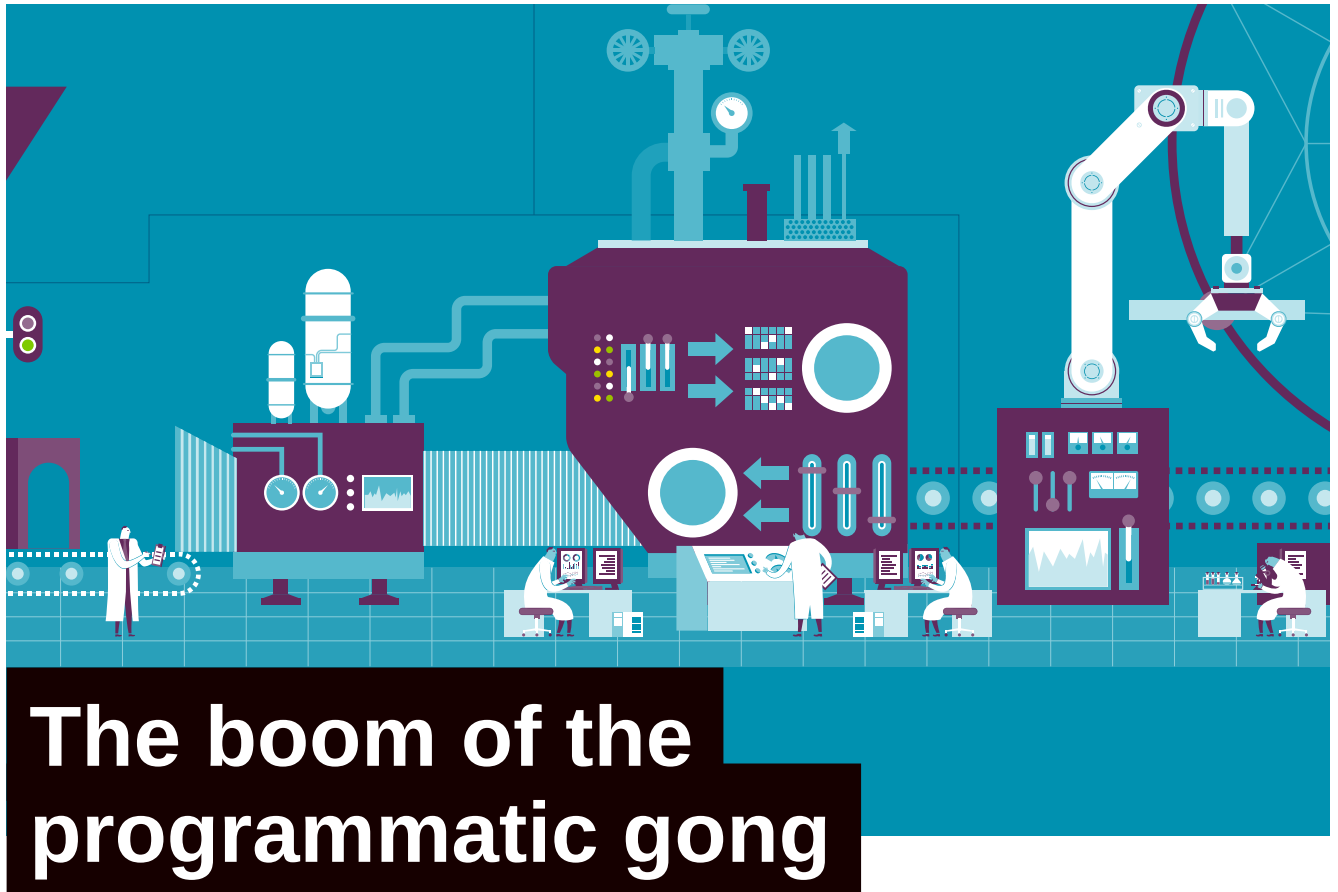
There’s Uber, altering the way that we book our taxi-cabs through mobile-first personalisation and real-time trackability. There’s Airbnb, deftly spreading its brand across the globe through its very simple and logical community-based approach. There’s also Zenefits, 2014’s “hottest start-up”, which gives away cloud-based human resources software to small businesses for free and lets them purchase insurance through their platform directly, cutting out the insurance companies that charge commission.

There is one thing that all the above companies have in common which speaks to a wider truth about the current and future economy. Connection. Each one relies on connection to make it work better.

Airbnb works because it connects people who have a house with someone who needs a house. Uber connects someone who has a car with someone who needs a car. This is a move away from the scarcity economy we were previously used to. Connection is now becoming the key component in the digital economy.

I’m paraphrasing Seth Godin from a talk of his I saw earlier in the year, but it seems to have a strong parallel here. In order to improve the customer experience and drive creativity, marketers need to figure out how to build their connection to consumers. Then surely we’ll see the next big leap forward.





The boom of the programmatic gong

David Moth discusses the new ad buying landscape, and the need for agencies to prove their value in this complex, data-driven environment.

Programmatic advertising is a boom industry. It accounted for almost half (47%) of UK display ads in 2014 according to the IAB, while eMarketer predicts that US programmatic ad spend will top \$14bn this year.

And if the lure of programmatic is causing such a huge shift in the way advertisers buy media, what does this mean for agencies?

The technology promises to bring efficiencies in ad spend, and what could be more efficient than cutting out the middle man entirely?

This may seem a very appealing prospect, and global corporations such as P&G, Mondelez (which buys 90% of social ads using programmatic) and Unilever have already set up their own trading desks.

But though we'll likely see other brands follow suit, for the majority of businesses bringing the whole operation in-house isn't a realistic option.

Ritu Trivedi, Managing Director for digital marketplace at MediaVest USA, told Adexchanger that cutting out the agency role isn't as straightforward as it may seem.

"Often these companies (DSPs) will pitch business to a client about automation, but forget to tell them what they're pitching is a lot of self-service."

"Who's going to manage it? You need someone to go in, look at the buys, make the buys, optimise."

As is often pointed out, programmatic ad buying is a complicated process. You still need humans to operate the machines.

But though it's hard to see a future where agencies are cut out altogether, it would also be naive to think that the agency model isn't going to have to adapt to the new reality of programmatic advertising.

So how do agencies fit into the new programmatic ecosystem?

What is programmatic?

No article on programmatic would be complete without a brief explanation of what the term actually means.

Well, in the simplest terms possible, it refers to the use of software and algorithms to buy ad space based on predefined budgets and target audiences.

The benefits include improved targeting, price



David is Social Media Manager at Econsultancy where he is responsible for overseeing all of the company's social marketing and engagement. David also advises other Centaur brands on their social media channels. His previous role was Deputy Editor on the Econsultancy blog, where alongside writing articles on digital marketing and ecommerce he assisted with the company's content strategy.

"Programmatic accounted for almost half (47%) of UK display ads in 2014."

“In order to maintain a competitive advantage agencies need to prove they have some unique method of working with tech or data.”

clarity, operational efficiencies and greater control over ad buys.

In a nutshell it's sold as the ability to target the right people, at the right time, at the right price.

However, as with all new technologies, some marketers are still to be convinced of the benefits of programmatic advertising.

I've attended several roundtables and speaker panels where those involved have bemoaned the lack of transparency and clarity from their agency partners, as well as the low quality of the ad space available through programmatic.

But then advertisers are ramping up investment in programmatic so clearly the positives outweigh any nagging doubts.

Agencies need to prove their value

If they are to continue to thrive, agencies need to find new ways to prove their value as part of the programmatic ecosystem.

At Econsultancy and Marketing Week's programmatic conference last year Mikko Kotila said that in order to maintain a competitive advantage agencies needed to prove they have some unique method of working with tech or data.

But as there is still so much variation in the way that brands use programmatic ad buying, the service offered by agencies will differ from client to client.

The smart money seems to suggest that this will either involve media strategy, analysis and reporting, or a consultant/educational role.

Smaller businesses will probably still have to rely on agencies for campaign implementation and reporting, while bigger organisations might want to bring certain elements in-house so they retain greater control over their data and analysis.

Education

Programmatic is still perceived to be a complicated and even rather murky form of ad buying, which probably adds to the sense that agencies and DSPs don't offer full transparency.

A Forrester survey from March 2014 found that just 23% of marketers understood programmatic buying and were using it to execute campaigns.

Another 29% said they've heard the term but don't have a clear understanding of it, while a quarter (26%) said they understand the concept but need to learn more about how to apply it to campaigns.

In this respect agencies still have an important role in advising their clients on the use of programmatic marketing.

Caspar Schlickum, CEO of Xaxis EMEA, has previously said that many of the problems around programmatic can be addressed through client education.

“This is a very nuanced space and it takes a lot to be well versed in it.

“We spend a lot of time talking through data strategy, inventory strategy, tech strategy, etc. and when you have these conversations you get to interesting conclusions.”

“But you need technical people within client companies who can have those conversations.”

Fees

As a final thought, it's fair to ask how programmatic buying should impact agency fees.

One of programmatic's biggest draws is that it increases efficiencies, so billing based on a percentage of spend or headcount would seem to conflict with that way of thinking.

Demand-side platforms bring operational efficiencies for agencies and publishers, so should the cost benefits be passed on to advertisers? Or should the use of such advanced technology come at a premium?

A common criticism of the agency role in programmatic buying is that media agencies are forced to use their holding company's trading desk, so clients aren't necessarily getting the best deal.

Based on the conversations I've heard at industry events, this is a problem that is still to be solved.

So how will agencies fit into the emerging programmatic ecosystem?

Pierre Naggar, EU managing director at Turn, believes that a hybrid model will be the most likely outcome.

“In my opinion we'll eventually see the media piece being managed by the agency, but marketers and brands will want to be much more in control of the data piece.

“Data is the most important asset the client has. They spend a lot of time developing these relationships with their customers.”

Ultimately we'll have to wait for the programmatic ad market to mature before we see the full impact on agencies, but it does seem that they will have to adapt both the way in which they service and bill their clients.

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Top 100 agencies by fee income

We've ranked agencies on the income they receive from digital media activities, rather than total turnover. Fee income is money agencies retain from clients after rechargeable third-party costs, such as media, production or hosting have been paid. Agencies unable to release this information are not ranked unless it's available from other sources, such as Companies House.

Rank	Agency name	UK fee income from digital	Year to	Previous Year	Year founded	Owner
1	SapientNitro	£165,433,349	12/14	£142,809,847	1998	Publicis Groupe
2	IBM Interactive Experience	£142,508,100	12/14	£122,481,600	1990	IBM
3	AKQA	£61,307,825	12/14	£52,222,587	1994	WPP
4	Tribal Worldwide London	£60,826,476	12/14	£51,131,908	1996	Omnicom
5	DigitasLBi	£58,203,000	12/13	£61,618,000	2006	Publicis Groupe
6	Deloitte Digital UK	£57,000,000	6/14	£37,000,000	2012	Deloitte LLP
7	Engine	£55,324,000	12/14	£43,586,000	2004	Engine Holding LLC
8	BAE Systems Applied Intelligence	£51,538,524	12/14	£40,238,152	1999	BAE Systems
9	iProspect	£43,700,000	12/14	£30,500,000	2010	Dentsu Aegis UK Limited
10	Salmon	£41,369,216	12/14	£36,147,212	1989	WPP
11	Amaze	£39,100,000	7/14	£19,400,000	1995	St Ives Group plc
12	M&C Saatchi UK Group	£35,900,000	12/14	£28,200,000	2000	M&C Saatchi plc
13	Endava	£30,787,198	6/14	£27,336,892	2009	Independent
14	Javelin Group Limited	£30,687,004	2/15	£24,991,638	1997	Independent
15	RAPP	£28,549,177	12/14	£24,706,720	2000	Omnicom
16	CACI Ltd	£27,005,000	6/14	£24,338,000	1999	Independent
17	Wunderman	£26,250,000	12/14	£25,000,000	1998	WPP
18	iris	£25,070,000	12/14	£21,828,000	1999	Cheil Worldwide
19	Lowe Profero	£24,600,000	12/14	£24,200,000	1998	Interpublic Group
20	Havas helia	£23,387,040	12/14	£18,860,698	2005	Havas Creative Group
21	R/GA London	£23,300,000	12/14	£20,500,000	2006	Interpublic Group
22	VCCP	£23,284,434	12/14	£14,920,654	2002	Chime Communications plc
23	Tullo Marshall Warren	£22,484,800	3/14	£19,733,040	2000	Creston plc
24	Valtech	£20,171,796	12/14	£7,500,000	1993	Valtech SA
25	Grass Roots Group UK	£19,250,000	12/14	£15,451,900	2001	Grass Roots Group plc
26	RMA Consulting	£19,000,000	12/14	£15,000,000	2005	NTT DATA UK
27	MRM Meteorite	£18,103,000	12/14	£13,567,000	1991	Interpublic Group
28	Jaywing	£17,210,890	3/14	£18,983,000	2006	Independent
29	Forward3d	£15,500,000	12/14	£10,580,000	2004	Independent
30	Proximity London	£14,954,639	12/14	£14,242,513	2001	Omnicom
31	Investis	£14,200,000	12/14	£12,500,000	2000	ECI
32	Holler	£14,170,000	12/14	£11,910,000	2001	Publicis Groupe
33	Zone	£13,885,018	12/14	£9,503,381	1999	Independent
34	Jellyfish Group	£13,600,000	3/15	£10,500,000	1999	Independent
35	HeathWallace	£12,200,000	12/14	£11,600,000	2001	WPP
36	We Are Social	£11,938,057	12/14	£10,179,582	2008	BlueFocus Communication Group
37	Cognifide	£11,300,000	12/14	£8,830,000	2005	WPP
38	Stickyeys	£11,109,111	3/14	£9,189,230	1996	Independent
39	Realise	£11,100,000	8/14	£9,300,000	1996	St Ives Group
40	iCrossing	£10,817,545	12/14	£9,991,607	1997	Hearst
41	Rufus Leonard	£10,488,764	12/14	£10,285,279	1992	Independent
42	Dare	£10,200,000	12/14	£14,500,000	2000	EDC Communications
43	McCann Connected	£9,681,000	12/13	£8,144,000	1995	Interpublic Group
44	Greenlight Digital	£9,182,000	8/14	£9,200,000	2001	Independent

Rank	Agency name	UK fee income from digital	Year to	Previous Year	Year founded	Owner
45	AnalogFolk	£8,779,372	12/14	£5,182,451	2008	Independent
46	VML London	£8,771,469	12/13	£6,932,722	1994	WPP
47	Reading Room	£8,681,066	3/14	£8,557,000	1996	Independent
48	MSLGROUP	£8,470,275	12/14	£7,647,468	1994	Publicis Groupe
49	Branded3	£8,358,862	8/14	£4,131,649	2003	St Ives Group plc
50	BORN	£8,200,000	12/14	£7,400,000	2008	Independent
51	1000heads	£8,000,000	12/14	£6,500,000	2000	Independent
52	Redweb	£7,832,121	12/14	£5,844,732	1997	Independent
53	The IDHL Group	£7,648,000	6/14	£6,899,000	1995	Independent
54	TH_NK	£7,400,000	10/14	£7,486,515	2002	Independent
55	twentysix	£7,180,312	2/15	£6,644,614	1996	Media Square Partners
56	AIA Worldwide	£7,090,000	12/14	£6,560,036	1985	TMP Worldwide Advertising and Communications LLC
57	Volume Limited	£6,917,326	10/14	£6,000,468	1997	Independent
58	Equator	£6,900,000	10/14	£6,700,000	1999	Independent
59	CDS Digital	£6,511,389	12/14	£6,468,044	1994	The Baird Group
60	Visualsoft	£6,394,237	6/14	£5,323,876	1998	Independent
61	Rippleffect	£6,353,666	12/14	£5,901,520	1999	Trinity Mirror plc
62	Summit	£6,336,346	1/15	£5,739,859	2000	Independent
63	Search Laboratory	£6,324,582	10/14	£5,827,024	2005	Independent
64	Foolproof	£6,200,000	12/14	£6,000,000	2002	Independent
65	Session Digital	£6,062,686	12/14	£4,771,425	2010	The Inviqa Group
66	Hugo & Cat	£5,991,110	12/14	£5,042,000	2004	Independent
67	Seven	£5,965,873	12/14	£4,630,954	2007	Guardian Media Group
68	Precedent	£5,765,329	3/14	£5,056,773	1989	Independent
69	Huge	£5,714,000	12/14	£3,713,000	2010	Interpublic Group
70	Brilliant Basics	£5,679,331	3/14	£3,873,828	2012	Independent
71	Latitude Digital Marketing	£5,603,000	12/14	£5,465,000	2001	Callcredit Information Group
72	Code Computerlove	£5,407,000	12/14	£4,680,000	1999	Independent
73	Tangent Snowball	£5,100,000	2/15	£5,100,000	2001	Tangent Communications plc
74	The Big Group	£5,047,000	12/14	£4,200,000	1991	Independent
75	Abacus e-Media	£5,010,000	12/14	£4,370,000	1995	Urdgrup Group
76	OLIVER	£4,964,195	6/14	£1,147,507	2004	Independent
77	Head	£4,859,614	12/14	£3,459,989	2000	Independent
78	MMT Digital	£4,785,707	3/15	£2,850,000	1999	Independent
79	Metia	£4,731,000	9/14	£4,787,000	1988	Metia Group
80	True Digital	£4,706,000	12/14	£3,011,000	2004	Independent
81	MBA	£4,592,012	12/14	£4,327,364	1994	Independent
82	Click Consult	£4,400,000	10/14	£4,200,000	2003	Independent
83	The Real Adventure Unlimited	£4,360,000	3/14	£4,420,000	1996	Creston plc
84	e3	£4,311,000	3/15	£4,526,000	1997	Independent
85	Pancentric Digital	£4,268,000	7/14	£3,800,000	2003	Independent
86	Fresh Egg	£4,200,000	3/15	£3,900,000	2000	Independent
87	Affinity Digital	£4,115,056	5/14	£3,894,332	1986	Independent
88	Ayima	£4,084,000	12/14	£4,159,000	2007	Independent
89	Dog	£4,050,670	12/14	£3,789,249	1996	Independent
90	Linney Design	£3,950,000	4/15	£3,510,000	1997	Independent
91	Neoworks	£3,900,000	1/15	£3,600,000	1997	WPP
92	Omobono	£3,668,604	12/14	£2,711,503	2001	Independent
93	Building Blocks	£3,650,635	4/14	£3,202,081	2007	Independent
94	Brass Agency Limited	£3,617,000	9/14	£3,435,000	1998	Independent
95	EMS Internet	£3,600,000	3/15	£3,192,000	1999	Results Through Digital
96	cxpartners	£3,568,886	3/14	£2,418,387	2004	Independent
97	Nomensa	£3,307,011	12/14	£2,724,130	2001	Independent
98	Fullsix UK	£3,301,000	9/14	£2,247,000	2000	Motion Equity Partners
99	4Ps Marketing	£3,200,000	3/15	£2,600,000	2008	Independent
100	ClearPeople	£3,139,407	3/15	£2,275,073	2003	Independent

Top marketing agencies

Rank	Agency name	UK fee income from digital	Year to	Previous Year	Year founded	Owner
1	SapientNitro	£165,433,349	12/14	£142,809,847	1998	Publicis Groupe
2	IBM Interactive Experience	£142,508,100	12/14	£122,481,600	1990	IBM
3	AKQA	£61,307,825	12/14	£52,222,587	1994	WPP
4	Tribal Worldwide London	£60,826,476	12/14	£51,131,908	1996	Omnicom
5	DigitasLBi	£58,203,000	12/13	£61,618,000	2006	Publicis Groupe
6	Engine	£55,324,000	12/14	£43,586,000	2004	Engine Holding LLC
7	iProspect	£43,700,000	12/14	£30,500,000	2010	Dentsu Aegis UK Limited
8	Amaze	£39,100,000	7/14	£19,400,000	1995	St Ives Group Plc
9	M&C Saatchi UK Group	£35,900,000	12/14	£28,200,000	2000	M&C Saatchi Plc
10	RAPP	£28,549,177	12/14	£24,607,720	2000	Omnicom
11	CACI Ltd	£27,005,000	6/14	£24,338,000	1999	Independent
12	Wunderman	£26,250,000	12/14	£25,000,000	1998	WPP
13	Lowe Profero	£24,600,000	12/14	£24,200,000	1998	Interpublic Group
14	Havas helia	£23,387,040	12/14	£18,860,698	2005	Havas Creative Group
15	R/GA London	£23,300,000	12/14	£20,500,000	2006	Interpublic Group
16	VCCP	£23,284,434	12/14	£14,920,654	2002	Chime Communications Plc
17	Tullo Marshall Warren	£22,484,800	3/14	£19,733,040	2000	Creston plc
18	Grass Roots Group UK	£19,250,000	12/14	£15,451,900	2001	Grass Roots Group Plc
19	MRM Meteorite	£18,103,000	12/14	£13,567,000	1991	Interpublic Group
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40	Visualsoft	£6,394,237	6/14	£5,323,876	1998	Independent
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44	Seven Publishing Group	£5,965,873	12/14	£4,630,954	2007	Guardian Media Group
45	Huge	£5,714,000	12/14	£3,713,000	2010	Interpublic Group
46	Latitude Digital Marketing	£5,603,000	12/14		2001	GTCR
47	Tangent Snowball	£5,100,000	2/15	£5,100,000	2001	Tangent Communications Plc
48	The Big Group	£5,047,000	12/14	£4,200,000	1991	Independent
49	OLIVER	£4,964,195	6/14	£1,147,507	2004	Independent
50	Metia	£4,731,000	9/14	£4,787,000	1988	Metia Group

Top design & build agencies

Rank	Agency name	UK fee income from digital	Year to	Previous Year	Year founded	Owner
1	Deloitte Digital UK	£57,000,000	6/14	£37,000,000	2012	Deloitte LLP
2	BAE Systems Applied Intelligence	£51,538,524	12/14	£40,238,152	1999	BAE Systems
3	Salmon	£41,369,216	12/14	£36,147,212	1989	WPP
4	Javelin Group Limited	£30,687,004	2/15	£24,991,638	1997	Independent
5	Valtech	£20,171,796	12/14	£7,500,000	1993	Valtech SA
6	RMA Consulting	£19,000,000	12/14	£15,000,000	2005	NTT DATA UK
7	Investis	£14,200,000	12/14	£12,500,000	2000	ECI
8	HeathWallace	£12,200,000	12/14	£11,600,000	2001	WPP
9	Realise	£11,100,000	8/14	£9,300,000	1996	St Ives Group
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11	Redweb	£7,832,121	12/14	£5,844,732	1997	Independent
12	Equator	£6,900,000	10/14	£6,700,000	1999	Independent
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19	Head	£4,859,614	12/14	£3,459,989	2000	Independent
20	MMT Digital	£4,785,707	3/15	£2,850,000	1999	Independent
21	e3	£4,311,000	3/15	£4,526,000	1997	Independent
22	Affinity Digital	£4,115,056	5/14	£3,894,332	1986	Independent
23	Building Blocks	£3,650,635	4/14	£3,202,081	2007	Independent
24	EMS Internet	£3,600,000	3/15	£3,192,000	1999	Results Through Digital
25	cxpartners	£3,568,886	3/14	£2,418,387	2004	Independent
26	Nomensa	£3,307,011	12/14	£2,724,130	2001	Independent
27	ClearPeople	£3,139,407	3/15	£2,275,073	2003	Independent

Top creative agencies

Rank	Agency name	UK fee income from digital	Year to	Previous Year	Year founded	Owner
1	iris	£25,070,000	12/14	£21,828,000	1999	Cheil Worldwide
2	Proximity London	£14,954,639	12/14	£14,242,513	2001	Omnicom
3	Rufus Leonard	£10,488,764	12/14	£10,285,279	1992	Independent
4	Dare	£10,200,000	12/14	£14,500,000	2000	EDC Communications
5	1000heads	£8,000,000	12/14	£6,500,000	2000	Independent
6	Foolproof	£6,200,000	12/14	£6,000,000	2002	Independent

Top regional agencies

2 Scotland

Realise

Equator

Dog

3 North West

Amaze

McCann Connected

Rippleffect

Latitude Digital Marketing

Code Computerlove

Click Consult

Building Blocks

EMS Internet

4 North East

Visualsoft

5 Yorkshire & Humber

Jaywing

Stickyeeyes

Branded3

The IDHL Group

twentysix

CDS Digital

Summit

Search Laboratory

Brass Agency

6 East Midlands

MMT Digital

Linney Design

7 East England

Salmon

Grass Roots Group

Foolproof

Affinity Digital

Omobono

8 West Midlands

Freestyle Interactive

10 South West

Redweb

True Digital

The Real Adventure Unlimited

e3

cxpartners

Nomensa

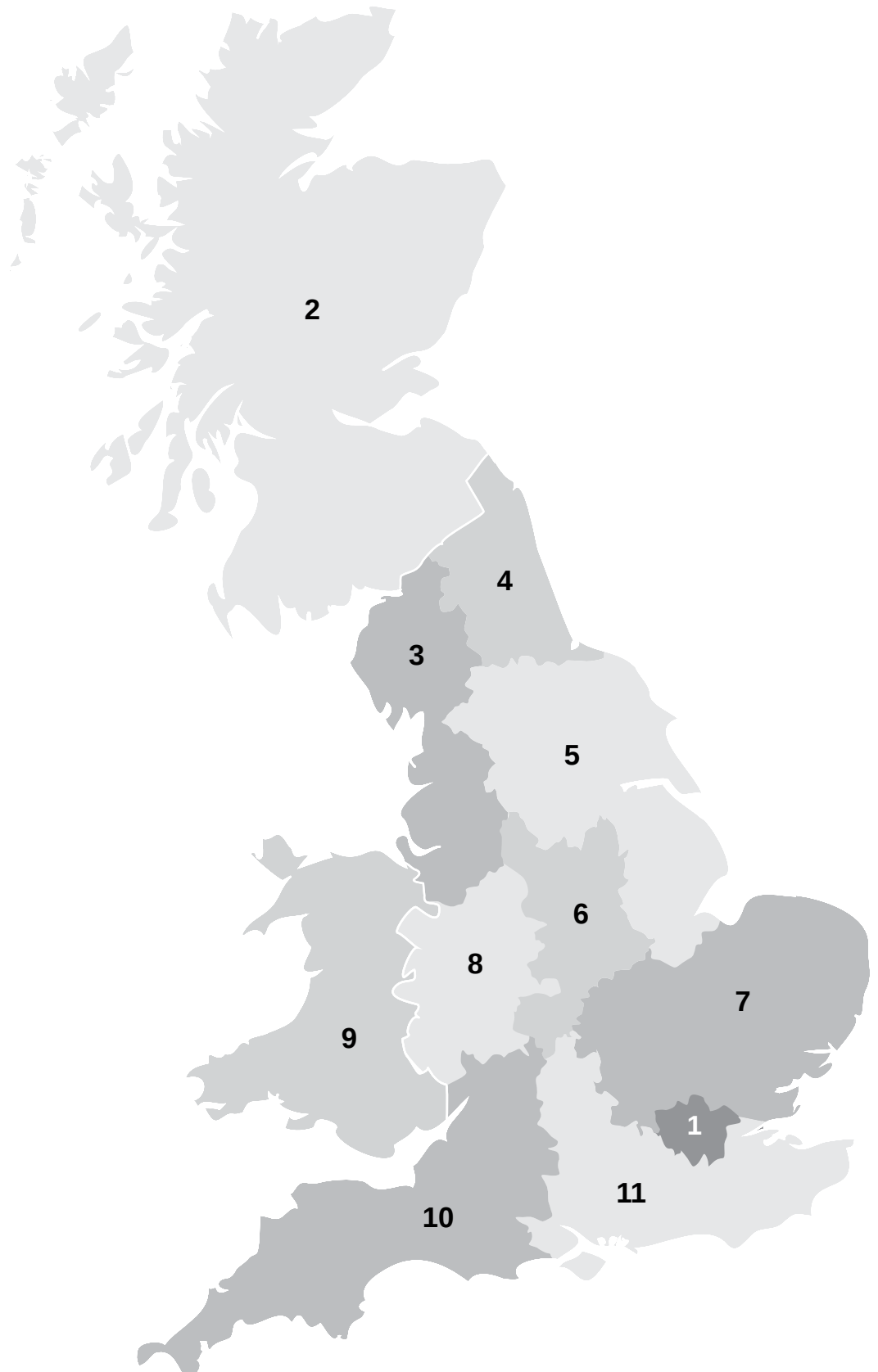
11 South East

Jellyfish Group

HeathWallace

Volume Limited

Fresh Egg



Most respected agencies

This table is compiled from votes from every agency entering the Top 100 on which other agency's work they most respect.

Rank	Top 100	Agency name	UK fee income from digital
1	3	AKQA	£61,307,825
2	21	R/GA	£23,300,000
3	5	Digitas LBi	£58,203,000
4	1	Sapient Nitro	£165,433,349
5	-	ustwo	-

Most influential people

This table is compiled from votes from every agency entering the Top 100 on the one individual who has had the most impact on the industry over the past year.

Rank	Name	Title	Agency
1	Sir Martin Sorrell	Group Chief Executive	WPP
2	Ajaz Ahmed	CEO & Co-Founder	AKQA
3	Laura Jordan Bambach	Creative Partner	Mr. President
=4	Bob Greenberg	Founder, Chairman & CEO	R/GA
=4	Brian Solis	Principal Analyst	Alimeter Group
=4	Tom Bazeley	CEO	M&C Saatchi
=4	Nigel Vaz	SVP & European Managing Director	SapientNitro

How the guide works

The *Top 100 Digital Agencies Report* lists the UK's top 100 digital marketing, design and build, technical and creative agencies. These are ranked on their fee income from digital activities in the UK. For the purposes of the Top 100, fee income from digital media activities is defined as the money that agencies retain after any bought-in third-party costs, such as media, production or hosting, have been paid. Although not a perfect metric, we believe that this is a better indicator than overall turnover of what an agency's digital expertise is worth.

Agencies supplied information via an online form. As with previous editions, we asked them for figures that came from their most recent full year's accounts. Information provided was checked at Companies House and with each agency.

To enable comparison of agencies within each discipline, we've ranked them by income in their category. We treat media planning agencies separately and these are ranked by their gross billings. Agencies chose which discipline best described the largest part of their business.

Some agencies did not submit income due to policy and legislative constraints, most notably the 2002 US Sarbanes-Oxley Act, which makes senior executives of public companies personally liable for false or misleading financial information. In addition, some agencies are merging or being acquired by other agencies, which places restraints on the extent to which they can disclose financial figures. In the majority of cases, agencies which could not provide all financial details requested (or failed to respond to enquiries) have not been listed in the guide. The fee income of IBM Interactive has been estimated by Econsultancy based on available data.

While the utmost care is taken in compiling financial figures for this guide and the corresponding rankings, this can only be as reliable as the information supplied.

Those agencies with a profile of half a page in size are agencies who are Econsultancy Enterprise subscribers; they have also submitted an image of their choice and 200 words of their own to supplement their listing in the guide. All other content and editorial decisions remain Econsultancy's own.

TOP 100
DIGITAL
AGENCIES
2015

1 | SapientNitro

sapientnitro.com



UK head office: Eden House,
8 Spital Square, London, E1 6DU

Fee income: £165,433,349
(<12/14)

Year founded: 1998

Owner: Publicis Groupe

UK head: Nigel Vaz, SVP & European
Managing Director

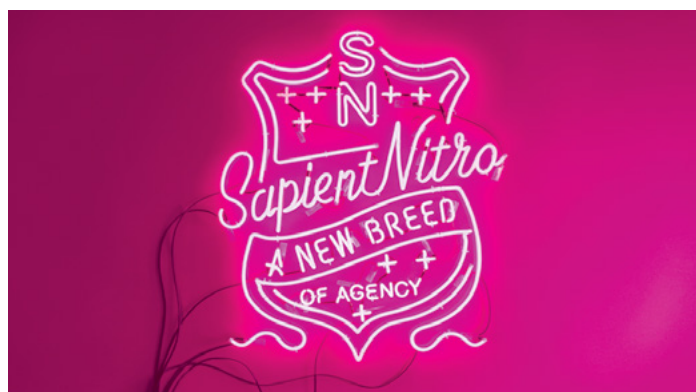
Business split: 2% CRM,
28% creative, 24% ecommerce,
4% managed services,
24% marketing,
1 % media planning/buying,
2% SEO,
8% social media,
7% user experience

Clients: RBS, Sky, Tesco, TUI,
Unilever

Contact: Alex Pym
alex.pym@sapientnitro.com
07590 678810 / 0207 759 5925

US-based SapientNitro has a London office in Spitalfields and employs 1,012 people in the UK and over 8,000 in 34 offices worldwide. The company creates integrated stories across brand communications, digital engagement and omnichannel commerce, with clients including Sky, Unilever, Tesco, Barclays Wealth and Royal Bank of Scotland. It was also recently named by HTC Corporation as its digital and social communications agency across EMEA, with SapientNitro assuming full duties for HTC's digital and social communications to shift their brand perception in EMEA.

Acquired by Publicis Groupe in late 2014, SapientNitro is now part of Publicis. Sapient, a platform focused on digital transformation across marketing, commerce, consulting and technology. SapientNitro has taken the top spot in Econsultancy's (previously NMA's) Top 100 Digital Agencies for the past seven years. In June 2014, the agency appointed former TBWA\London Executive Creative Director, Mark Hunter as Executive Creative Director London, after working with SapientNitro in a special projects role since February 2014. Hunter has previously carried out work for Nike, Levi's and Lynx during his time at Wieden & Kennedy and Bartle Bogle Hegarty.



Digital business transformation is a hot issue in boardrooms globally. Company leaders have been stung into action by the demise of once-dominant brands which failed to transform their businesses for the digital age. The threat of encroachment from traditional competitors is as real as ever, exacerbated by the fear of being superseded – often by an unseen, aggressive and digitally oriented predator. For many businesses, the fundamental issue is that they lag behind customers' expectations and requirements. New standards of service and experience are being set by the likes of Apple, Amazon and Google. Legacy businesses with analogue systems are judged by these new standards and find themselves antiquated by comparison. At the same time, the progression of digital in its widest sense has created fresh opportunities to increase relevance to customers across physical and digital spaces, opening up new and adjacent revenue streams.

Digital business transformation is a state of mind; of constantly evolving through continuous innovation in ever shorter timescales. Ovum, supported by SapientNitro, interviewed 50 European CEOs to understand the stage of maturity of their digital transformation initiatives. The White Paper launched in April 2015 and provides benchmarks for how to progress towards successful digital business transformation outcomes.

2 | IBM Interactive Experience

ibm.com/gbs/interactive



UK head office: IBM Interactive
Experience, IBM United Kingdom Ltd,
76/78 Upper Ground, South Bank,
London, SE1 9PZ

Fee income: £142,508,100
(<12/14)

Year founded: 1990

Owner: IBM

UK head: Matthew Candy,
European Leader

Business split: 8% CRM,
10% creative, 15% ecommerce,
15% managed services,
15% marketing, 1% SEO,
7% social media,
14% technical development,
15% user experience

Clients: Jaguar LandRover,
Nationwide, Visa, Home Retail Group,
BP Castrol

Contact: Bill Sullivan
sullivanw@uk.ibm.com
07730 735 688

Launched by IBM in 2014, IBM Interactive Experience is a digital customer experience consultancy, working with brands using a combination of strategy, design, analytics and technology capabilities, with design gurus and UI experts working together to help organisations move towards 1:1 interaction and engagement. The arm, headquartered in London, builds on IBM's investment in research, as well as its expertise in data analytics, social, cloud and experience design, to create, implement and manage customer engagement at various touch points, including online, mobile and social.

IBM Interactive Experience has established 10 new labs to complement its four existing labs, located in Bangalore, Beijing, Groningen, London, Melbourne, Mexico City, New York, Sao Paulo, Shanghai and Tokyo, and plans to open additional labs in the future to support the global demand for data-driven experiences. The labs enable clients to work side-by-side with researchers and consultants as well as experts in experience design, mobile and digital marketing. These multi-discipline teams analyse business challenges and jointly create solutions. IBM Interactive Experience clients include Jaguar Land Rover, Nationwide, Visa, Home Retail Group and BP Castrol.



IBM Interactive Experience's (IBM iX) clients include Nationwide, where latest innovations include the unique Impulse Saver, which allows members to transfer pre-configured amounts from current account(s) to savings account(s) with a couple of taps, all without logging in. It's designed to encourage customers to regularly save small amounts, and the initiative won Best Innovation at the User Experience Awards 2014.

IBM gathers, processes and disseminates real-time data on every point of every match for the AELTC (Wimbledon). This means 101,778 tennis points analysed across 660 matches, corresponding to 852,752 data points. Across all of the digital platforms over 140,000 updates per day are sent out. Wimbledon's digital platforms attract over 17 million unique users who, once engaged, generated record levels of interaction and spent longer consuming content than ever before. Wimbledon and IBM iX won the 2014 Digital for their use of Data and Analytics. IBM iX also helped Castrol transform, redesign and consolidate from 18,000 legacy webpages into 4,000 new webpages across 50 websites, in 29 languages – in just six months. The design allows easy access to the information customers need most: help with finding the right oil for their vehicle, and how to purchase it.

3 | AKQA

akqa.com



UK head office: 1. St. John's Lane,
Clerkenwell, London, EC1M 4BL

Fee income: £61,307,825
(<12/14)

Year founded: 1994

Owner: WPP

UK head: Amanda Morrissey and
Ron Peterson, General Managers

Business split: 20% creative,
20% ecommerce, 20% marketing,
10% social media, 20% technical
development, 10% user experience

Clients: Barclays, Nike, Mini, BUPA,
Beiersdorf

Contact: Anna-Louise Gladwell
Anna-Louise.Gladwell@akqa.com
0207 780 4786

Founded in London in 1994 by Ajaz Ahmed, CEO, digital agency AKQA has over 1,700 employees and a strong global presence, with five US offices as well as bases in the Netherlands, France, Germany, India, China, Japan and Brazil. The agency is also due to open an office in Sweden later this year. Many of AKQA's client relationships span a decade or more, and its client roster includes brands such as Nike, Google and Beiersdorf, with work including the Nike Plus Training Club app, which has seen over 15 million downloads to date; the ecommerce site for French fashion brand Hermès; and Google's social experiment, the Creative Sandbox. In 2012, AKQA began a new chapter in its history, joining marketing group, WPP plc, while in April 2015, AKQA welcomed Italian digital agency, H-ART to its network. H-ART will lead development of the network into new markets including Southern and Eastern Europe, the Middle East and North Africa. April 2015 also saw AKQA promote three of its Group Creative Directors – Masaya Nakade, Jason McCann and Sung Chang – to the role of Executive Creative Director. Nakade is based in London, while McCann and Chang work in New York.

4 | Tribal Worldwide London

tribalworldwide.co.uk



UK head office: 12 Bishop's Bridge
Road, London, W2 6AA

Fee income: £60,826,476
(<12/14)

Year founded: 1996

Owner: Omnicom

UK head: Tom Roberts,
Managing Director

Business split: 25% creative,
10% ecommerce, 10% marketing,
35% technical development,
20% user experience

Clients: Volkswagen, Exxon Mobil,
Morrisons, Unilever, Fitness First

Contact: Nadia Martins
nadia.martins@tribalworldwide.co.uk
0207 258 4163

Digital agency, Tribal Worldwide London is the largest of the global Tribal networked offices of which there are 63 across the world. Combining creativity with technology, Tribal believes brands need to do more than tell customers that their products and services are the best, they need to demonstrate it. The company seeks to resolve consumer problems and uses omnichannel platforms to enable clients to create more meaningful relationships, changing the way they engage with their audiences. Tribal Worldwide London counts Volkswagen, Unilever, Telefonica, Morrisons and Exxon Mobil among its clients. In February 2015, the launch campaign for the new Volkswagen Passat - Making the Invisible Visible, blended the car's smart technology with new film techniques to enable the invisible technology to be seen. The agency also worked on redesigning o2.co.uk and delivered Morrisons' Match & More app. Last year Tribal Worldwide London appointed former Accenture Digital Customer Experience lead, Jonathan Lovatt-Young to the newly created role of Head of Service and Experience Design. In addition they promoted Simon Poett to ECD and brought in Lee Woodard, previously CSD at SapientNitro as Managing Partner and Head of Account Management.

5 | DigitasLBi

digitaslb.com



DigitasLBi

UK head office: 146 Brick Lane,
London, E1 6RU

Fee income: £58,203,000
(<12/13)

Year founded: 2006

Owner: Publicis Groupe

UK head: Michael Islip,
Chief Executive, UK

Business split: 1% CRM,
23% creative, 28% ecommerce,
9% managed services,
11% marketing,
8% media planning/buying,
12% SEO, 1% social media,
4% technical development,
3% user experience

Clients: Virgin Atlantic Airways, Astra
Zeneca, Honda, Barclays, Lloyds TSB

Contact: Emma Storer
emma.storer@digitaslb.com
0207 063 6541

DigitasLBi is a global marketing and technology agency and is part of Publicis Groupe, the world's third largest communications group. The agency was formed following Publicis Groupe's acquisition of independent digital agency LBi in September 2013 and the subsequent merger of Digitas and LBi in February 2013. This merger was designed to combine the two agencies' complementary areas of digital expertise, as well as their global scale. DigitasLBi's skills span insight, brand building, content creation and distribution, as well as business design.

The agency has clients across all vertical sectors, and works in partnership with brands including American Express, AstraZeneca, Coca-Cola, Delta and eBay. Recent work also includes a project to develop a two and a half minute video timeline to mark shipping line, Cunard's 175th anniversary, activity which was supported by a social media strategy and implemented in January 2015. This year has also seen Honda appoint DigitasLBi, and Lost Boys, part of the DigitasLBi family, as global strategic digital partners for its Formula 1 activity following a competitive pitch. DigitasLBi and Lost Boys are now collaborating with Honda to develop a digital strategy which positions Honda as the brand at the forefront of Formula 1.



DigitasLBi has recently promoted Michael Islip to the role of UK Chief Executive. Islip, who has been UK Managing Director since June 2012, has assumed responsibility for driving the ongoing growth of DigitasLBi in one of its biggest global markets. He replaces the current UK Chief Executive Anil Pillai, who after four years at the helm is stepping up to the newly created position of Chief Executive UK, Middle East & Africa. Islip will continue to report to Pillai with a remit to strengthen DigitasLBi's position as the UK's leading marketing and technology agency. He will be responsible for helping decide what's next for key clients, as well as forging new partnerships with some of the UK's most ambitious brands. Islip will also be charged with overseeing the ongoing evolution of the agency and the launch of new service offerings.

6 | Deloitte Digital UK

deloitte.digital.com



UK head office: Buckley Building,
49 Clerkenwell Green, London,
EC1R 0EB

Fee income: £57,000,000
(<6/14)

Year founded: 2012

Owner: Deloitte LLP

UK head: Paul Thompson,
EMEA Lead

Business split: 20% CRM,
5% creative, 20% ecommerce,
20% marketing, 20% technical
development, 15% user experience

Clients: Roche, BBC, Diageo,
Virgin Media

Contact: Sam Roddick
0207 007 8283
sroddick@deloitte.co.uk

Deloitte Digital is a mix of consultant and agency, bringing together creative and technology capabilities, business acumen and industry insight, and combining talent and skills from across its organisation. The company has doubled its global employees since last year, and now numbers over 3,000 professionals, covering 22 countries with 16 studios. In the UK, the company is based in a creative and agile development studio in Clerkenwell, London, designed to encourage cross-discipline collaboration, and also has a technology studio in Belfast. Its focus is on large-scale strategic projects and digital transformations, beyond one-off apps and campaigns, and it has expertise in disciplines including creative, UX, technology, change management, risk management and analytics. As a result, the company has established a reputation for helping businesses become digitally agile. Clients include M&S, Diageo, Adobe and New Look, and recent work includes creating an in-store, iBeacon prototype for Waitrose's store in Swindon, which opened in April 2014. The combined Waitrose and Deloitte team built a customer app and a partner app, which linked into a Salesforce CRM solution, allowing the retailer to personalise communications, recommendations, offers and content for customers.



Waitrose iBeacon mobile app

Waitrose recently opened a new store in Swindon and were keen to showcase new and innovative ideas to customers, city analysts, media and the main board of John Lewis Partnership. In particular, they wanted to use the latest technology to support an improved customer experience, showcase rich content and improve loyalty. As part of this, a small team from Deloitte Digital created an in-store, iBeacon prototype. iBeacons are small wireless, Bluetooth enabled location-transmitters that allow mobile apps to recognise when a smartphone is nearby. The combined Waitrose and Deloitte team built a customer app and a Partner app, all linking into a Salesforce CRM solution. Within three weeks, working prototypes had been developed to enable this cutting edge technology to be demonstrated at the concept store. In conjunction with the iBeacons, the Waitrose app demonstrated concepts for personalised communications, recommendations, offers and content relevant to their shopping experience, requiring customers to opt-in to sharing their data in return for these services. The app is a proof of concept, but represents a significant step forward in the use of technology to interact with shoppers in a personalised way, and understand consumer behaviour at a very granular level.

7 | Engine

enginegroup.com



UK head office: 60 Great Portland
Street, London, W1W 7RT

Fee income: £55,324,000
(<12/14)

Year founded: 2004

Owner: Engine Holding LLC

UK head: Debbie Klein, CEO, UK

Business split: 33% creative,
1% ecommerce, 46% marketing,
8% social media, 8% technical
development, 4% user experience

Clients: Santander, BskyB,
Apple Distribution International,
BMW, Home Office

Contact: Debbie Klein
newbiz@theenginegroup.com
0203 128 8912

Engine is a global community of specialists comprising 13 businesses which span marketing, content, digital, brand consultancy, research, data analytics, social media and strategic consultancy. Clients can tap into resource from any part of the Group, giving them access to more than 2,000 people based in over 30 locations around the world. Engine works with one in four of the world's biggest marketing spenders, and more than half of clients hold relationships with two or more Engine businesses, while 58% of the company's revenue is derived from digital.

Engine was acquired in September 2014 by Lake Capital (via Engine Holding LLC), a deal which saw Lake's other investments – global market research and business intelligence firm ORC International, and content marketing agency Trailer Park – brought into the Engine fold. Engine's clients include Warburtons, B&Q and Santander. In April 2015, UK energy provider, E.ON appointed Engine to handle its through-the-line marketing communications activity, following a competitive pitch process. The agency will be responsible for delivering integrated marketing communications that help E.ON to better engage with its customers. Having previously been responsible for the company's digital and social activity, Engine now oversees all above and below the line activity for E.ON.

8 | BAE Systems Applied Intelligence

baesystems.com/what-we-do-rai/digital-transformation

BAE SYSTEMS

Applied Intelligence

UK head office: The Blue Fin Building, 110 Southwark Street, London, SE1 0SU

Fee income: £51,538,524 (<12/14)

Year founded: 1999

Owner: BAE Systems

UK head: Julian Cracknell, Managing Director, UK Services

Business split: 10% creative, 20% ecommerce, 10% managed services, 40% technical development, 20% user experience

Clients: Three, Network Rail, EE, Transport for London, Vodafone

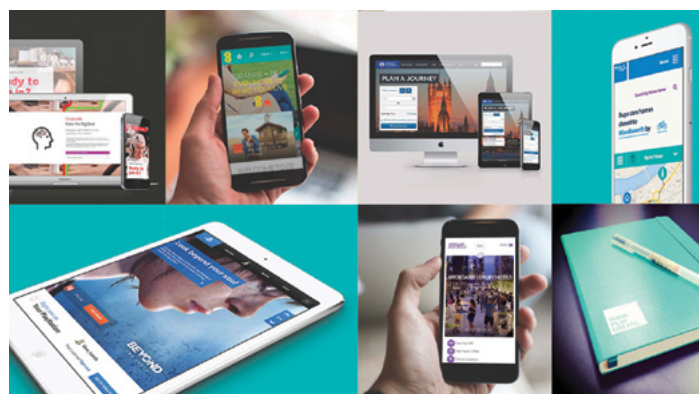
Contact: Rhys Davies
rhys.davies3@baesystems.com
0207 812 4472

BAE Systems Applied Intelligence is a business division of BAE Systems. It delivers solutions that help clients to protect and enhance their critical assets in the intelligence age, with solutions combining large-scale data exploitation, 'intelligence-grade' security and complex services and solutions integration. The company operates in four key domains of expertise: cyber security, financial crime, communications intelligence and digital transformation.

BAE Systems Applied Intelligence works across its clients' three primary digital transformation domains:

- Their business model, how they make and save money, and deliver successfully against their strategic objectives.
- Their engagement model to attract, engage and retain customers and users cost effectively.
- Their core operations and asset base to drive efficiency, productivity and effective decisions.

The company has integrated data science solutions into commercial and government organisations for over 40 years and was an early pioneer in deploying big data techniques. Today it works with enterprises and government departments to help protect and enhance their physical infrastructure, mission-critical systems, valuable intellectual property, corporate information, reputation and customer relationships, competitive advantage and financial success. In February 2015, BAE Systems Applied Intelligence announced a new strategic partnership with the Chartered Institute of Public Finance and Accountancy's Counter Fraud Centre (CCFC) to develop counter fraud and cyber security services and solutions for public services.



Digital has transformed how we live our lives, and the impact on our clients' organisations is profound. They now need to excel at engagement with their customers and partners, they need to innovate and experiment with new business models, and they need to digitally enable their core operations and workforce to become more efficient and agile, delivering better insights and enabling effective decisions. We are increasingly being asked to play in new territories such as the 'Internet of Things', where machines talk to other machines making autonomous decisions; smart meters send our usage stats into billing systems; connected cars automatically report an accident or breakdown; and our wearables provide health statuses to our doctors. In each of these scenarios, a certain amount of personal information is being transmitted and consumers and regulators are becoming more conscious about the value of personal data. The challenge for organisations offering new services based on innovative uses of data is to understand their users, and how to best offer services that warrant a value exchange. The age of the 'Internet of Things' continues to drive the age of organisations being much more transparent and people-centred. Read more at www.baesystemsai.blogspot.co.uk.

9 | iProspect

iprospect.com

iProspect

UK head office: 5th Floor, 10 Triton Street, London, NW1 3BF

Fee income: £43,700,000 (<12/14)

Year founded: 2010

Owner: Dentsu Aegis UK Limited

UK head: Chris Whitelaw, CEO

Business split: 6% managed services, 12% marketing, 42% media planning/buying, 28% SEO, 12% social media

Clients: adidas, ASDA, British Gas, Diageo, Kellogg

Contact: Emmaclare Huntriss
Emmaclare.Huntriss@iProspect.com
0207 492 2800

Digital performance agency, iProspect was founded in 2010. It is part of the Dentsu Aegis Network giving access to a suite of sister agencies providing expertise and capabilities in media, digital and creative communications services. The company has 72 offices in 50 countries and more than 2,500 employees, and its London team alone has grown exponentially to 371 specialists within search, display, paid social, social media, affiliate marketing, content, structured data, conversion rate optimisation and analytics. The agency's services are underpinned by a range of bespoke technology, data management and reporting solutions that help clients in cross-channel, holistic analysis and optimisation of their digital campaigns. iProspect's clients include Sky, Camelot, Regus, adidas, British Airways and Joules. Recent work includes partnering with Facebook, EE and Vizeum to trial experimental technology at IKEA in Cardiff, combining hyperlocal Facebook ad targeting with tracking technology from EE to see the effects on driving in-store foot traffic. The project saw geo-targeted Facebook ads drive a 31% uplift in store visits by 22-25 year-olds, and an 11% increase in visits overall.



10 | Salmon

salmon.com



UK head office: 64 Clarendon Road,
Watford, Hertfordshire, WD17 1DA

Fee income: £41,369,216
(<12/14)

Year founded: 1989

Owner: WPP

UK head: Neil Stewart,
Chief Executive Officer

Business split: 12% creative,
50% ecommerce,
20% managed services,
1% marketing,
10% technical development,
7% user experience

Contact: Sue Pratt
marketing@salmon.com
01923 320 000

Salmon is a global commerce service provider with 25 years of experience working with brands across the globe to help them adapt to the changing digital landscape. The company runs commerce solutions that generate more than £3 billion in sales each year, helping customers to undertake ecommerce projects and reshape their brand, customer and professional journeys. With offices in London, New York, Sydney and Beijing, Salmon serves a wide range of clients including AkzoNobel, Argos, Audi UK, Game and Selfridges. Recent work includes partnering with sofa retailer, DFS to build the company's first B2B web site, providing a furniture solution for independent and large hotel groups. Last year the company also worked with Halfords to implement a new redesign across the automotive and cycling retailer's .ie websites, plus mobile and tablet optimised sites. The project included adding additional content, video and 'how to' guides. Halfords saw a 15% uplift in customer conversion as a result, and attracted 1.5 million viewings of the new video content, while customer satisfaction score for click and collect has risen significantly.



Recent awards / accolades:

Ecommerce or Mcommerce supplier of the year – Online Retail Awards Halfords and Salmon won in the cars, bikes & accessories category – Online Retail 2nd in The Drum's Digital Census 2014 – Elite Category. This is based on client and peer feedback and financial performance. 26th in The Drum's annual Top 100 list of agencies outside London, published in association with Recommended Agency Register (RAR). In December 2014, Forrester published their 'Leverage Boutique CSPs As An Alternative To Large-Scale CSPs' report. Salmon was included among a number of boutique Commerce Service Providers (CSPs), companies who harness adjacent ecommerce-enabling technologies like order management systems (OMSeS) and content management systems (CMSeS) to deliver world-class commerce. In February 2015, Salmon was listed as a vendor worthy of consideration in two Forrester Wave reports: 'The Forrester Wave: B2C Global Commerce Service Providers, Q1 2015': Salmon is listed as a vendor worthy of consideration, noted for filling niches and voids in the Global Commerce Service Provider (GCSP) space. 'The Forrester Wave: B2B Global Commerce Service Providers, Q1 2015': Salmon is listed as a vendor worthy for consideration and was cited as a well-rounded global commerce service provider with origins as a systems integrator.

11 | Amaze

amaze.com



UK head office: 1 Tony Wilson Place,
Manchester, Greater Manchester,
M15 4FN

Fee income: £39,100,000
(<7/14)

Year founded: 1995

Owner: St Ives Group Plc

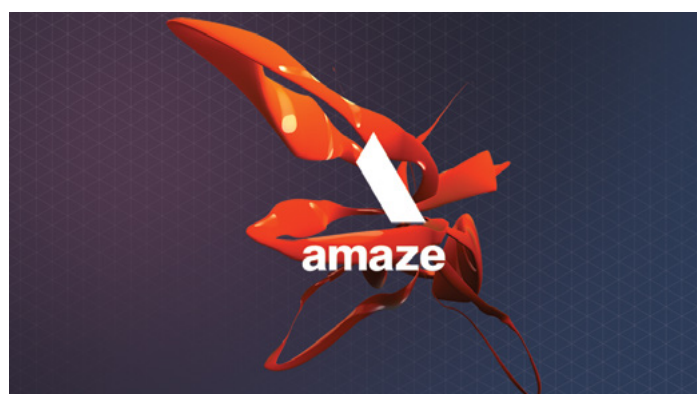
UK head: Natalie Gross, CEO

Business split: 5% CRM,
15% creative, 20% ecommerce,
10% managed services,
15% marketing, 5% SEO,
5% social media, 15% technical
development, 10% user experience

Clients: ASICS, The Co-operative
Group, Virgin Trains East Coast,
Toyota Motor Group: Lexus and
Toyota, Unilever

Contact: Kellie Sharp
K.sharp@amaze.com
0161 242 5677

This year Amaze turns 20, clocking up two decades of digital development and design. Today it is a leading full service digital marketing, technology and commerce consultancy, delivering solutions across the digital spectrum from strategy to solution design; global implementation to ongoing optimisation. Its solutions are live and supported in 104 countries, including in 28 languages for a client list that includes ASICS, Toyota and Unilever, and it has offices in London, Manchester, Liverpool, Chicago and Singapore. Amaze's work includes a project with timber and builders merchant, Travis Perkins that saw the agency create a fully responsive website that was voted as one of the best responsive websites of 2014 by Econsultancy. Last year it also worked with Lexus to build the car manufacturer an online hub to support the launch of its new NX car model. In January 2015 the company announced six key digital predictions for the year, including the arrival of big data, virtual reality going mainstream, smart objects becoming commonplace, a growing focus on not just content but context, digital governance as a hot topic, and same day delivery as standard.



Digital Commerce: How businesses achieve global success

Markets around the globe are predicted to experience double-digit online sales growth until 2018. With a constantly evolving digital landscape, businesses need to be ready to embrace a new era of digital commerce and take advantage of these changes by developing a direct relationship with their consumers. It is no longer just about retailers: companies, especially manufacturers, need to move to a direct-to-consumer-model. This is a 'must have' requirement if organisations want to tap into the connected consumer around the globe. At Amaze we have mapped out seven steps to global commerce success: getting the financials right; making a long-term ROI view; choosing the right technology and architecture; putting the right people in place; ensuring strong team chemistry; data readiness and understanding how each product category is searched; global governance is key, as is maintaining pace of global roll out. Global solutions help transform businesses. An ecommerce platform is the start, a strategy of continual optimisation is essential to ensure progressive enhancements. This ever-changing landscape holds a wealth of opportunity for businesses that build a rich commerce solution; have a unified and personalised brand experience and continuously learn and iteratively develop putting the consumer at the heart of the shopping experience.

12 | M&C Saatchi UK Group

mcsaatchi.com/london



UK head office: 36 Golden Square, London, W1E 9EE

Fee income: £35,900,000
(<12/14)

Year founded: 2000

Owner: M&C Saatchi Plc

UK head: Lisa Thomas, CEO, UK Group

Business split: 21% CRM, 13% creative, 3% ecommerce, 2% managed services, 15% marketing, 12% media planning/buying, 16% social media, 16% technical development, 2% user experience

Clients: IKEA, Royal Bank of Scotland Group, Telefónica UK, Transport for London, Walgreens Boots Alliance

Contact: Sharon Browne
sharon.browne@mcsaatchi.com
0207 544 3721

M&C Saatchi UK Group believes that digital is everyone's business, not a separate business. This means that rather than having a separate digital agency in the UK group, every group company sells and services digital business. There are 12 different businesses in the UK Group, and the company has brought together strategists from every discipline to sit and work together in a Central Strategy Unit (CSU), including advertising, brand, PR, CRM, data and digital. M&C Saatchi UK Group also has a dedicated in-house creative technology and production centre, 'The Digital Hub', which boasts 80 specialists across creative technology, experience architecture, design and production, and delivers thousands of digital projects a year for M&C Saatchi UK Group clients. In 2014, M&C Saatchi UK Group acquired digital agency, Lean Mean Fighting Machine, and the company has also invested in a number of different insight specialists – research and insight business, The Source, data consultancy, M&C Saatchi Milk, and online active listening business, Human Digital. Its mobile arm, M&C Saatchi Mobile has also proved successful, delivering 79% growth in its first year as part of the UK Group, with clients including Topman, Reebok, Ernst & Young and BMW.

13 | Endava

endava.com



UK head office: Floor 13, 125 Old Broad Street, London, EC2N 1AR

Fee income: £30,787,198
(<6/14)

Year founded: 2009

Owner: Independent

UK head: Robert Spittal, Director

Business split: 8% CRM, 9% managed services, 1% media planning/buying, 1% social media, 77% technical development, 2% user experience, 2% software re-sales

Clients: Worldpay, Trinity Mirror, The R&A

Contact: Bradley Howard
Bradley.Howard@endava.com
07976 359 716

Endava is a technical agency headquartered in London, with over 1,800 staff based in the UK, Ireland, US and Germany, and delivery offices in Romania, Moldova and Macedonia. The company specialises in full project delivery, from technical design, to development and testing, to hosting, support and managed services. It has six key areas in its digital media offering social media integration, mobility, consumer insight, platform as a service, retail, and CRM. Over 60% of Endava's revenues come from customers in the financial services sector, specifically in payments, insurance and banking segments. The remaining revenues are generated from clients in media and publishing, retail, telecommunication and travel sectors. The company's experience in the financial services industry allows it to provide scalable and secure cross platform (TV, mobile and web) sites designed to achieve long-term objectives, while its experience in the sports industry gives it a time-sensitive approach to delivery. Endava's retail and sports industry experience means it is also used to dealing with spikes in traffic patterns, during both planned and unplanned events. The company specialises in Java and .net projects, often using off-the-shelf products, and it has adopted API-first design principles. Clients include The Open Championship, Endsleigh and Cadbury.

14 | Javelin Group Limited

javelingroup.com



UK head office: 200 Aldersgate Street, London, EC1A 4HD

Fee income: £30,687,004
(< 2/15)

Year founded: 1997

Owner: Independent

UK head: Tony Stockil, CEO

Business split: 70% ecommerce, 20% technical development, 10% user experience

Clients: Unilever, Lakeland, Mothercare, Majestic Wines, eBay UK

Contact: Tony Stockil
tony.stockil@javelingroup.com
0207 961 3200

Founded in 1997 and based in London, with an office in Paris and a development centre in Bulgaria, Javelin Group develops digital strategies and ecommerce solutions for retailers and brand owners globally. In the last five years the organisation has trebled its revenues from £10m to over £32m in 2014/15. The Group's specialism lies in the retail sector, and in its 'vertical' model, which combines retail strategy, customer experience, operations, marketing, organisational design, technology planning, and technology development under one roof. Javelin Group serves a client list which includes Sainsbury's, Carrefour, Metro, Iceland, Marks & Spencer and Matalan. In a recent project for Jumbo Supermarkten, the Netherlands' supermarket group, Javelin Group planned and implemented a new ecommerce grocery channel within 22 months, including an ecommerce website, an order management system (OMS), a product information management (PIM) system, an ecommerce fulfilment centre (dark store), and multiple in-store and dedicated pick-up points. The Group's most significant client win in the last 12 months is Unilever, for whom it is tasked with developing digital brand solutions, marking the first FMCG brand owner among the company's client base. In 2014 both Javelin Group's UK and Bulgarian teams were expanded, with further appointments expected in 2015.

15 | RAPP

RAPP.com



UK head office: 1 Riverside, Manbre Road, London, W6 9WA

Fee income: £28,549,177
(<12/14)

Year founded: 2000

Owner: Omnicom

UK head: Marco Scognamiglio, CEO UK

Clients: Virgin Media, AkzoNobel (Dulux), Mercedes-Benz, Mothercare, The Open University

Contact: Alison Clark
alison.clark@uk.rapp.com
0208 735 8000

Founded in 2000 in the UK and based in London, with additional offices in East Grinstead, Edinburgh and Bristol, RAPP works predominantly in the agriculture, automotive, financial services, healthcare and retail sectors, with international clients including Akzo Nobel (Dulux), HP, Christie's and Sanofi. Part of the RAPP network, which has a long heritage in creative, media, data and technology, the group has since added to its skill set, with expertise in mobile, curated social, smart data and gamification, specialising in creating timely real-time experiences. Its aim is to empower brands to have deeper and longer-lasting relationships with their customers. An example of this is RAPP's work with Mothercare, enabling the retailer to use smart data to understand the motivations of new mums and mums-to-be. The resulting opt-in 'MyMothercare' loyalty programme has already built a customer database of over one million people. In November 2014 RAPP UK was also appointed to The Open University's (OU) roster, and has been tasked with supporting the OU to drive engagement among prospects and improve its conversion to study. RAPP already handles the OU's data planning and analytics and technology business, and the appointment extends the agency's remit into creative CRM.

16 | CACI Ltd

caci.co.uk



UK head office: CACI House, Kensington Village, Avonmore Road, London, W14 8TS

Fee income: £27,005,000 (<6/14)

Year founded: 1999

Owner: CACI International Inc.

UK head: Greg Bradford, CEO

Business split: 15% CRM, 7% creative, 20% managed services, 11% marketing, 30% technical development, 5% user experience, 12% software re-sales

Clients: Vodafone, Chelsea FC, EDF Energy, Allianz, Ministry of Justice

Contact: Kandyce Tester
ktester@caci.co.uk
0207 605 6081

Headquartered in Kensington, with seven offices in the UK and two in the Netherlands, CACI is an integrated customer experience agency, specialising in delivering integrated marketing solutions for commercial sector clients and mission critical digital solutions for public sector clients. Its work is designed to enable leading global brands to enhance both their customer experience and commercial value by increasing sales, loyalty and advocacy while reducing costs, customer churn and inefficiencies. It does this through a blend of digital, design and data services, which combine to create a fully integrated business and operating model that links consumers across physical and digital touch points. CACI supports multiple technologies and approaches, and works with businesses both large and small on a UK only and international basis.

RIGHT AUDIENCE WRONG CONTENT

Fix it with **CACI's** unique blend of
DIGITAL, DESIGN + DATA

Delivering truly integrated customer experiences



Personalising the customer experience for each individual customer is cited as a top priority for marketing executives in 2015. When we consider the case studies surrounding personalisation, this should come as no surprise. Personalised communications across all channels have been proven to increase customer engagement, conversion and advocacy when compared to non-personalised messages. Despite the focus on it, personalisation suffers from loose definitions that hinder progress in complex cross-channel personalisation. For instance, putting the customer's name in the subject line can be considered personalisation just as much as generating a bespoke quote for an insurance policy that is available on web, mobile and call centre. Both are personalised despite the great differences in complexity. As we enter 2015, CACI is committed to helping our clients deliver sophisticated, real-time, cross channel personalisation. Doing this requires CACI to use our strength in data science and predictive models to determine the triggers for personalisation. Also, our technical strength in integrating multiple technologies together as part of a single customer journey will be vital to get the right message to the right customer at the right time and over the right channel.

To get started you can take CACI's personalisation capability audit:
www.surveygizmo.com/s3/2039198/Short-Personalisation-Survey

17 | Wunderman

wunderman.co.uk



WUNDERMAN

UK head office: Greater London House, Hampstead Road, London, NW1 7QP

Fee income: £26,250,000 (<12/14)

Year founded: 1998

Owner: WPP

UK head: Chris Perry, UK CEO

Business split: 18% CRM, 15% creative, 2% ecommerce, 3% managed services, 12% marketing, 5% SEO, 25% social media, 10% technical development, 10% user experience

Clients: Microsoft, Shell, News UK, EDF Energy

Contact: William Rolt
william.rolt@wunderman.com
0207 611 6943

2014 marked the culmination of two years of transformation at Wunderman, which included accelerating growth by winning over £10.5 million of new business, namely News UK, Virgin Media Business and The Childhood Eye Cancer Trust. It has also grown organically by extending its relationship with Microsoft, Jaguar, Coca-Cola and Shell. Creative highlights featured projects such as Retinoblastoma, a deadly and aggressive eye cancer. The campaign's film has racked up over 877,000 online views. Wunderman has also established a Content Studio to accompany its existing social offering, taken a majority stake in technology agency, Cognifide, and acquired the data ecommerce agency FusePump to boost its skills in personalisation. The agency has also just welcomed Chris Perry as CEO, with the team focused on continued growth. He replaces former CEO Mel Edwards, who has been promoted to the Chief Executive of EMEA where she will manage 3,000 people in 78 offices throughout Europe, the Middle East and Africa. In March 2015, Wunderman also appointed Gary S. Laben as its Global Chief Data Officer, responsible for expanding the agency's data assets, data management and analytics practices to provide creative marketing support to its clients. Laben will report to Mark Read, who was appointed CEO of the company earlier this year.

18 | iris

iris-worldwide.com



UK head office: 185 Park Street, London, SE1 9DY

Fee income: £25,070,000 (<12/14)

Year founded: 1999

Owner: Cheil Worldwide

UK head: Dan Saxby, CEO

Business split: 50% creative, 50% marketing

Clients: Samsung, Shell, MINI, Barclaycard, adidas

Contact: Steve Bell
steve.bell@iris-worldwide.com
0207 654 7900

Global creative innovation network, iris started in 1999 as a team of seven people and, 16 years on, believes 2014 has been its best year to date, creatively, commercially, and culturally. The agency secured a clutch of new clients including Samsung, Guinness and Wickes, as well as winning pitches from Shell, Barclaycard and BMW. It also opened premises in Sao Paulo, Munich and Chicago, bringing its total to 14 offices, and formed a partnership with Cheil Worldwide to take on the traditional networks and accelerate its global growth. In August 2014, iris appointed Leila Bartlam as Head of TV, Film and Content, part of the agency's continued investment in film and content. Bartlam joined from Havas Worldwide where she held the position of Head of Film. In February 2015 the agency also enhanced its strategy team with the appointment of Ben Milligan as Group Planning Director, taking on strategic leadership for the MINI and Domino's accounts in particular. Milligan was formerly Planning Director at Wieden & Kennedy. iris's recent work includes 'There Will Be Haters', a campaign for adidas which played on football's polarising emotions. It exceeded its KPIs in the first six weeks.

19 | Lowe Profero

loweprofero.com



UK head office: 66 Prescott Street,
6th Floor, London, E1 8HG

Fee income: £24,600,000
(<12/14)

Year founded: 1998

Owner: Interpublic Group

UK head: Dale Gall, CEO

Business split: 5% CRM,
20% creative, 5% ecommerce,
5% managed services,
15% marketing,
30% media planning/buying,
5% SEO, 5% technical development,
10% user experience

Clients: Unilever, Primark, SEAT,
Virgin Trains, Western Union

Contact: Lucy Wertheim
lucy.wertheim@loweprofero.com
0207 387 2000

Lowe Profero is a global full-service digital integrated marketing agency with 12 offices across North America, EMEA and APAC and over 600 employees. Since acquisition in January 2014, the company is now operating as part of Lowe Group, which has brought together a mix of creative, media, technology, strategy, design and production talent, with services including design and build, enterprise technology, digital marketing, media, UX, social media and global digital strategy. Clients include Unilever, Western Union, Diageo and Primark, and recent work includes the global launch of Haig Club, for which Lowe Profero created the global digital brand guidelines; and rebuilding the Virgin Trains' web site, comprising UX, design and build skills. One of LoweProfero's first significant integrations with Lowe and Partners, involved working on the SEAT account, calling on the agency's full service offering across media, analytics, strategy, technology, web development and communications. In 2014, the agency built and launched Primark.com for the clothes retailer, creating 'Primania', a real-time fashion lookbook which attracted over four million unique visitors in its first three months. Last year, the agency also hired Eloise Smith, formerly a creative director at Havas Worldwide London, as its Executive Creative Director, working closely with CEO, Dale Gall and MD, Buster Dover.

20 | Havas helia

havashelia.com



UK head office: 6 Briset Street,
Clerkenwell, London, EC1M 5NR

Fee income: £23,387,040
(<12/14)

Year founded: 2005

Owner: Havas Creative Group

UK head: Matt Fanshawe,
Group Chief Operating Officer

Business split: 35% CRM,
15% creative, 2% ecommerce,
15% marketing, 15% SEO,
10% technical development,
3% user experience

Clients: Unilever, Volvo, Tesco,
Royal Mail, EasyJet

Contact: Tracey Barber
tracey.barber@havashelia.com
0207 017 1041

Havas Helia is a new global network launched in 2015, and is part of Havas Creative Group, a full service digital agency which is the sole global digital agency of record for Dove, Surf, Simple, Dove Men+Care. Havas Helia was launched to house the Group's digital and data businesses, including the Havas Discovery agencies in the US. The network's approach is focused on providing digital communications and experiences that use its understanding of data to deliver work that meets business objectives through insight, cultural understanding, creativity and performance. The agency's belief is that data from many sources (customer, the digital world, social media, the Internet of Things, and open sources) combined with broader insights is core to delivering the right blend of creativity and technology to bring people and brands together. With customer experience, performance marketing, and data and technology solutions at its disposal, Havas Helia's products and services are applied to a range of digital and brand marketing challenges for global and European clients. The network has offices in eight global cities including Chicago, New York, London and Shanghai, and plans to expand to Sydney, Singapore and Cape Town in 2015.



Creating connections with consumers that achieve both a business objective and an affinity with a brand is the core of the digital marketing work we do. Our use of data is an essential tool and medium with which to be more creative, more effective, more impactful and scalable. At the heart of most brand challenges is the tension between finding increasingly fragmented audiences, and communicating to them in a way that is effective in the increasing clutter of content available to people. We have found that to be more effective – placing the right message in the right channel to the right audience will only take you so far. To really be effective and drive marketing communications to be the business lever it can – we must communicate with people in a way that delivers against emotional connectivity as much as product and brand.

21 | R/GA London

rga.com/offices/london

UK head office: 151 Rosebery Avenue, London, EC1R 4AB

Fee income: £23,300,000 (<12/14)

Year founded: 2006

Owner: Interpublic Group

UK head: Matt Lodder VP, Managing Director

Business split: 30% creative, 10% marketing, 10% social media, 30% technical development, 20% user experience

R/GA London was founded in 2006, and 2014 was a notable year for the digital agency as it passed the 200 staff mark, an increase of 25% on 2013, after hiring creative and tech talent at both senior and junior levels.

R/GA now sees itself as a full service agency, and has formed '7-a-side' creative teams comprising a strategist, creative team, brand designer, experience designer, technologist and producer. In the past year, the agency has carried out global marketing work for Beats by Dr Dre, as well as Unilever, Heineken, Nike and Google, on work that spanned products, services and communications.

22 | VCCP

vccp.com

UK head office: Greencoat House, Francis Street, Victoria, London, SW1P 1DH

Fee income: £23,284,434 (<12/14)

Year founded: 2002

Owner: Chime Communications Plc

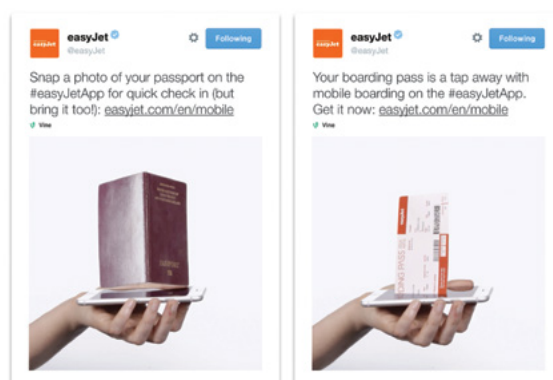
UK head: Adrian Coleman, Group CEO

Business split: 11% CRM, 45% creative, 12% marketing, 6% media planning/buying, 6% SEO, 11% social media, 2% technical development, 7% user experience

Clients: O2, ASDA, comparethemarket.com, Royal London, easyJet

Contact: Stephanie Brimacombe
Stephanieb@vccp.com
07702 523042

With over 450 staff based at its headquarters in London, VCCP continues to expand its business internationally with five offices around the world including Berlin, Prague, Madrid and Sydney. The full-service marketing agency offers creative, media, social and content, data and CRM and technology solutions to a diverse client base including O2, Macmillan, easyJet, McLaren, MTV, News UK, comparethemarket.com and ASDA. 2014 saw digital revenues account for almost 40% of total agency revenues, signalling a shift in the agency output and industry trends. Standout projects included an interactive quiz for O2 – Be more dog; and a digital flythrough of Ed Sheeran's formative years. VCCP also created a bespoke Easter Game for Asda featuring a dancing chick, as well as a strengthened digital out-of-home and online banner production capability. The company recently bolstered its client base with Jessops, Sellcar UK and ASOS, and the social and content division produced work for new clients including Dockers and Dove, as well as maintaining the social profile of CompareTheMarket's Meerkovan Meerkat: Aleksandr Orlov.



As clients struggle to keep up with the constantly changing ways in which to engage with their customers, new agency roles are required to embrace this change and stay one step ahead of the 'switched on' consumer. VCCP have recently created two innovation focused roles to ensure they are at the forefront of the industry: Adrian Gans as Innovation Director and Will Harvey as Innovation Lead. Two completely new roles with very different approaches towards innovation, but sharing a focus: to shape what innovation looks like in the world of full service agencies. Adrian is approaching this from a strategic direction, providing innovative solutions to client's problems, whilst Will is looking to inform, engage and inspire internally with the latest technologies and services, ensuring that VCCP's finger is always on the pulse.

Navigate the Top 100

This year, we've created a new tool to help you source your potential Top 100 match, based on your particular agency criteria.

econsultancy.com/agencynavigator

23 | Tullo Marshall Warren

tmwunlimited.com

TMWUnlimited...

UK head office: Creston House,
10 Great Pulteney Street, London,
W1F 9NB

Fee income: £22,484,800
(<3/14)

Year founded: 2000

Owner: Creston plc

UK head: Richard Marshall,
TMW Unlimited Group CEO

Business split: 15% CRM,
20% creative, 5% ecommerce,
3% managed services,
15% marketing,
3% media planning/buying,
7% SEO, 15% social media,
10% technical development,
7% user experience

Clients: Sony Mobile, Unilever,
Infiniti, Diageo, Canon Europe

Contact: Chris Pearce
CPearce@tmwunlimited.com
0207 349 5642

TMW Unlimited is a creative marketing agency which works with brands to help them create more meaningful relationships with customers. The company has specialist teams in digital development, relationship marketing, retail experience, social and influencer marketing and content and production services, and has an agency network in 25 countries worldwide through its partnership with German-owned international marketing communications group, Serviceplan Unlimited. TMW Unlimited works with some of the largest brands in the world, and describes itself as an 'Intelligent Influencer' – creating omnichannel communications that achieve desired consumer behaviours by appealing to the emotions. In digital, TMW Unlimited utilises everything from email and broader eCRM through to mobile, social media, influencer outreach, community management, websites (design, UX and build) and search. In print, targeted direct mail and customer magazines are still part of the company's armoury alongside brand response experience in ATL channels including TV, press, outdoor and radio. TMW Unlimited's shopper marketing division, data consultancy and content marketing division are also fully integrated into its offering, and the company has enhanced its range of services as part of its new group brand offer, Creston Unlimited, which brings together experts from across specialist agencies within marketing communications company, Creston Group.



Turn Off To Turn On with Durex

Reckitt Benckiser Durex wanted to talk to lovers and address one of the biggest problems in modern relationships; technology. Durex called on couples to realise just how their obsession with technology was leaving them totally disconnected from each other. Using Earth Hour as our platform, TMW Unlimited created a series of social posts and a short film to inspire change. The hour of darkness was the ideal time to call on couples to escape the screen and have fun in the dark. TMW Unlimited engaged the Durex Fanbase by posting relationship truths couples could relate to and the short film on social media. The film offered a poignant reflection on our obsessive relationship with technology and called on people to #TurnOffToTurnOn. By utilising social media platforms including Facebook, YouTube and Twitter (the very platforms we're all so obsessed with) across the globe we knew our message would be seen – and spread. The campaign had incredible reach across the globe with 1.96 billion impressions in total. There were 347 million engagements, 470 million PR impressions and 85 million views of the film we created, which topped viral video charts, and got people to #TurnOffToTurnOn with Durex.

24 | Valtech

valtech.com

UK head office: 120 Aldersgate
Street, London, EC1A 4JQ

Fee income: £20,171,796
(<12/14)

Year founded: 1993

Owner: Valtech SA

UK head: Phil Hall, Managing
Director

Business split: 25% creative,
15% ecommerce, 5% marketing,
35% technical development,
20% user experience

Formed in 1993 and headquartered in London, with 20 offices worldwide, digital agency Valtech works with brands spanning the automotive, retail and healthcare sectors, with clients including Arla Foods, Qantas and the BBC. Among its services are strategy consulting, service design, technology services, and optimisation of business-critical digital platforms for multichannel ecommerce and marketing. Valtech recently worked with Audi, supporting the premium car sharing project, Audi unite, which was officially launched last year. In 2014 the agency acquired Sydney and Stockholm based digital technology consultancy, Neon Stingray, bolstering Valtech's development in the Asia Pacific region and creating a key hub in Australia.



25 | Grass Roots Group UK

grassrootsgroup.com



UK head office: Pennyroyal Court,
Station Road, Tring, Hertfordshire,
HP23 5QY

Fee income: £19,250,000
(<12/14)

Year founded: 2001

Owner: Grass Roots Group Plc

UK head: Iain Digby,
Group Head of Operations

Business split: 30% CRM,
20% creative, 10% ecommerce,
15% managed services,
5% marketing, 5% social media,
15% technical development

Clients: O2, Tesco Mobile, Whitbread,
Barclays, BMW

Contact: Jamie Thorpe
jamie.thorpe@grg.com
01296 739 983

Headquartered in Hertfordshire, Grass Roots provides employee and customer engagement solutions across the globe, and has offices in ten countries. The company plays a role in many aspects of daily life, for example, when people fill up their car, top up their phone, receive an award at work, do their food shopping, or claim an on-pack promotional offer, there is a good chance that Grass Roots has helped to enable it. The company claims that one in five people in the UK are members of the loyalty/reward schemes it runs, and with over 2,000 clients internationally, it serves an employee populous in the multiple millions. Specialists in the art of CEMM (Customer Experience Management and Measurement), Grass Roots helps its clients engage both customers and employees to achieve positive change. Clients have included BNP Paribas, Toyota, Hyundai and Microsoft, with projects including Heineken's Cycle to Work employee benefits programme, and a cinema promotion for Nationwide, incentivising customers to support the launch of the building society's FlexOne account. The company enjoyed its best ever trading year in 2014, and in April 2015 it opened a new office in Barcelona.



Having worked within the digital arena for the past 14 years, Grass Roots continues to focus much of our attention on how to positively influence, across multiple communication channels, the behaviours and attitudes of people who work for or buy from brands we are proud to call our clients. In recent times this has created an environment where CEMM (Customer Experience Management and Measurement) has become a pivotal part of our service execution, utilising latest technologies to drive an ever closer relationship between our clients' brands and their customers, channels and employees. In 2014 Grass Roots secured a number of large new clients and renewed a number of long-term contracts based on their capabilities around CEMM and their combined divisional strengths in customer engagement, promotions and incentives, employee engagement and meetings and events. Our industry focus in the leisure, automotive, retail, finance, telecoms and manufacturing sectors has meant that we can approach an opportunity with a wealth of experience of working with companies in similar markets with very similar challenges. Today we are fortunate to work with over 2,000 clients and currently service 70 of the top 100 FTSE companies in their quest for deeper employee and more relevant customer engagement.

26 | RMA Consulting

rma-consulting.com

UK head office: 9 Curtain Road,
Shoreditch, London, EC2A 3LT

Fee income: £19,000,000
(<12/14)

Year founded: 2005

Owner: NTT DATA UK

UK head: Peter Lelliott,
Managing Director

Business split: 13% creative,
12% ecommerce,
25% technical development,
50% user experience

RMA Consulting is a user experience and technology design firm, and part of the NTT DATA family. Formed in 2005 and based in London, the agency's services include digital strategy, technology strategy, UX design, front end technology, and services such as data visualisation and early stage prototyping. Among its clients are UBS, Morgan Stanley, NATO and the Met Office, with recent work including supporting the development of the user experience behind UBS Investment Bank, UBS Neo; and creating a smartphone app to benefit parents dealing with sleep-deprived children, for the London Evelina Children's Hospital.

28 | Jaywing

jaywing.com

UK head office: Players House,
300 Attercliffe Common, Sheffield,
South Yorkshire, S9 2AG

Fee income: £17,210,890
(<3/14)

Year founded: 2006

Owner: Independent

UK head: Andy Gardner,
Chief Operating Officer

Business split: 8% CRM,
23% creative, 3% managed
services, 6% marketing, 17%
media planning/buying, 25% SEO,
2% social media, 13% technical
development, 3% user experience

Jaywing plc is an integrated, full-service digital marketing agency, comprising over 600 specialists including 50 data scientists working across five UK offices. Jaywing and its search specialist Epiphany help clients understand the complex, multichannel, multi-device world they operate in, turning data into actionable insights – whether it's understanding customers or business metrics, targeting marketing communications with precision or assessing credit and fraud risk. Recent work ranges from delivering a new, device-responsive website for the Open University that beat targets by 22% to delivering the pioneering sound experiment, Sounds of Street View, for the world's leading dedicated hearing specialist, Amplifon.

27 | MRM Meteorite

mrm-meteorite.com

UK head office: Bankside Studio,
76-80 Southwark Street, London,
SE1 0PN

Fee income: £18,103,000
(<12/14)

Year founded: 1991

Owner: Interpublic Group

UK head: Oliver Foot,
Managing Director

Business split: 18% CRM,
20% creative, 5% ecommerce,
5% managed services,
20% marketing, 2% SEO,
5% social media, 20% technical
development, 5% user experience

MRM Meteorite is a customer experience marketing agency formed in 1991, and today it has four UK offices and 47 offices in countries including the US, China, Brazil and South Africa. Vauxhall, Homebase, Microsoft and Cisco are on its client list, and it recently worked with Intel on its 'Social Terra Nova' campaign, using social media to introduce Intel's Ultrabook to 18-34 year olds and amplify Intel's brand ethos. The company's recent hires include Alan Saikale, who joined from POSSIBLE in January 2015, taking up the position of Technical Director; and Lesley Mason, former VP of Client Services at George P Johnson, who joined as Managing Partner.

29 | Forward3d

forward3d.com

UK head office: Floor 2, Centro 3,
19 Mandela Street, Camden,
London, NW1 0DU

Fee income: £15,500,000
(<12/14)

Year founded: 2004

Owner: Independent

UK head: Martin McNulty,
Chief Executive Officer

Business split: 65% media
planning/buying, 35% SEO

Forward3D is a global digital marketing agency including paid search, natural search, display and social platforms, with worldwide language coverage provided through Locaria, the agency's international division. Specialising in the retail and travel markets, Forward3D's clients include British Airways, Hilton Hotels, Hertz, Gucci and Ralph Lauren, and in April 2015, the agency was appointed by LLX Global Business Services (part of the JAB Luxury Group) to handle paid search, SEO and display advertising across its brands, which include Jimmy Choo and Bally. Forward3D has a 300 strong team across its offices in London, New York, Shanghai and Seoul.

30 | Proximity London

proximitylondon.com

UK head office: Bankside 3,
90 Southwark Street, London,
SE1 0SW

Fee income: £14,954,639
(<12/14)

Year founded: 2001

Owner: Omnicom

UK head: Mike Dodds, CEO

Business split: 15% CRM,
23% creative, 1% managed
services, 45% marketing, 6% social
media, 7% technical development,
3% user experience

Proximity London serves as the flagship for 67 offices worldwide and is part of the BBDO Group. The company combines data insights with targeting to generate behaviour-changing ideas and platforms. These insights are called 'redDATA', and are developed in the agency's real-time monitoring lab, 'The Distillery'. Clients include the BBC, Lloyds Banking Group and Bacardi, while among recent projects was a live streamed 'sing-athon' for Kenco, for the online launch of Millicano Sunlight Blend, a campaign which achieved 2.5 million Twitter impressions in eight hours, 9.1 million Facebook impressions, and 944,000 video views on YouTube.

31 | Investis

investis.com

.INVESTIS

UK head office: 24 Fashion Street,
London, E1 6PX

Fee income: £14,200,000
(<12/14)

Year founded: 2000

Owner: ECI

UK head: Helen James, CEO

Business split: 48% creative,
51% managed services,
1% social media

Clients: Rolls-Royce, Prudential,
Catlin Group, Anglo-American, Atkins

Contact: Alex Booth
alex.booth@investis.com
0207 038 9056

Founded in 2000, Investis specialises in digital corporate communications for public companies. It helps companies to communicate with, engage and understand their digital audiences, and works with clients to plan, create and manage not just their corporate website, but their wider digital estate including apps and social channels. Investis also provides corporate communication teams with everything from on-going advice and guidance to animations, share price tools and webcasting. Core to the company's success to date is the investment in its technology platform, which provides clients with secure, multichannel content publication, together with analytics. These include an audience insight service that tracks which organisations are visiting client websites and what they are interested in. This has many uses, including spotting interest from potential activist shareholders, for example. Investis now works with over 1,900 companies globally, from small cap and non-listed companies to some of the largest organisations in the world, including more than 70% of the FTSE 100. Headquartered in the UK, the company has offices in Germany, Finland, Sweden, India and the US. The company routinely publishes research on various aspects of digital communications, including in-depth reports on social media and the mobile audience.

32 | Holler

holler.co.uk

holler

UK head office: Warwick Building,
Kensington Village, Avonmore Road,
London, W14 8HQ

Fee income: £14,170,000
(<12/14)

Year founded: 2001

Owner: Publicis Groupe

UK head: Dan Hocking,
Managing Partner

Business split: 25% creative,
25% marketing,
5% media planning/buying,
25% social media,
15% technical development,
5% user experience

Clients: Mercedes-Benz,
Procter & Gamble, BSkyB,
Coca-Cola, Samsung

Contact: Adam Clarkson
adam@holler.co.uk
0207 071 1511

Founded in 2001 and part of Leo Burnett Limited, Holler has seen consistent growth year-on-year since its inception and now has offices in the US and the United Arab Emirates. It provides clients with a full service online approach to business objectives, from strategy to creative execution, amplification to reactive, and has heritage in pushing boundaries with emerging technology. Holler's client portfolio ranges from multi-national corporations to independent challenger brands, with names including Mercedes-Benz, Procter & Gamble and Sky, and in August 2014, it was appointed by Lurpak, owned by Arla Foods, as its global digital and social agency. Recent Holler work includes a campaign for P&G's feminine hygiene brand, Always, titled '#LikeAGirl', which played on the negative connotations of saying someone does something "like a girl". Content reached 80 million views globally, 36% of which was earned, inspiring five million pieces of user-generated content. UK purchase intent increased by 92%. The agency also worked on the campaign to promote Red Bull's Cliff Diving World Series, recruiting some of the biggest names in the British Instagramming world to create one of the world's first branded stop motion videos made entirely of Instagram photos.



33 | Zone

thisiszone.com



UK head office: 12-13 Stable Street,
London, N1C 4AB

Fee income: £13,885,018
(<12/14)

Year founded: 1999

Owner: Independent

UK head: Jon Davie, UK CEO

Business split: 10% CRM,
10% creative, 5% ecommerce,
5% managed services,
20% marketing,
20% social media,
20% technical development,
10% user experience

Clients: Tesco, BT, Barratt Homes,
Coca-Cola, Prostate Cancer UK

Contact: Jimmy Taylor
jtaylor@thisiszone.com
0203 697 8600

Zone is an independent digital agency which combines classic marketing strategy skills with service design, content and technology capabilities. Helping brands to adapt to a digital world, it has worked with Coca-Cola to produce relevant content across a range of social platforms, brands and audiences; while for Barratt Homes, it managed a website that delivers thousands of leads a week. It has also worked with Tesco to help it to become a multichannel retailer. The company comprises front and back-end development teams, UX and design teams, a strategy team and project and client management. It also has a strong editorial proposition, with more than 30 print and video journalists, including a team of sub-editors. Since 2012 it has worked with Prostate Cancer UK, helping to organise – and then activate – its official partnership with the Football League. In January 2015 the company created the charity's Keeping Friendships Alive campaign, using TV, social and PR activity. Figures for the opening weeks of the campaign showed that nearly one in four new visitors to the Prostate Cancer UK website were signing up to join the charity's Men United team, with hundreds of them going on to click on specific suggestions for fundraising activities.



At Zone we articulate our values with a simple question: where's your ambition? When our clients realise their ambitions, we realise ours. Never more so than in 2014, a year which has seen revenue grow by 50% to £15m, the acquisition of tech consultancy Auros, and the growth of our team to over 200 in London, Bristol and Cologne. Our remarkable pitch-win rate of 65% has led to new business such as a global content strategy for Bupa, social media for Gatwick, a website relaunch for Asthma UK, a lead digital role for RSPB, and CRM for The Telegraph, while we have retained our longstanding relationships with Coca-Cola, Tesco, BT, Barratt and the Nike Foundation. Work highlights have seen the delivery of a world-first video project for Tesco, delivering virtual field-trips directly into classrooms, our very first television advert as part of a multichannel campaign for Prostate Cancer UK and the relaunch of the Barratt Homes website. This sustained success prompted us in January 2015 to take a £6m minority investment from the Business Growth Fund to support our UK and international acquisition plans to build upon our expertise in technology, data, video, mobile and CRM.

34 | Jellyfish Group

jellyfishgroup.com

UK head office: Jellyfish House,
London Road, Reigate, Surrey,
RH2 9SS

Fee income: £13,600,000
(<3/15)

Year founded: 1999

Owner: Independent

UK head: Rob Pierre, CEO

Business split: 20% creative,
50% media planning/buying,
20% SEO, 5% social media,
5% technical development

The Jellyfish Group is a global digital marketing agency, with offices in the UK, US and South Africa. The Group delivers paid search, SEO, social media, analytics, optimisation, video, creative and development solutions, working across a wide range of industries such as publishing, property, pharmaceutical and financial, with a client base including Experian, National Geographic and Fidelity. Jellyfish's international team of over 250 employees combines an understanding of user interaction online with advanced technologies, creating performance-based campaigns and helping brands to understand how the convergence of marketing channels, platforms and devices can be used to create integrated strategies.

36 | We Are Social

wearesocial.net

UK head office: 1 St. John's Square,
London, EC1M 4PN

Fee income: £11,938,057
(<12/14)

Year founded: 2008

Owner: BlueFocus Communication
Group

UK head: Jim Coleman,
Managing Director

Business split: 40% creative,
20% marketing,
5% media planning/buying,
35% social media

Formed in 2008, We Are Social is a global agency with an international team of over 500 and offices in New York, San Francisco, London, Paris, Milan, Munich, Singapore, Sydney and Sao Paulo. The company's mission is to ensure that social thinking is at the centre of marketing, helping brands to listen, understand and engage in conversations in social media. It works with clients including adidas, Heinz, Kimberly-Clark, Heineken, eBay and Expedia on global, regional and local projects. Last year the agency appointed Mobbie Nazir as Chief Strategy Officer, joining from JWT, where she was Head of Digital Strategy.

35 | HeathWallace

heathwallace.com

UK head office: 5-9 Merchants
Place, Reading, Berkshire, RG1 1DT

Fee income: £12,200,000
(<12/14)

Year founded: 2001

Owner: WPP

UK head: Will Hunter,
Managing Director

Business split: 25% creative,
5% managed services,
45% technical development,
25% user experience

Headquartered in Berkshire, HeathWallace is a global experience design company, and since its formation 13 years ago it has created user-centred digital solutions for brands including HSBC, Nationwide and 3M, while it is currently acting as a key digital partner for Sainsbury's bank, providing support across its digital channels. Earlier this year it was announced that HeathWallace will be one of 11 digital agencies from around the world to form Mirum, a new global agency which provides HeathWallace with additional capabilities and resources to grow, diversify and compete globally. HeathWallace will retain its brand in recognition of its specialist focus and experience.

37 | Cognifide

cognifide.com

UK head office: 67 Clerkenwell Rd,
Farringdon, London, EC1R 5BL

Fee income: £11,300,000
(<12/14)

Year founded: 2005

Owner: WPP

UK head: Stuart Dean, COO

Business split: 10% managed
services, 10% marketing,
80% technical development

Cognifide is a digital consultancy founded in 2005 and based in London, with offices in Poland and the US. In March 2014 it became part of WPP's worldwide agency network, with WPP taking a majority stake to strengthen its specialist digital technology services. Cognifide develops technology solutions for marketing customers and takes a collaborative, agile project delivery approach to projects. Recent work includes re-platforming The Telegraph's B2C digital publishing offering; the roll out of Global User Experience for Ford Motors; and an accelerated digital transformation for over 500 titles at Penguin Random House.

38 | Stickyeyes

stickyeyes.com



UK head office: 100 Wellington Street, Leeds, West Yorkshire, LS1 1BA

Fee income: £11,109,111 (<3/14)

Year founded: 1996

Owner: Independent

UK head: Phil Kissane, Managing Director

Business split: 6% creative, 1% managed services, 13% marketing, 10% media planning/buying, 62% SEO, 6% social media, 2% software re-sales

Clients: GHD, Ladbrokes, GlaxoSmithKline, Claire's (Accessories), Motors.co.uk

Contact: Paul Hill
paul.hill@stickyeyes.com
0113 391 2929

Stickyeyes is an independent, full service digital marketing agency established in the 1990's. It now has more than 120 staff across offices in Leeds and London, providing services including SEO, biddable media, content marketing, social media, online PR, blogger engagement, insight and digital consultancy and design and development. The company services international businesses in 17 countries around the world, covering 22 languages in-house, and counts Hertz, ghd and GlaxoSmithKline among its clients. In the last year, Stickyeyes has provided digital consultancy to Staples and Lloyds of London, carried out detailed competitor analysis and a digital content strategy for Hertz Europe, and launched a new financial services brand into the UK, one of the most heavily regulated markets and one of the most scrutinised search engine markets in Europe. The agency also continues to reinvest 20% of its revenues in technology and data, with a view to creating product innovations. These include Roadmap, which analyses known and likely ranking factors across more than 700 keywords and 20 sectors to try and 'decode' the Google algorithm; and a web CRM database which contains over three million individual websites and over 20,000 contacts to help the team deploy content.



Stickyeyes has continued to grow into one of the largest and most commercially successful independent marketing agencies in the UK. Financially, its operating profit has grown by 55.52% and turnover has grown by 14.69%. It has secured a further 35 global clients, including a three year contract with Staples to be its SEO agency for all European markets, as well as projects for MTV, Lloyds of London and accessories brand, Claire's. The company remains committed to sharing skills and industry knowledge, including its series of intelligence reports, each numbering over 90 pages of data analysing SEO, PPC and strategies of the finance, legal, retail and travel industries. This includes the company's latest report on Mobile App Marketing Strategies in gaming. In a world where people struggle to find the time to keep up with developments in digital marketing, Stickyeyes has also launched a Digital Minute video series providing bi-weekly news of the big developments in easy to digest snippets. Available on YouTube, iTunes, Soundcloud and Stitcher, Digital Minute is now distributed to over 6,000 subscribers. It also forms part of a wider video hub, dedicated to sharing top tips in easy to digest form, covering topics from compelling copywriting and video SEO to engaging vloggers.

39 | Realise

realise.com



right brain left brain harmony

UK head office: Quay House, 142 Commercial Street, Edinburgh, EH6 6LB

Fee income: £11,100,000 (<8/14)

Year founded: 1996

Owner: St Ives Group

UK head: Fiona Proudler, Managing Director

Business split: 20% creative, 25% marketing, 5% SEO, 5% social media, 25% technical development, 20% user experience

Clients: Lloyds Banking Group, Standard Life Investments, TSB, Royal London, Franklin Templeton

Contact: Fiona Proudler
fiona.proudler@realise.com
0131 476 6000

Digital agency Realise was formed in 1997 and today has a team of 130 strategists, user experience consultants, designers, technical developers and service staff, merging strategy, creativity and technology to meet customer needs. Work ranges from large scale digital transformation projects, implementing web content management platforms and delivering targeted marketing and content campaigns to experiential augmented reality apps, as well as using insights and analytics to drive out effectiveness. Clients include Tottenham Hotspur, Lloyds Banking Group and Google, and recent projects include delivering a fully integrated campaign for Standard Life Investments (SLI) around its sponsorship of the 2014 Ryder Cup – work which increased positive brand sentiment for SLI by 82% – and creating a new mobile digital platform, Referend-erm, for the BBC last year, designed to educate young people in Scotland about the referendum. In March 2014, Realise was acquired by St Ives Group plc, and the digital agency also made three key appointments, hiring Andy Wong from Digital.LB as Head of Analytics, and Bill Rogers, from Latitude Digital Marketing, as Head of Search and Performance Marketing; while Caroline Benson joined as Head of Account Management from London and New York-based digital agency, Last Exit.



As a digital agency working with some of the world's biggest brands, we see first-hand how the rapid pace of change in the marketing landscape is affecting our clients' lives. The world has been disrupted by digital technologies – social media has rewired us, mobile has changed our needs and the exponential growth in technology has created new consumer demands and higher expectations than ever. Marketers are unclear as to who owns the multi-channel customer experience and transformation agenda in their business – and without broader business support, they are often not equipped to take it on themselves. Greater collaboration between IT and marketing is absolutely key to unlocking the opportunity digital technologies provide in reaching, engaging and servicing customers. However, if it is to be truly effective, this must extend to shared objectives and re-evaluating measures of success. At Realise we create brand experiences, whether platforms, services, campaigns or content that are founded in business objectives, unmet customer needs and delivered consistently across all digital touch points. We regularly work with teams across various disciplines and departments to address shared objectives and define the strategy to realise them fully.

40 | iCrossing

icrossing.co.uk



UK head office: 22 Chapter Street,
London, SW1P 4NP

Fee income: £10,817,545
(<12/14)

Year founded: 1997

Owner: Hearst

UK head: Paul Doleman,
CEO iCrossing UK

Business split: 20% creative,
15% marketing,
25% media planning/buying,
25% SEO,
15% social media

Clients: Barclays Bank, EDF Energy,
L'Orea, Visit Wales, reed.co.uk

Contact: Georgina Wright
results@icrossing.co.uk
0207 821 2300

Owned by international media company, Hearst Corporation, iCrossing is a digital agency with a strong heritage in search. Today it designs and builds search, social and creative digital strategies for some of the world's biggest brands, including The Coca-Cola Company, LEGO, LG Electronics, Barclays and Heathrow. iCrossing blends five areas of expertise to plan and build connected brands across paid, owned and earned digital channels: marketing communications strategy, media planning and buying, research and data insight, search expertise and creative, and is now one of the world's largest global digital marketing agencies. It has over 900 staff in 17 offices globally, including 150 staff based at UK offices in Brighton, London and Manchester, and an international network of partners. Recent work includes an awareness campaign for Visit Wales, reaching target demographics with a milestone moment to spark their interest in Wales as a destination. The campaign won best multichannel campaign at The Digitals 2014. In April 2015 iCrossing was selected by The Body Shop to manage its paid media account, tasked with using data to create more targeted, cost-effective campaigns to help the ethical beauty retailer grow its new customer base.



iCrossing prides itself on its search heritage, providing it with a strong capability in the area of data fluency – the ability to understand data from multiple sources and apply this to a customer view. This data fluency affects every aspect of work; from designing and implementing measurement frameworks, to looking at cross channel attribution to identifying actionable insights that feed into creative, and of course identifying and accessing audiences through paid and owned channels. The agency capability is further enabled through significant investments in technology, and the people who extract meaning and insight from the multiple sources of data. In the last 12 months, iCrossing has launched an innovative new technology called SearchAi which marries search technology and Hearst audience networks, iCrossing's RSLA to increase cost savings and targeting effectiveness. In addition, iCrossing has developed ResponsiveAi, an audience based approach to web design. By using data, including preferred access to Hearst audience networks, iCrossing's ResponsiveAi takes responsive design to the next level. The appointment of Nick Brien as Global CEO, iCrossing and President of Hearst Magazines Marketing Services in March 2015 further cements the agency's ongoing collaboration with its parent group, providing ever increasing data sources in order to unlock value for its clients.

41 | Rufus Leonard

rufusleonard.com



UK head office: The Drill Hall,
57a Farringdon Road, London,
EC1M 3JB

Fee income: £10,488,764
(<12/14)

Year founded: 1992

Owner: Independent

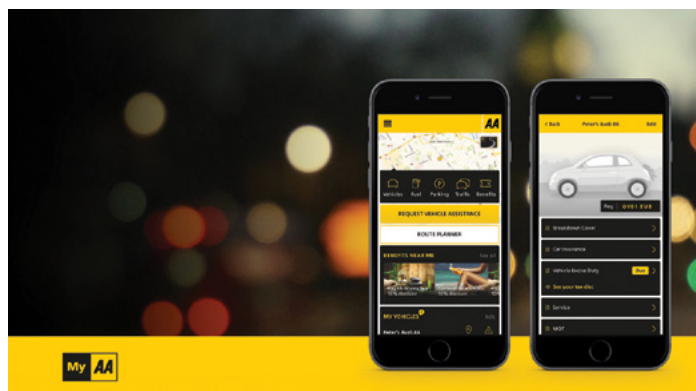
UK head: Neil Svensen, CEO,
co-founder and Chief Creative
Officer

Business split: 10% CRM,
20% creative,
10% ecommerce,
10% managed services,
10% marketing,
20% technical development,
20% user experience

Clients: Lloyds Banking Group,
Stagecoach, London Business
School, AA, PizzaExpress

Contact: Charlotte Anderson
charlotte.anderson@rufusleonard.com
0207 404 4490

Founded by Neil Svensen and Darrel Worthington, Rufus Leonard works with some of the UK's leading brands such as the AA, Lloyd's Banking Group, Bupa and Royal Mail. Following 25 years of organic growth – built on the two core pillars of design and digital – the company has developed a breadth and depth of offering which includes brand, digital, content, service, design, data, consultancy and innovation. Work includes creating a new social intranet for the John Lewis Partnership in 2013, designed to bring the retailer's 81,000 employees together online; and working with British Gas last year to develop its mobile energy brand, me, aimed at young urban professionals. In April 2015, Rufus Leonard appointed Carlo D'Alanno as Creative Director. D'Alanno joined from Landor and has over 20 years' experience in design and brand communications, having also worked at agencies including Fitch, Lambie Nairn and Identica.



The UK's seventh biggest publisher, the AA, had more than 60 mobile applications ranging from breakdown reporting to pub guides and learning to drive training aids. But it suffered from a low level of repeat use, with 74% of customers not using the app again after download. Due to recent organisational changes, the newly formed digital team needed to show it could deliver change at pace, and demonstrate how collaborative working could help drive transformation across the business. Our challenge was to identify what would encourage regular customer engagement through compelling content utility; and what would drive more positive interactions with customers. We set ourselves the task of slimming down all 60 apps into one hero app that was truly useful, something we achieved in just eight weeks. The AA now has an app that brings together a car locator, maps, traffic news, fuel price data, a virtual tax disk and many other activities. The results speak for themselves: an increased App Store rating from 2.5 to 4 stars; a 37% increase in app visits and 33% increase in unique users; 113% increase in visits to fuel price data section and twice the number of people registering to use the app each week.

42 | Dare

thisisdare.com

UK head office: 101 New Cavendish Street, London, W1W 6XH

Fee income: £10,200,000
(<12/14)

Year founded: 2000

Owner: EDC Communications

UK head: Leigh Thomas, CEO

Business split: 29% creative, 4% ecommerce, 5% managed services, 2% marketing, 9% social media, 17% technical development, 33% user experience

Founded in 2000, and based in London with an office in India, Dare's creative output includes websites, mobile apps, content programmes and advertising, and its clients include Aviva, Barclays, EE, Huawei and Public Health England. The agency has invested in its Experience Planning and Data Analytics offerings, and among recent campaigns is the redesign of EE.co.uk; programmatic social content for Barclays' Premier League; and projects for brands including Converse. Last August, Dare recruited Brian Cooper as Creative Partner. Cooper was formerly Head of Creative and Strategy EMEA for iAd, Apple's mobile advertising platform, and also counts BBH, McCann Erickson, Mother and Ogilvy & Mather among previous employers.

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help you find an agency for your
particular requirements.

econsultancy.com/agencynavigator



43 | McCann Connected

mccannmanchester.com/connected

McCANN
CONNECTED

UK head office: Bonis Hall, Bonis Hall Lane, Prestbury, Cheshire, SK10 4EF

Fee income: £9,681,000
(<12/13)

Year founded: 1995

Owner: The Interpublic Group of Companies

UK head: Sue Little, Chief Executive

Business split: 8% CRM, 6% creative, 1% managed services, 17% marketing, 18% media planning/buying, 29% SEO, 6% social media, 12% technical development, 3% user experience

Clients: Aldi Retail, npower, Shire Pharmaceuticals, JD Williams, Royal Mail

Contact: Jim Rothnie
jim.rothnie@mccann.com
01625 822 540

McCann Connected is McCann Manchester's digital operation and was born in March 2015 following a major restructure of McCann Manchester's digital resources. The new offering is a 370 strong integrated agency, and comprises 140 specialists drawn from both McCann Manchester Limited and Lakestar Media Limited, which was acquired just over two years ago by McCann. McCann Connected covers all digital disciplines: data, search, technology, content, creative, strategy, media and social. The team works to the same objective and P&L – to achieve channel neutral, cost-efficient campaigns – and works across a wide range of clients spanning healthcare, retail, travel and leisure, energy and utilities, food and drink and B2B. The McCann Connected team is split between McCann's Bonis Hall headquarters in Prestbury, and Lakestar's offices in Manchester and London, and is managed by a leadership team comprising Sharon Palmer, Head of Channels; Andy Mitchell, Client Services Director; Marcus Hadfield, Managing Partner; Abi Whitfield, Director of Earned Media and Brett Cooper, Technical Director. The company was one of the first agencies in the UK to launch a fully accredited apprenticeship in integrated marketing communications.



Conversion Rate Optimisation (CRO) has become one of the industry buzz words of the past eighteen months. But despite this, many organisations are still missing a key opportunity to drive online performance by only focusing on one aspect of CRO. Having being born out of search analytics, CRO specialists have tended to focus on the 'what' – i.e. understanding what visitors do when they're on your site. For McCann Connected's CRO team, which was born out of a combination of analytics and user experience, it's just as important to understand why consumers behave like they do, as well as what they do. By achieving this, we aim to develop strategies that change behaviours and drive conversion. Our CRO team comprises analysts and user experience specialists, and by bringing these two groups together we can deliver a solution that spans understanding, strategy, implementation and measurement.

Our approach is underpinned by robust scientific principles enabling us to devise consumer experiments and test, learn and refine. By really understanding the DNA of consumer behaviour we ensure that site optimisation becomes part of the architecture rather than a game of catch up. And ultimately that means improved online performance.

44 | Greenlight Digital

greenlightdigital.com



UK head office: The Varnish Works,
3 Bravingtons Walk, King's Cross,
London, N1 9AJ

Fee income: £9,182,000
(<8/14)

Year founded: 2001

Owner: Independent

UK head: Andreas Poulos,
Co-Founder & COO

Business split: 10% creative,
10% ecommerce,
30% media planning/buying,
40% SEO,
10% social media

Clients: Maplin, Nespresso,
Legal and General, Dixons Carphone,
Millennium and Copthorne Hotels

Contact: Phil Armorgie
phil.armorgie@greenlightdigital.com
0207 253 7000

Greenlight was founded in 2003, when Yahoo and AOL were the most popular sites in the world, and an upstart called Google had just become the sixth. Businesses were just starting to question whether this 'internet' could be an effective marketing channel. For Greenlight's founders there was no question – the internet would become a critical marketing channel for brands and businesses. Today the agency employs 150 staff, working across three broad areas of operation: design and build, digital marketing and measurement. It builds and executes digital campaigns in 31 languages and 42 territories on behalf of a diverse range of clients including ghd, L&G and Dixons Carphone. Greenlight's mobile strategy work for ghd helped the hair care brand to achieve double digit YoY growth in net revenue; while its marketing strategy saved L&G over £1 million in marketing expenditure. Meanwhile, the agency's SEO work for Dixons Carphone increased reach by 131% in just nine months. Greenlight's recent work spans the globe and includes running Twitter campaigns in Russia, VOD in China, paid search in the Nordics, product listing ads for the UAE, deploying sites in the UK and US, and driving SEO from the UK to Germany to Latin America.



We prefer that our clients do the talking: "What I love about Greenlight is that, unlike some other agencies I've worked with, they don't pretend to spin their work or pretend to know something that they don't. They're incredibly mature and professional in their approach and are incredibly focused and driven by delivery and results. I also like that they're unafraid to question and challenge – it makes for a very healthy relationship as there is a level of mutual respect and trust quickly established with a team of incredibly talented people. The results have spoken for themselves. Nobody in our organisation has a bad word to say about Greenlight. They deliver results and I enjoy working with them." *Gareth Andrews, Hiscox.*

45 | AnalogFolk

analogfolk.com

UK head office: 20 Rosebery
Avenue, London, EC1R 4SX

Fee income: £8,779,372
(<12/14)

Year founded: 2008

Owner: Independent

UK head: Matt Law, Managing
Director

Business split: 2% CRM,
25% creative, 13% ecommerce,
3% managed services,
15% marketing, 2% SEO,
15% social media,
10% technical development,
13% user experience

AnalogFolk is an independent interactive agency specialising in creative digital services and products. Founded in the UK in 2008 by Bill Brock and Matt Dyke, it has offices in London, New York and Sydney, employing 150 people globally. AnalogFolk's mission statement is to use digital to make the analogue world better, with the agency's work focusing on digital experiences across platforms, products, content and spaces. Recent work includes the Best Summer Ever project for Malibu, which saw the creation of 200 pieces of original content in just six weeks, generating 21m impressions.

46 | VML London

london.vml.com

UK head office: 3rd Floor, Greater
London House, Hampstead Road,
London, NW1 7QP

Fee income: £8,771,469
(<12/13)

Year founded: 1994

Owner: WPP

UK head: Chris Wood,
Managing Director

Business split: 10% CRM,
30% creative, 5% ecommerce,
10% social media,
30% technical development,
15% user experience

Full service digital marketing and advertising agency, VML has 23 offices worldwide, from Italy to Australia, in addition to its London base which opened in 1994, rebranding as VML London in 2010. The agency prides itself on the integration of enterprise digital platforms with content centric brand experiences, with platforms focused on the development of software and digital utilities, the capturing and leveraging of consumer data streams, and the design of digital platform architecture. UK clients include Whitbread Group Plc, Microsoft (Xbox) and the Premier League, and recent work includes the 'World is in Beta' digital first campaign for PwC.



47 | Reading Room

readingroom.com

readingroom

UK head office: Fairfax House,
15 Fulwood Place, London,
WC1V 6AY

Fee income: £8,681,066
(<3/14)

Year founded: 1996

Owner: Independent

UK head: David Burgess, UK CEO

Business split: 3% CRM,
20% creative,
2% ecommerce,
5% managed services,
25% marketing,
3% SEO,
2% social media,
20% technical development,
20% user experience

Clients: Skoda, GDS, JLT, Nationwide

Contact: David Burgess
Info.uk@readingroom.com
0207 173 2800

Launched in 1996 and headquartered in London, Reading Room helps organisations benefit from networked technologies by providing them with useful creative solutions to their business problems. In addition to its head office, it has offices in Manchester, Singapore, Hong Kong, Brisbane, Canberra, Melbourne and Sydney, with clients ranging from Porsche to Skoda, and from Visit England to Sport Singapore and the Australian Government. Its specialist areas include helping organisations to prepare for the change brought about by digital, including senior leadership engagement, strategic and tactical planning, skills development, agile culture and budgeting; as well as working with clients to set a clear vision for their digital platforms, processes and experiences. Reading Room was appointed digital agency by Singapore's Spa Esprit Group in May 2014, and was tasked with redesigning websites for SEG's six brands. Two of these – Skinny Pizza and Forty Hands Coffee – recently re-launched their websites with a view to improving digital engagement with their customers. In the UK, Reading Room recently worked with the Science Museum Journal to create a new online portal for its e-journal.



The pace of change is increasing globally with disruption being driven faster and faster by relentless technological advancement. The risks of failing to acknowledge and adapt to disruptive forces are the most significant strategic challenge and yet, also the most exciting opportunity for organisations around the world. Being able to adapt both at speed and with strategic advantage is imperative. Legacy consultancy and delivery models, often relying on producing 'documents before products', are no longer sufficient. With the speed of change, organisations must embrace a new, modern and highly flexible way of thinking. Reading Room's approach accepts that we do not and cannot know everything up front; our clients get to market fast, learn fast, fail fast and succeed fast. Faster than the competition. It is an agile consultancy and delivery approach engineered to embrace change and deliver real products fast, adopting iteration throughout. It uses a multi-skilled team of experts rather than one dimensional consultancy and is highly collaborative by its nature throughout projects, delivering a living "blueprint" that represents your strategy and allows us to continually adapt over time. We call this Agile Iterative Discovery, or RRAID for short.

48 | MSLGROUP

mslgroup.co.uk



UK head office: 55 Whitfield Street,
London, W1T 4AH

Fee income: £8,470,275
(<12/14)

Year founded: 1994

Owner: Publicis Groupe

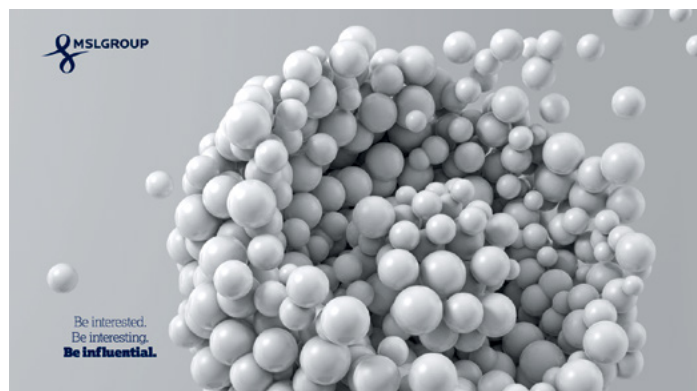
UK head: James Parsons, Joint CEO

Business split: 25% creative,
5% managed services,
20% marketing,
5% media planning/buying,
5% SEO,
15% social media,
10% technical development,
15% user experience

Clients: EY, P&G, SABMiller,
Student Castle, The Crown Estate

Contact: Victoria Sugg
victoria.sugg@mslgroup.com
0203 219 8838

MSLGROUP in the UK is a communications agency specialising in digital, insight and creativity. The agency helps organisations to build and maintain their reputations and relationships by combining user experience, design, stories and content with targeted activity. Its team comprises strategists, user experience architects, programmers, search, PR and social experts, creatives, writers, technologists and film-makers. As part of the global MSLGROUP network, it is part of a group of over 3,500 employees worldwide, and is Publicis Groupe's strategic communications and engagement business, advising clients on all aspects of their multi-stakeholder communications. Digital clients' projects range from branded content and content strategy for Activia and social employee engagement for Canon to a global corporate website for SABMiller and content visibility and promotion for EY. Last year, in collaboration with MSLGROUP New York, the agency undertook transatlantic quantitative research for Netflix, supported by qualitative investigation in both the US and UK, to observe viewing habits and document attitudes to spoiling programmes for friends and family. The UK campaign exceeded its KPI objectives, achieving in excess of three times the coverage targets, and the story was carried by 189 media outlets.



MSLGROUP combines communications excellence (strategy, content, engagement, promotion, protection) with design and development expertise (technology, platform, UX, mobile, production) to deliver its clients' business objectives. A stellar example of its work is the Activia branded music video that became the most shared branded video of all time. That's the power of trackvertising. Since the branded music video, 'La La La (Brazil 2014)' was co-released, just before the world's greatest sporting event of 2014, Activia's collaboration with Shakira and the World Food Programme has been watched over 450 million times. So, what's the secret of trackvertising? A catchy video's one thing; how do you make it the world's most watched ad? Intense build-up, through advance global news releases linked to a 'Making Of' video. Precision timing, with the world coming together in celebration. Perfect synergy, that united global superstar and children's advocate, Shakira, with footballing heroes and a nutrition-based charity, all framed by Activia branding. Did record views mean brand success? Absolutely. Double digit sales rises and 63% brand association, mostly around 'feeling healthy'.

49 | **Branded3**

branded3.com



UK head office: 2180 Century Way, Thorpe Park, Leeds, West Yorkshire, LS15 8ZB

Fee income: £8,358,862 (<8/14)

Year founded: 2003

Owner: St Ives Group Plc

UK head: Vin Chinnaraja, CEO

Business split: 20% creative, 5% ecommerce, 10% media planning/buying, 50% SEO, 5% social media, 5% technical development, 5% user experience

Clients: Ladbrokes, Virgin Holidays, Inchcape, Symantec

Contact: Vin Chinnaraja
contact@branded3.com
0113 260 4010

Branded3 is a digital marketing agency head-quartered in Leeds with another office in London. Launched in 2003 by CEO Vin Chinnaraja and co-founded by Director of Strategy, Patrick Altoft, the agency has grown to employ over 75 staff and works with brands across all sectors, including Virgin Holidays, Ladbrokes and Inchcape. Branded3 is perhaps best known for its SEO work and this is the agency's primary source of income, spearheaded by Patrick Altoft and Director of Search, Tim Grice, both of whom are frequent public speakers on the topic at industry events. The agency's growth in the past three years has largely hinged on the team's ability to deliver online visibility, audience engagement and search-engine rankings in the wake of two major Google algorithm updates. As well as this, Branded3 has extended its expertise across all areas of digital marketing, not just SEO. Its web design and development arm is managed by David Crawford, Managing Director, and since Crawford's appointment the agency has won a substantial design and development project with Inchcape. The agency's growth was further fuelled in May 2013 when it was acquired by the St Ives Group, a move which supports the agency's future international expansion plans.



Every person that works for Branded3 is challenged daily to increase their knowledge and become an expert in their chosen area of specialism. We continually invest significant amounts in educating our team through seminars, conferences and bespoke in-house research and training. We've even invested in the development of in-house software that allows us and our clients to remain ahead of the industry curve. We believe very strongly in sharing the knowledge we acquire and as a result, we deliver thought leadership at the most recognised marketing conferences and seminars in the UK. With our heritage being in search, we've built up a fantastic reputation as an authority on the subject. As such, whenever there is a change in the search industry, we are almost always at the forefront. We received beta access to Google's long-awaited disavow tool in 2013 and were the first to report on the Penguin algorithm update in October 2014. Our forward-thinking approach to digital marketing strategies for our clients has led us to many prestigious award wins and nominations; the most recent win being Best Use of Content Marketing at 2014's UK Search Awards for our creative content strategy for Virgin Holidays Cruises.

50 | **BORN**

borngroup

UK head office: 90-92 Pentonville Road, London, N1 9HS

Fee income: £8,200,000 (<12/14)

Year founded: 2008

Owner: Independent

UK head: Steve Waller, Partner, CDO Commerce

Business split: 12% creative, 22% ecommerce, 12% managed services, 51% technical development, 3% user experience

BORN is the fusion of two award-winning creative, content and commerce companies: Group FMG and POD1, which combined to represent the two entities' passion for integrated creative work. Based in London with offices in New York, San Francisco, Singapore and Chennai, the company counts Red Bull, Pernod, Market.com and Thomas Pink among its clients. BORN also recently won a competitive pitch to provide strategy, UX, design, content, technical solutions and build for HSS Tool Hire. With a re-platform to Hybris, the solution will allow HSS Tool Hire's B2B and B2C customers to hire equipment via an omnichannel digital solution.

51 | **1000heads**

1000heads.com



UK head office: 41-44 Great Windmill Street, London, W1D 7NB

Fee income: £8,000,000 (<12/14)

Year founded: 2000

Owner: Independent

UK head: Frank Grindrod, Managing Director

Business split: 5% CRM, 40% creative, 10% marketing, 40% social media, 5% technical development

Clients: MSFT Mobile, MSFT Skype, Benefit Cosmetics UK, Adobe, Dixons Retail (Dixons Carphone)

Contact: Max Edwards
max@affinitynewmedia.com
01603 663 093

Word of mouth and social media agency, 1000heads launched in 2000, working with brands to help them get their stories to travel further and faster, building sustained relationships and advocacy as they go. Headquartered in London, the company also has offices in the US, Australia, the United Arab Emirates and Germany, and today employs a team of 120 people. Clients include Microsoft Skype, Adobe and Dixons Retail (Dixons Carphone). Recent work includes #POREOCLOCK, Benefit Cosmetic UK's first integrated social campaign, bringing together digital, experiential and retail. 1000heads devised, launched and executed the campaign around Benefit's POREfessional primer, aimed at increasing sales of the product, while also growing Benefit UK's online community. First launched in 2014, the campaign's success has seen it continue through to 2015. In 2013, the agency also managed the migration of an 81m strong Nokia social community, spanning over 360 social presences across 18 social networks, from a Nokia social environment into a Microsoft Lumia social environment when Microsoft acquired the Nokia Devices and Services Division. 1000heads has also recently secured GoPro as a client, a global account that has activations across several markets, contributing to 1000heads' drive to continue international growth.

52 | Redweb

redweb.com

UK head office: 35 Holdenhurst Road, Bournemouth, Dorset, BH8 8EJ

Fee income: £7,832,121 (<12/14)

Year founded: 1997

Owner: Independent

UK head: Luke Platt, Chief Operating Officer

Business split: 20% creative, 5% ecommerce, 20% managed services, 5% marketing, 10% SEO, 30% technical development, 10% user experience

Redweb is a digital agency founded in 1997 and based in Bournemouth, Dorset, with user testing and meeting facilities in London. The company designs and builds responsive websites for organisations, government and brands, and current clients include Cancer Research UK, Channel 4, DfE, Farrow & Ball and the Science Museum. Redweb's team offers insight and strategy as well as services such as UX, search, content, infrastructure, security and data. In the past 12 months the company has hired seven apprentices who study one day a week at college, and it will offer the students full time contracts once they have completed their Social Media course.

53 | The IDHL Group

wmg.uk.com

UK head office: 1 Cardale Park, Harrogate, North Yorkshire, HG3 1RZ

Fee income: £7,648,000 (<6/14)

Year founded: 1995

Owner: Independent

UK head: Sara Deacon Elliot, General Manager

Business split: 15% creative, 4% managed services, 15% media planning/buying, 45% SEO, 12% social media, 9% technical development

The IDHL Group comprises WMG, Ingenuity Digital and NetConstruct and is one of the UK's longest-established SEO, PPC and web development agencies, with a 20-year heritage. It delivers SEO, content marketing, PPC, web design and PR strategies from offices in Harrogate, Wetherby and London. With more than 120 employees, the company takes an integrated approach, with content, outreach and technical teams working closely together. Clients include Cedar Court Hotels, Leeds City Region and Knight Frank. In February 2015, the IDHL Group appointed former Associate Director of Marketing at Futuresource Consulting, Andy C Watson as its Head of Group Marketing.

54 | TH_NK

think.eu

UK head office: 1st Floor, Vine Hill, London, EC1R 5DX

Fee income: £7,400,000 (<10/14)

Year founded: 2002

Owner: Independent

UK head: Steve Johnston, Delivery Director

Business split: 15% creative, 15% managed services, 20% marketing, 35% technical development, 15% user experience

Formed in 2002, London-based digital agency, TH_NK combines management consultancy with a creative agency and a technology partner, with a collaborative team of strategists, creatives, engineers, data scientists and designers. Clients include Warner Bros, Toyota, Audi and ASOS, and in March 2015 TH_NK was appointed as the lead digital agency for UK and Ireland cinema operator, Vue, as it looks to overhaul its digital channels and transform the cinema-going experience for its customers. The agency will develop a multi-channel digital user experience and customer value management (CVM) capability for the cinema chain.

55 | twentysix

twentysixdigital.com

twentysix
life online

UK head office: Royal House, 28 Sovereign Street, Leeds, West Yorkshire, LS1 4BA

Fee income: £7,180,312 (<2/15)

Year founded: 1996

Owner: Media Square Partners

UK head: Gail Dudleston, CEO

Business split: 5% CRM, 12% creative, 12% ecommerce, 4% managed services, 6% marketing, 6% media planning/buying, 22% SEO, 10% social media, 15% technical development, 8% user experience

Clients: Brighthouse, NHSBT, P&G, London Stock Exchange Group, Aggregate Industries

Contact: Gail Dudleston
0113 320 2626

twentysix is a full service digital agency with offices in UK, Singapore, Hong Kong and US, employing 131 digital specialists. The agency is one of six UK digital agencies awarded the Framework Agreement from (GPS) Crown Commercial Services for Creative Solutions and Digital Services on behalf of all public sector and government departments. As a full service agency, twentysix offers the full raft of digital agency services in-house, including website design and build, ecommerce, SEO, PPC, social, mobile and performance marketing. It develops websites on enterprise CMS and ecommerce platforms including EPiServer (twentysix is the largest EPiServer Certified Development team in the UK), Umbraco, Sitecore and Drupal. Clients include P&G, Wella and TalkTalk, and in March 2015 the agency completed work on a set of online pages for NHS Blood and Transplant to answer people's questions about organ donation and provide an education resource. In February 2015 it also worked with the Design Museum to develop an iPhone app that showcases 59 design classics and describes some of the Museum's history. The work built on the iPad app twentysix had previously developed for the organisation.



twentysix are a full service digital agency, based in four locations around the world including Leeds, London, New York and Singapore. It delivers a range of services including design, development, social media, mobile, data, CRO, performance marketing and search engine marketing. twentysix has consistently been recognised as one of the UK's most reputable digital agencies, underpinned by securing a place on the Sunday Times Best Companies To Work For in 2012 and 2015. The agency's search division has seen rapid growth over the past 24 months, growing by 150%, adding 25 new team members and winning clients such as Victoria Plumb and Superbreak. The team was also nominated for eight awards in 2014, three of these (Dadi's, Prolific North and Northern Digitals) for its work with DFDS Seaways, delivering six figure SEO growth in consecutive years. Additionally, twentysix's PPC team was awarded certified agency status with Marin Software, recognised as the global leader in PPC technology. Key hires during this growth included Jon Harper (Account Director) to spearhead the London Search office; Jonny Argile (Head of SEO Operations); and Tom Sykes (Head of SEO Strategy) to bolster the SEO offering.

56 | AIA Worldwide

aia.co.uk

UK head office: 200 Aldersgate Street, London, EC1A 4HD

Fee income: £7,090,000 (<12/14)

Year founded: 1985

Owner: TMP Worldwide Advertising and Communications LLC

UK head: Janet Sippy, Financial Director

Business split: 22% creative, 8% managed services, 16% marketing, 19% media planning/buying, 2% SEO, 4% social media, 23% technical development, 3% user experience, 3% software re-sales

Formed in 1985, AIA Worldwide is the EMEA headquarters of the global, technology-enabled recruitment communications agency TMP Worldwide Advertising & Communications, LLC. With offices in the UK, US, Brazil, Canada, France, Germany, India and Singapore, AIA Worldwide develops and deploys clients' employer brands across digital, social and mobile outlets. It works with companies in the finance, retail, industry and technology industries, including Thales, Boeing and Accenture, while Greene King has also recently partnered with AIA, incorporating the agency's proprietary TalentBrew software – a SaaS platform that turns static job descriptions into dynamic content – into its existing careers site.

57 | Volume Limited

volumeglobal.com



Volume

UK head office: Buckhurst Court, London Road, Wokingham, Berkshire, RG40 1PA

Fee income: £6,917,326 (<10/14)

Year founded: 1997

Owner: Independent

UK head: Chris Sykes, CEO

Business split: 20% creative, 20% managed services, 50% technical development, 10% user experience

Clients: Oracle, Virgin Media, BP, Plantronics, Dell

Contact: Aidan Murphy
aidan.murphy@volumeglobal.com
0118 936 2038

Formed in 1997, Volume is a global provider of digital content, technology and innovation, supporting clients through four key areas of competence: client services and support, creative agency, learning and development practice, and technology practice. Its UK headquarters are in Reading, Berkshire while it also has a dedicated Learning and Development Centre in Kingsbridge in Devon, with e-learning experts and instructional design specialists working with clients' subject matter experts to develop bespoke training content. Volume also has overseas offices in the US, Sri Lanka and Malta. Clients include Oracle, Virgin Media and Dell, and in October 2014, HP launched its brand new immersive dual-screen computing platform, Sprout, choosing Volume to develop the launch website. The work included full UX and development, and as a result, Volume became a preferred global vendor, which has yielded other global projects. Last year, Volume also worked on The Virtual Consultant, a one-stop sales training solution designed and developed to help the Virgin Media Business Sales teams to demonstrate and explain Virgin's product range to customers. The Virtual Consultant allows salespeople to save time, increase pipeline opportunities, simplify complex decision-making, increase conversion rates and boost sales reputation.

58 | Equator

eqtr.com



UK head office: 144 Elliot Street, Glasgow, G3 8EX

Fee income: £6,900,000 (<10/14)

Year founded: 1999

Owner: Independent

UK head: John McLeish, Managing Director

Business split: 75% creative, 8% media planning/buying, 14% SEO, 1% social media

Clients: SSE, Tesco Bank, AXA PPP, National Australia Group, Malmaison/Hotel du Vin

Contact: Garry Hamilton
garry.hamilton@eqtr.com
0141 229 1800

Glasgow-based Equator is an integrated marketing agency offering a full range of services including web design and development, public relations, SEO, PPC, affiliates, display media, social media and digital strategy. With over 100 staff based at its city centre studio, it takes a collaborative approach which involves dedicated strategy, project management and client services teams working closely together. With an international office in Manhattan and a development base in Kiev, Equator's client list includes global brands such as Disney, Tesco Bank and Rocco Forte, as well as Scottish names like SSE, The Macallan and Fergusson Coal. Work includes creating a standalone golf site for luxury hotel brand De Vere, showcasing its portfolio of hotel courses; and developing a global brochure site for The Edrington Group's premium rum brand Brugal, tailored with local market content and language. In September last year, Creative Director, Patrick Bjorkman joined the agency, taking over from James Jefferson, co-owner and founder of Equator, who moved into the role of Chief Creative Officer.



Everyone is talking about content marketing. The industry has had a couple of false starts, but there is now a growing recognition that it is the best and most effective way to engage and differentiate in a busy market space. Quite simply, if you want to grow your business and speak to a wider audience, you have to place an increasing focus on developing an effective content marketing strategy. We are working closely with clients to develop content ecosystems that their audiences want to read, listen to, or watch. Getting all the elements to live and breathe together, telling your story to different audiences at various stages of your business development is the real trick, however. There is also no value in having good digital content if the people you want to be speaking to can't find it. This has led to the re-emergence of SEO where clients are placing an increasing focus on developing engaging content that will improve organic search performance. At a time when Google has been putting an increasing focus on user experience for their search ranking algorithms, having good, relevant and fresh content must be at the heart of a successful online strategy.

59 | CDS Digital

cds.co.uk

UK head office: 7 Eastgate, Leeds, West Yorkshire, LS2 7LY

Fee income: £6,511,389 (<12/14)

Year founded: 1994

Owner: The Baird Group

UK head: Fergus Baillie, Chief Executive

Business split: 10% CRM, 10% creative, 5% ecommerce, 10% managed services, 5% marketing, 5% SEO, 5% social media, 40% technical development, 5% user experience, 5% software re-sales

Formed in 1994 and headquartered in Leeds, CDS works with organisations to improve the way they communicate, manage, store and publish information. For example, the company delivers operational information to Met Police officers; supports the British Army from recruitment to Ebola life-saving training; and provides integrated solutions that inform National Rail and Transport for London passengers about their daily journeys; and was recently appointed to deliver the next generation of digital marketing initiatives for Aberdeen Asset Management. CDS became part of the Baird Group in 2000 and today has 10 UK offices, employing over 200 people.

60 | Visualsoft

visualsoft.co.uk

UK head office: Gloucester House, 72 Church Road, Stockton On Tees, Cleveland, TS18 1TW

Fee income: £6,394,237 (<6/14)

Year founded: 1998

Owner: Independent

UK head: Dean Benson, CEO

Business split: 5% CRM, 15% creative, 60% ecommerce, 5% managed services, 10% marketing, 5% media planning/buying

Formed in 1998 and based in Stockton-on-Tees, Cleveland, Visualsoft is a supplier of ecommerce solutions in the UK, with clients including Boxfresh, Mitre, Canterbury of New Zealand, and most recently, Kickers. In March 2015 the company launched a responsive web site for designer clothing web site, Psyche, including multiple secure payment options and dynamic address look up, as well as an email newsletter system. In December 2014 the company launched its Innovation Lab, which aims to bring together new business and product ideas, build them in-house and release them to market. It has recruited John Ryder, previously of Silverbean, to head up the new initiative.

62 | Summit

summit.co.uk



UK head office: Albion Mills, Albion Lane, Willerby, Yorkshire, HU10 6DN

Fee income: £6,336,346 (<1/15)

Year founded: 2000

Owner: Independent

UK head: Hedley Aylott, CEO and Co-founder

Business split: 24% ecommerce, 1% managed services, 13% marketing, 44% media planning/buying, 15% SEO, 3% user experience

Clients: Argos, Carpetright, Reckitt Benckiser, Peugeot, BHS

Contact: Nadia Mursal
Nadia.mursal@summitmedia.com
01482 876 876 ext 417

Headquartered in Yorkshire with a technology development centre in Prague, Summit specialises in online retailing, and has worked with retailers and brands across Europe for 14 years, helping them use the internet to make more money online. Last year it delivered over £300 million of online sales for its clients. Summit's services cover three areas: retail advice, online marketing and ecommerce. It has 140 staff in the UK and Europe, and for the past three years its team of statisticians has worked with its online marketing experts to create a tool that utilises big data and prescriptive analytics to try and answer the question, 'Where should I spend my marketing budget to get the greatest return on investment?' The first module of the tool was rolled out in 2013, with retailers such as Argos and BHS experiencing uplifts of between 25% and 35% from their PPC campaigns. The tool has now been rolled out to all of Summit's clients and has generated over half a billion pounds in revenue. In November 2014, Summit worked with Rockar to launch an ecommerce site that allows people to buy a car online in minutes, an innovation which is believed to be a world first.

61 | Rippleffect

rippleffect.com

UK head office: Liverpool Echo Building, Old Hall Street, Liverpool, L3 9PP

Fee income: £6,353,666 (<12/14)

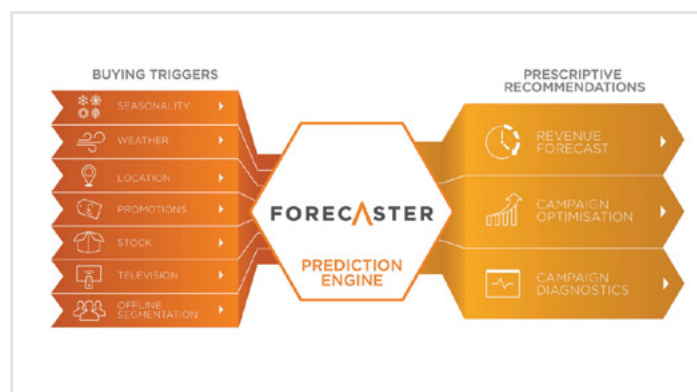
Year founded: 1999

Owner: Trinity Mirror Plc

UK head: Ben Hatton, Managing Director

Business split: 5% CRM, 20% creative, 10% ecommerce, 4% managed services, 10% marketing, 7% media planning/buying, 7% SEO, 2% social media, 20% technical development, 10% user experience, 5% software

Rippleffect is a full service digital agency based in Liverpool, and has enjoyed YOY growth since first opening its doors in 1999. The agency works across four core content management systems – Sitecore, Magento, Umbraco and Drupal – and has clients in the financial services, sport, tourism, leisure and retail sectors, launching new projects for brands including Everton Football Club, UK Sport, Liverpool Football Club, Visit Guernsey and Lincoln Castle. In 2014, Rippleffect was appointed as Aldermore's retained digital partner, tasked with implementing the bank's customer-focused digital strategy. The first stage of this project, a new web site, was launched in March 2015.



Forecaster – predict, perform, profit.

The challenge: The growing importance of digital channels for customer acquisition, and the rising costs of digital, mean that it's a more competitive landscape online than ever before. Businesses can respond by working more smartly with the data they collect and embrace new techniques for optimising their performance marketing activity. The biggest killer of profit is bad budgeting – either spending too little or too much.

The opportunity: Accurately predicting the future performance of marketing activity is now possible thanks to the use of advanced statistical techniques called predictive analytics. Statistical modelling and the understanding of customer buying triggers can lead to highly accurate predictions of where and when to spend marketing budget for the greatest return.

The solution: One tool available to business and marketers is Summit's Forecaster. This is a ground breaking performance marketing platform that uses advanced statistical models and real time inputs such as weather, TV, stock and seasonality to provide highly accurate forecasts and optimisation for digital marketing channels such as PPC, PLA and display. Forecaster has already delivered over half a billion pounds of sales to UK retailers.

63 | Search Laboratory

searchlaboratory.com



UK head office: Blokhaus, West Park Ring Road, Leeds, West Yorkshire, LS16 6QG

Fee income: £6,324,582 (<10/14)

Year founded: 2005

Owner: Independent

UK head: Tim Carr, Operations Director

Business split: 10% creative, 5% marketing, 20% media planning/buying, 60% SEO, 5% user experience

Clients: The Priory, Quiz, BT, Bon Prix, Fancy Dress Ball

Contact: Daniel Donoghue info@searchlaboratory.com 0113 212 1211

Formed in 2005, Leeds-based Search Laboratory is a global search marketing expert helping clients to maximise profit from their website by improving their position on Google and other global search engines. The company works to increase clients' online visibility using paid media including; PPC, display and RTB, SEO, content marketing, online PR, social media, conversion optimisation and web analytics. Search Laboratory works with businesses to help them to gain traction in international markets by optimising their search campaigns in over 35 languages. Work is carried out in-house by the 150-strong team of search specialists and mother-tongue linguists, and the company also delivers PPC campaigns by combining its proprietary bid management technology BidLabTM with maths graduate account managers. Clients include The Priory, BT and Bon Prix and in March 2015, stationery and office supplier, Viking, part of Office Depot, selected Search Laboratory to provide search engine marketing in both the UK and Ireland, briefing the agency to improve its online presence, using PR activity and content marketing to enhance its SEO. Recent work also includes working with Tiger Box to build online brand recognition around the company's log cabin site, Tiger Log Cabins (TLC), a campaign which achieved worldwide coverage.

64 | Foolproof

foolproof.co.uk

UK head office: Harella House, 90-98 Goswell Road, London, EC1V 7DF

Fee income: £6,200,000 (<12/14)

Year founded: 2002

Owner: Independent

UK head: Leslie Fountain, Managing Director

Business split: 100% user experience

Launched in 2002, Foolproof is an experience design company, using consumer insight and data to drive an evidence-based approach to the design of digital products and services. The company has offices in London, Norwich and Singapore and employs almost 100 people, with a skill set that includes technologists, psychologists, ergonomists, social scientists, product and service designers. Its practice spans four specialisms: strategy and planning, design research, interaction design and conversion rate optimisation. Clients include Lloyds Banking Group, HSBC and Shell, and it was recently appointed by Eli Lilly & Co as its global design partner. In January 2015, Foolproof acquired creative technology agency, Knit.

65 | Session Digital

sessiondigital.com



UK head office: Castlewood, 77-91 New Oxford Street, London, WC1A 1DG

Fee income: £6,062,686 (<12/14)

Year founded: 2010

Owner: The Inviqa Group

UK head: Dominic Feenan, Co-Founder and Director

Business split: 5% creative, 75% ecommerce, 15% technical development, 5% user experience

Clients: Missguided, Warner Music International, Acne, Sodastream, Dreams

Contact: getintouch@sessiondigital.com 0207 420 5890

Founded in 2010, Session Digital works with global retailers and emerging brands to deliver ecommerce sites on the Magento Enterprise platform. The company is a Magento Gold Partner and has worked closely with Magento since its inception. With seven offices in the UK, a German division based in Munich, and bases in Slovakia, Hungary and Lithuania, Session has a team of certified software engineers and a creative department, as well as a number of established clients from the worlds of fashion, music and consumer product manufacturing, including Missguided, Acne, Warner Music International and PZ Cussons. Work includes helping Missguided to boost conversion rates by 73%; working with Warner Music International to launch over 180 sites worldwide; helping Radley to increase its customer base by 43%; and partnering with Dreams to double online orders in six months. In July 2014, just nine months after opening its Edinburgh office, Session opened a Glasgow office. This came shortly after the appointment of ecommerce specialists Alastair Brodie and Pamela Forsyth, to head up business development and manage client accounts respectively. The company has also recently hired Vincent Kurutza as Quality Assurance Manager. Kurutza has worked both agency and client side with companies such as Eurooffice, Velti, MIG and Net-A-Porter Group.

66 | Hugo & Cat

hugoandcat.com

Hugo&Cat

UK head office: 22 Commercial Street, London, E1 6LP

Fee income: £5,991,110 (<12/14)

Year founded: 2004

Owner: Independent

UK head: Johannes Smith, Managing Director

Business split: 25% creative, 25% marketing, 25% technical development, 25% user experience

Clients: Sony, Royal Mail, Tourism Ireland, M&G Investments, E.ON

Contact: Johannes Smith jsmith@hugoandcat.com 0207 375 0909

Formed in 2004 and based in London with an office in the US, Hugo & Cat is a brand engagement agency. As a diverse group of 70 techies, creatives, planners, designers, motion artists and more, the company specialises in brand communications, insight and service design. Recent projects saw the agency get two million people in the mood for a trip to Ireland with its St. Patrick's Parade for Tourism Ireland; as well as moving Royal Mail from a delivery service to a business growth partner by creating a place dedicated to business customers. Hugo & Cat's ideas for experiences, technologies and content were prototyped and validated with Royal Mail customers before rollout, saving an estimated 22,000 hours of customer support per year. The agency also works with Sony, and recently helped the technology company to implement its new global web platform, working closely with Sony's teams in San Francisco, Istanbul, Tokyo and Brussels to roll out content in 54 countries and 30 languages. The agency has recently formed new partnerships with Volkswagen, IKEA and E.ON, the latter of which has enabled Hugo & Cat to build strength in digital product design, combining physical devices with digital interfaces.

67 | Seven

seven.co.uk

UK head office: 3-7 Herbal Hill, London, EC1R 5EJ

Fee income: £5,965,873 (<12/14)

Year founded: 2007

Owner: Guardian Media Group

UK head: Jessica Gibson, Managing Director

Business split: 1% CRM, 82% marketing, 17% social media

Seven is a specialist content marketing agency working for over 30 UK and international clients. Building on its heritage as a magazine publisher 20 years ago, Seven has evolved into a cross platform agency spanning web, social media, video and mobile. The agency develops and delivers content marketing campaigns for both B2C and B2B sectors, with clients including Sainsbury's, McDonalds, Fujitsu, Grant Thornton and Weight Watchers. Seven recently began working with Jobsite, who were looking for a cross-platform content marketing solution as they moved away from traditional TV advertising, tapping into Seven's expertise in editorial, video and social media real-time publishing.

69 | Huge

hugeinc.com

UK head office: 60 Sloane Avenue, London, SW3 3XB

Fee income: £5,714,000 (<12/14)

Year founded: 2010

Owner: Interpublic Group

UK head: Nathan Weyer, Managing Director, Europe

Business split: 10% CRM, 10% creative, 10% ecommerce, 10% managed services, 10% marketing, 10% media planning/buying, 10% SEO, 10% social media, 10% technical development, 10% user experience

Formed in 2010, Huge is part of the Interpublic Group of Companies, and provides business strategy, design, marketing and technology services to some of the world's largest businesses across numerous industries. Recent work includes working with MoneySuperMarket to drive personalisation with data, developing a short questionnaire and integrating it within the site navigation to help the price comparison site to separate users into key groups and create a tailored experience from the earliest point possible. In July 2014, Huge appointed Nathan Weyer as Managing Director, Europe. Weyer was formerly VP/GM of Europe at design firm, frog.

71 | Latitude Digital Marketing

latitudegroup.com



UK head office: 700 Mandarin Court, Warrington, Cheshire, WA1 1GG

Fee income: £5,603,000 (<12/14)

Year founded: 2001

Owner: Callcredit Information Group

UK head: Will Lowe, Managing Director, Marketing Solutions, Callcredit Information Group

Business split: 3% managed services, 75% media planning/buying, 19% SEO, 3% user experience

Clients: BT, Post Office, Haven, Autotrader, Yours Clothing

Contact: hello@latitudegroup.com
0845 021 2223

Digital marketing agency, Latitude is headquartered in Cheshire with further offices in London, Dubai and Lithuania, and is owned by Callcredit Information Group of Leeds. Since setting up in 2001, the agency has worked across various sectors, including retail, gaming, travel and finance, using a mix of channels to solve various marketing challenges for its clients, which include the Post Office, Yours Clothing and Thompson Reuters. The agency's SEO work for holiday and accommodation providers, Haven saw a 46% increase in non-brand revenue YoY, while non-brand contribution to total SEO revenue increased by 32% in 12 months. Its new web site for Anglian Home Improvements led to a 30% increase in enquiries to leads conversions, while lead flow via online sources grew by 18%. Latitude's specialism goes beyond the technical side, and it cites reporting, deadlines, account management, knowledge sharing, creativity, and interest in a client's brand/sector/business, as all equally important.

68 | Precedent

precedent.com

UK head office: The Courtyard Building, 11 Curtain Road, London, EC2A 3LT

Fee income: £5,765,329 (<3/14)

Year founded: 1989

Owner: Independent

UK head: Maria Portillo, Operations Director (UK)

Business split: 30% creative, 5% managed services, 5% marketing, 30% technical development, 30% user experience

Headquartered in London, with offices in Australia and Hong Kong, Precedent is a fully integrated communications agency with 26 years' experience. The company has over 130 specialists in user-centred design, branding and communications, development, hosting and strategy, and works with organisations in higher education, membership, charity, finance and health and care, including the British Heart Foundation (BHF), David Lloyd Leisure and the Australian Institute of Company Directors. Recent work includes developing the BHF's new web site, which has seen online donations increase by 277% since launching in December 2014.

70 | Brilliant Basics

brilliantbasics

UK head office: Unit D, Zetland House, 5-25 Strutton Street, London, EC2A 4HJ

Fee income: £5,679,331 (<3/14)

Year founded: 2012

Owner: Independent

UK head: Anand Verma, Founder and CEO

Business split: 10% ecommerce, 20% marketing, 30% technical development, 40% user experience

Brilliant Basics, or 'bb', is a design and product studio founded by CEO, Anand Verma, in 2012. The company now employs a team of 80 designers, strategists, analysts, developers and entrepreneurs and has studios in London, Norwich, Hong Kong, Singapore and, since January 2015, Dubai, with clients including Maisons du Monde, BNP Paribas and the University of Sheffield. Last year, the National Bank of Abu Dhabi selected bb to assist it with its digital transformation. The multi-part project is already underway and the first milestone – a revamped Arabic and English NBAD website – launched in January 2015.



Case Study: The Plus size PPC market is Yours!

Challenge: Yours Clothing challenged Latitude to grow its company revenue by 25% YoY and drive new customer acquisition by 25% through innovative PPC advertisement. Latitude had the added challenge of competing in an increasingly competitive marketplace, with many new plus size brands emerging into the digital space.

Solution: Latitude worked closely with Yours Clothing to reflect its offline plans online, holding seasonal brainstorming sessions with the brand which lead to the creation of new keyword lists and ads which were extremely relevant for the user. A big part of the strategy focused on new generic terms, such as new fashion trends, to introduce new customers who had not heard of the brand previously, but were actively searching for fashionable plus size clothing. To stay ahead of the competition, Latitude made use of the latest innovative PPC marketing techniques in order to not only have impact, but also make the best use of the assigned budget. Finally, Latitude used a separate strategy for new customers and existing customers, so as to ensure the advertising message was tailored to the right audience.

Results: Revenue growth was 77%. New customers increased by 69% year on year and generic revenue increased by 165%.

72 | Code Computerlove

codecomputerlove.com

code computerlove

UK head office: Jutland House,
Jutland Street, Manchester, M1 2BE

Fee income: £5,407,000
(<12/14)

Year founded: 1999

Owner: Independent

UK head: Tony Foggett, CEO

Business split: 2% CRM,
60% creative,
5% ecommerce,
5% managed services,
10% marketing,
5% SEO,
3% social media,
5% technical development,
5% user experience

Clients: Hillarys, HMV, Oxfam, NUS,
Woodland Trust

Contact: Steve Peters
steve.peters@codecomputerlove.com
0161 276 2080

Formed in 1999, Code Computerlove was founded by Tony Foggett with fellow directors Louis Georgiou and Wini Tse, and the agency has grown from a multimedia business to a full service digital for with an 80-strong team of 'Computerlovers' based in offices in Manchester and London. The agency works with UK and global clients including HMV, Hillarys, Brother UK and Europe, and The Football Association. The company recently worked with Amnesty International on what began as a strategy project to scope out the organisation's digital requirements. Following a competitive pitch, the organisation then appointed Code to handle the entire design and build project, and the agency will continue to support Amnesty on its digital journey. Last year, Code was also appointed by food producer, MRC The Flava People to lead a new marketing drive for its Flava-it brand of seasoning and marinade sachets; and helped HMV to exceed its objectives and targets in its first year back on the high street, delivering a web site that reinforces the brand's credentials. Code also worked with Chester Zoo on a mobile project which grew mobile revenue by more than 198%.

74 | The Big Group

biggroup.co.uk



big group

UK head office: 91 Princesdale Road,
Holland Park, W11 4NS

Fee income: £5,047,000
(<12/14)

Year founded: 1991

Owner: Independent

UK head: Nick Scott, CEO

Business split: 21% CRM,
20% creative,
6% ecommerce,
23% marketing,
8% SEO,
8% social media,
8% technical development,
6% user experience

Clients: MasterCard, BT, Hyundai,
Arup, Tata

Contact: Ed Riseman
ed.riseman@biggroup.co.uk
0207 229 8827

The Big Group is an integrated marketing agency with a staff of 80, providing solutions for a broad spectrum of clients in both B2B and B2C categories. The company's areas of expertise include brand awareness strategies, marketing campaigns and partnerships, event management and sponsorships, social media, and ecommerce – particularly interactive website and CMS solutions. Based in Holland Park, London since it was founded in 1991, the last 18 months has seen The Big Group establish a product development group to research and develop digital solutions and tools designed to help clients increase awareness, reach and engagement. The first product in the social media space, www.mention.to was used in campaigns for The World Cup, UEFA Champions League, The BRIT Awards and Tate Modern, and has been adopted by brands in the luxury lifestyle and education sectors for ongoing deployment. 2014 saw Big Group make two significant agency acquisitions, adding search and content marketing to its portfolio of services, and increasing its creative presentation design, video and content production offering. From its London base, Big Group operates digital marketing programmes and promotions across the globe, including brand positioning for ABTA, content for Zalando and managing corporate websites and communications for Mastercard.

73 | Tangent Snowball

tangentsnowball.com

UK head office: Threeways House,
40-44 Clipstone Street, London,
W1W 5DW

Fee income: £5,100,000 (<2/15)

Year founded: 2001

Owner: Tangent Communications
PLC

UK head: Steve Grout, CEO

Business split: 10% CRM,
15% creative, 20% ecommerce,
5% managed services,
10% marketing, 5% SEO,
5% social media,
20% technical development,
10% user experience

Tangent Snowball is a full-service digital-first marketing agency founded in 2001, with offices in the UK and Australia. Clients include SAP, Wolseley and Carlsberg. Last year the agency launched a US site for long-term client, Nails Inc, and also rebuilt the nail bar chain's UK site, which launched in November 2014. Comparing Google Analytics year on year, the average order value for the UK site has increased by 20% and conversion rate by 12% since launch. In February 2015, Tangent appointed Julian Orgill as Group Account Director. Orgill was formerly at Iris, having previously worked at Proximity and Rapp.

75 | Abacus e-Media

abacusemedia.com

UK head office: Chancery Exchange,
10 Furnival Street, London,
EC4A 1YH

Fee income: £5,010,000
(<12/14)

Year founded: 1995

Owner: Urdgrup Group

UK head: Steve Feigen, CEO

Business split: 44% creative,
43% managed services,
1% SEO,
2% social media,
9% technical development,
1% user experience

Founded in 1995, Abacus works with publishers to help develop and monetise content, and maximise audience engagement. Clients have included Thomson Reuters, Centaur, EMAP, The Law Society and Christie's. Abacus recently worked with the Royal Pharmaceutical Society to implement a new digital strategy, including the relaunch of its main journal web site with a responsive design in October 2014; and in April 2015, Abacus redesigned and re-launched the main website for new client Data Centre Dynamics. In February 2015, former Hogg Robinson Group Senior Systems Architect, Eirikur Eirikksson joined Abacus as Data Scientist, marking the growing importance of big data to the company's clients.

76 | OLIVER

oliver.agency

UK head office: 2 Tabernacle Street,
London, EC2A 4LU

Fee income: £4,964,195
(<6/14)

Year founded: 2004

Owner: Independent

UK head: Tim Cautley, COO

Business split: 5% CRM,
50% creative,
5% ecommerce,
10% marketing,
15% social media,
15% technical development

OLIVER builds dedicated client agencies which are usually based on-site within its clients' businesses, producing digital, creative and strategic communications. Expertise includes digital design and UX to social community management and technical development, and the company employs 350 staff in over 50 on-site agencies and real-time command centres. Clients include AXA, Britvic, KPMG and Reed. OLIVER also works with Starbucks, handling everything from brand planning to product promotions, in-store communication and retail deliveries, as well as digital, film, activation and experiential throughout EMEA. The company has 11 global offices, including bases in London, New York, Paris and Sydney.

77 | Head

headlondon.com

UK head office: Holden House, 57 Rathbone Place, London, W1T 1JU

Fee income: £4,859,614 (<12/14)

Year founded: 2000

Owner: Independent

UK head: Rebecca Simmonds, Managing Director

Business split: 33% creative, 34% technical development, 33% user experience

Founded in 2000 and based in London, Head develops, designs and builds digital products and services that aim to exploit new business opportunities, improve customer satisfaction and loyalty, or increase efficiency and competitiveness. Head's approach to finding the right solution for clients involves closely observing actual customer behaviour, and understanding their underlying needs. This can help spot new opportunities that have not been identified before. Head believes in using the most appropriate technology for any business challenge, which can mean using existing technology, adapting it in a new way or developing something completely new.

78 | MMT Digital

mmtdigital.co.uk



UK head office: 1a Ayston Road, Uppingham Gate, Uppingham, Rutland, LE15 9NY

Fee income: £4,785,707 (<3/15)

Year founded: 1999

Owner: Independent

UK head: Ben Rudman, CEO

Business split: 25% creative, 25% ecommerce, 3% managed services, 25% technical development, 20% user experience, 2% software re-sales

Clients: comparethemarket.com, BACARDÍ, Allergan, Scope, Pearson

Contact: Robert Yardy
Robert.y@mmtdigital.co.uk
0207 242 5698

Established in 1999, MMT Digital architects, designs and builds bespoke websites and web applications. Over the last few years, the agency has seen turnover increase by 50% in 2012/13, 47% in 2013/14 and, 52% in 2014/15. This growth has prompted it to increase its workforce, boosting staff numbers by 42% in the last three years, including the addition of Non-Executive Director, Andrew Marsden, who has headed up marketing teams for companies including Unilever and Britvic, and has been involved in a number of marketing industry bodies. MMT Digital has also moved into significantly larger premises both in London and the Midlands, to accommodate its growing team. The company works in a variety of industry sectors for clients including Compare the Market, BACARDÍ, BBC Active, Martini and Scope, the latter of which saw conversion rates increase by 17%, and donation value grow by 36.4% following the launch of its new website. Another success story is Realvisiontv.com, which managed to generate \$600,000 in subscriptions in just four weeks following MMT Digital's launch of its web platform. MMT Digital has also recently worked on a large migration project with AXELOS, a joint venture company created by the UK Cabinet Office and Capita plc.

79 | Metia

metia.com

UK head office: 101 St. Martin's Lane, London, WC2N 4AZ

Fee income: £4,731,000 (<9/14)

Year founded: 1988

Owner: Metia Group Ltd

UK head: Mark Pinsent, Managing Director

Business split: 20% CRM, 20% marketing, 20% social media, 20% technical development, 20% user experience

Founded in 1988, with its corporate headquarters in London and its US headquarters in Seattle, international digital marketing agency, Metia specialises in understanding B2B audiences. It uses numerous digital platforms, including web, mobile and social, across bought, owned and earned media, and employs experts on specific audiences and industry sectors, as well as content, social, creative, technical and project specialists. In recent years Metia has focused on international growth, and in 2014 some 50% of Group revenues were via overseas offices in the US and Singapore. They support businesses operating across EMEA, USA and APAC and ran projects in fifty different countries last year.

80 | True Digital

truedigital.co.uk

UK head office: 1st Floor Royal London Buildings, 42-46 Baldwin Street, Bristol, BS2 9UN

Fee income: £4,706,000 (<12/14)

Year founded: 2004

Owner: Independent

UK head: Tim Beckett, Managing Director

Business split: 5% CRM, 20% creative, 20% ecommerce, 5% managed services, 10% marketing, 10% media planning/buying, 5% SEO, 5% social media, 15% technical development, 5% user experience

True are a collective of digital experts, working with clients in every sector. Founded in 2004 and based in Bristol, it is now one of the biggest full service independent digital agencies in the South West of England. Work ranges from building websites to defining search strategies and creating social campaigns, and clients include npower, Furniture Village and The Mall at Cribbs Causeway. The agency recently worked with Fuller's to create a new website using video, animations and infographics to help tell the brand story. The agency aims to devise powerful and persuasive digital experiences, through collaboration between design, copy, content and technology.

81 | MBA

mba.co.uk

UK head office: 11 Slingsby Place, St. Martin's Courtyard, London, WC2E 9AB

Fee income: £4,592,012 (<12/14)

Year founded: 1994

Owner: Independent

UK head: James Middlehurst, Managing Partner

Business split: 15% CRM, 15% creative, 15% ecommerce, 5% managed services, 15% marketing, 5% media planning/buying, 10% social media, 10% technical development, 10% user experience

MBA is an independent agency based in London, Miami and Brighton and is part of global independent agency network, The Network One. The company works with clients to apply what it calls Brand Action™, combining creativity with data, technology and technique. Clients include ACCOR, the Caravan Club, O2 and The Landmark Trust, and in July 2014 MBA was appointed by Nielsen Active Holidays to help build its Summer Beach Club and Ski holiday brands by developing targeted digital and direct work. The work included footage shot with GoPro cameras, apps to help choose the resort and activities, and a CRM programme.



82 | Click Consult

click.co.uk



CLICK CONSULT*

UK head office: Unit B1, Willow House, Oaklands Office Park, Hooton Road, Hooton, Cheshire, CH66 7NZ

Fee income: £4,400,000
(<10/14)

Year founded: 2003

Owner: Independent

UK head: Matt Bullas, CEO & Founder

Business split: 12% media planning/buying, 85% SEO, 1% social media, 1% technical development

Clients: Lloyds, Pharmacy Online Doctor, Chill Insurance, Furniture at Work, Boohoo, Virgin Balloons

Contact: Anna Thomas
Head of Business Development
0845 205 0292

Cheshire-based Click Consult was formed in 2003 and is a search marketing agency with a focus on organic and paid search. The company also provides complementary services, such as social media, inbound marketing, conversion rate optimisation, international and multilingual search, and a comprehensive website and business analysis service known as 'Discovery'. With over 60 full-time employees and a portfolio of over 90 clients, the agency works across a range of competitive verticals, including fashion, catering, travel and tourism and professional services, providing search marketing services to a number of clients including Lloyds Pharmacy, Chill Insurance, Furniture At Work and Virgin Balloon Flights. Recent work includes increasing organic traffic and search visibility for a number of key terms for Lloyds Pharmacy's Online Doctor brand, boosting organic monthly sessions by 144%, and growing organic search revenue by 77.59%, as well as increasing the number of lead terms on page one of google.co.uk to 36 from the project start date. Click Consult also delivered an organic search strategy for Furniture At Work, with the brand now seeing record online results, prompting it to expand its digital strategy to incorporate PPC, social media and conversion rate optimisation (CRO).



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83 | The Real Adventure Unlimited

realadventure.co.uk

**TheRealAdventure
Unlimited...**

UK head office: One Glass Wharf, Temple Quay, Bristol, BS2 0EL

Fee income: £4,360,000
(<3/14)

Year founded: 1996

Owner: Creston plc

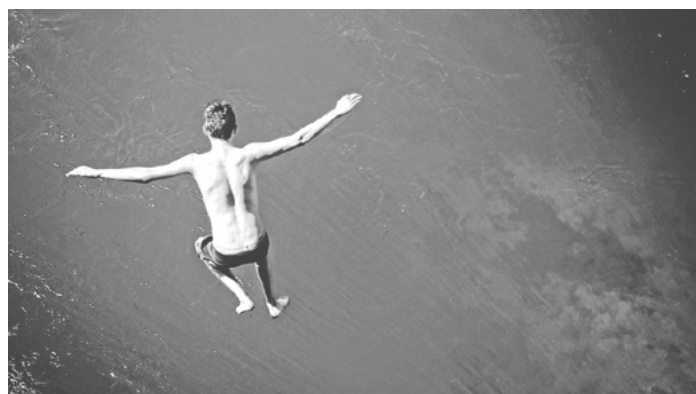
UK head: Beth Pope & Matt Hardy, Joint Managing Directors

Business split: 50% CRM, 14% creative, 1% managed services, 30% marketing, 3% social media, 2% user experience

Clients: Danone, Cow & Gate, Costa, ASDA, Aptamil

Contact: Sophy Wells
sophy.wells@realadventure.co.uk
0117 244 0825

The Real Adventure Unlimited is a full-service CRM agency based in Bristol, with a London base at Creston plc. The agency works with blue-chip clients such as ASDA, Danone, Costa and Lloyds Banking Group, across the UK and internationally. Digital since 1996, the agency has a 20-year heritage in data-driven marketing and technological innovation, which today encompasses email, mail, social media, web and mobile communications. Although the agency works in many sectors, it has a strong focus on brands that target mums and young families, including Cow & Gate, Aptamil, and Milupa Germany. As Danone's Global CRM Partner for its Early Life Nutrition division, the agency provides consultancy and advice to markets across Europe, the Middle East and the Far East, helping to shape CRM in those countries, identifying opportunities for optimisation and/or innovation, and ensuring that appropriate tracking and measurement is in place. As part of Creston Unlimited, The Real Adventure Unlimited has access to common tools and thinking, regardless of discipline, from experiential, brand consultancy, social, advertising, PR, and insight agencies, when needed.



We aim to work collaboratively with all of our clients, involving key stakeholders from the outset of every project to align goals and insights, then work fluidly to shape the final output. We see our clients as part of the agency team, working through solutions together to make informed decisions that allow us to progress quickly and efficiently. This collaborative process also enables us to deliver time and cost efficiencies across projects. When Mark Hancock joined us as Head of Planning in September 2014, we gained a passionate, strategic thinker with a desire to develop insights and briefs that unlock inspiring and original work. His vast agency experience is an exciting addition to the talents we offer our clients.

84 | e3

e3.co.uk

UK head office: Unit 2.1 – 2.3, Paintworks, Bath Road, Bristol, BS4 3EH

Fee income: £4,311,000 (<3/15)

Year founded: 1997

Owner: Independent

UK head: Neil Collard, Managing Director

Business split: 5% CRM, 20% creative, 5% ecommerce, 25% marketing, 25% technical development, 20% user experience

Founded in 1997, independent digital marketing agency, e3 works from London and Bristol, and employs more than 60 digital specialists. The company works with global brands including Kiathe, Royal Navy, Orange and the National Trust. It has recently worked in partnership with the Royal Navy to define its digital and social content strategies, including the launch of a content-first, mobile optimised website in May 2014. e3 is also the key digital partner of Bristol Airport, work which has included the delivery of a digital strategy for a new responsive website – due to launch late spring 2015.

86 | Fresh Egg

freshegg.co.uk



UK head office: 1-13 Buckingham Road, Worthing, West Sussex, BN11 1TH

Fee income: £4,200,000 (<3/15)

Year founded: 2000

Owner: Independent

UK head: Adam Stafford, Founder & Managing Director

Business split: 15% creative, 16% ecommerce, 13% marketing, 8% media planning/buying, 41% SEO, 2% social media, 5% user experience

Clients: Confused.com, Nationwide Vehicle Contracts, Kinleigh, Folkard & Hayward, Bolt Burdon Kemp, MGM

Contact: Sarah Tunstall
Sarah.tunstall@freshegg.com
0845 373 1077

With three offices located in Worthing, London and Sydney, Australia, Fresh Egg has a large staff specialising in technical SEO, inbound marketing, social media, content (strategy, production and marketing), biddable media, CRO, analytics, and insight and web design and development. Formed in 2000, the company works with brands including John Lewis, Vodafone and Liberty of London, as well as working with many smaller category leaders across various sectors. The agency is a Google Analytics and a Google AdWords Certified Partner, and is also one of a handful of UK Platform Certified Partners of conversion optimisation provider, Optimizely. Fresh Egg's approach to digital marketing focuses on a continuous cycle of testing and learning, and the agency also helps clients to speed up their digital tempo by building internal digital-acceleration teams, training and consulting with business units and functions to equip them with the skills needed to be effective in digital strategy and marketing communications. In April 2015, Fresh Egg appointed Stuart Beckingham, formerly MediaCom Australia's National Head of Search, as its Australian Sales Director, strengthening Fresh Egg's presence in the country. Luke Hay also joined the company as Senior Conversion Strategist, the first senior appointment to Fresh Egg's new Conversion Services department.

85 | Pancentric Digital

pancentric.com

UK head office: 4-8 Emerson Street, Bankside, London, SE1 9DU

Fee income: £4,268,000 (<7/14)

Year founded: 2003

Owner: Independent

UK head: Tom Platford, Managing Director

Business split: 10% CRM, 35% creative, 10% managed services, 10% marketing, 7% media planning/buying, 7% SEO, 7% social media, 5% user experience, 9% software re-sales

Pancentric is an independent digital consultancy launched in 2003. Its client base spans sectors from insurance to entertainment, and includes RSA Canada, Ralph Lauren and L'Oreal UK. Its most significant new business wins in the last 12 months have included working with British Friendly to improve the online user experience for financial advisors seeking a quote from the company's underwriters; and building an e-learning tool for Life Fitness Academy, to educate its workforce about its products. In March 2015, Pancentric appointed former MediaCo Head (UK and EMEA), Murray Cox as Strategy Director to help spearhead the business's new service design vision.

87 | Affinity Digital

affinitynewmedia.com

UK head office: 17-23 Ber Street, Norwich, NR1 3EU

Fee income: £4,115,056 (<5/15)

Year founded: 1986

Owner: Independent

UK head: Karl Izzard, Digital Director

Business split: 5% CRM, 15% creative, 25% ecommerce, 5% managed services, 15% marketing, 5% media planning/buying, 10% SEO, 10% social media, 5% technical development, 5% user experience

Affinity Digital was established in 1989 and specialises in design and build, with particular emphasis on ecommerce for SMEs. With a full-time team of 40 digital professionals, Affinity looks to deliver client digital solutions across a variety of technical platforms. The agency specialises in Magento, WordPress, PHP, and .net solutions as well as offering entry level clients the opportunity to access a suite of commerce tools via various SAAS opportunities. With offices in Nottingham and London, and a Head Office in Norwich, Affinity works for a number of well-known UK brands as well as major utilities companies and a range of SMEs.

88 | Ayima

ayima.com

UK head office: 2nd Floor, 1 Benjamin Street, Clerkenwell, London, EC1M 5QG

Fee income: £4,084,000 (<12/14)

Year founded: 2007

Owner: Independent

UK head: Nicky Applegarth, Managing Director UK

Business split: 10% creative, 10% media planning/buying, 75% SEO

Independent SEO and PPC specialist, Ayima began life as a start-up search engine in 2002, relaunching as a SEO consultancy in 2007. The company is headquartered in London, and has established offices in New York, Raleigh, Stockholm and Vancouver, employing over 100 people. The agency provides solutions for organisations in the finance, retail, telecoms, online publishing, travel and gaming verticals, with clients including British Airways, Marks & Spencer and Reed Elsevier. Ayima recently worked with a global airline to reduce the bounce rate on its web site, achieving a reduction from 70% to 23%.



89 | Dog

dogdigital.com



UK head office: 20 Buchanan Street,
Glasgow, Lanarkshire, G1 3LB

Fee income: £4,050,670
(<12/14)

Year founded: 1996

Owner: Independent

UK head: Gerry McCusker,
Chief Executive

Business split: 30% creative,
50% marketing,
10% SEO,
10% social media

Clients: Scottish Enterprise,
Aberdeen Asset Management,
Baillie Gifford, DF Concerts, UEFA

Contact: Helen Reid
helen.reid@dogdigital.com
0141 572 0730

Launched in 1996, Dog is an independent agency led and managed by its three owners: Gerry McCusker, Alex Wilson and David Hamilton. With a growing team of over 85 staff operating from the agency's four offices in Glasgow, London, Singapore and Jakarta, Dog works with clients to deliver strategic consultancy, multi-disciplinary marketing, content creation, and digital design and development solutions. The agency's international clients cover a broad range of industries, often highly regulated such as the financial services, and often with multiple stakeholder groups such as the sports and entertainment sectors. Working with clients at a strategic level through to implementation, the company helps organisations to change, evolve and grow their business or organisation. Dog offers staff a range of initiatives including agile project based working to facilitate open communication and sharing of ideas, and Dog Labs, a cross-discipline R&D hub which sees the design, prototype and development of new digital products. Clients include Scottish Enterprise, Aberdeen Asset Management and Baillie Gifford, and recent work includes social media advertising for the UEFA Champions League and Europa League 2014, a campaign that saw Twitter, TV and contextual targeting lead to an increase of 255% in CTR during matches.

90 | Linney Design

linney.com

UK head office: Adamsway,
Mansfield, Nottinghamshire,
NG18 4FW

Fee income: £3,950,000
(<4/15)

Year founded: 1997

Owner: W & J Linney Ltd

UK head: Michael Fisher,
Managing Director

Business split: 5% CRM,
35% creative, 10% ecommerce,
10% marketing, 20% social media,
5% technical development,
15% user experience

Linney Design is a full-service creative agency, encompassing digital, multimedia and graphic design. With in-house developers, programmers, web creatives and social media community managers sitting alongside 3D modellers, graphic designers and copywriters, the company is a digitally-specific agency that also has expertise across traditional disciplines. Located in Mansfield, Nottinghamshire, Linney Design's client list includes The Post Office, Boots and PayPal, while its most significant client win in the last 12 months is Arsenal FC, a partnership which includes the creation and execution of online advertising and email campaigns, through to website design and printed material.

91 | Neoworks

neoworks.com



UK head office: 40 Basinghall
Street, London, EC2V 5DE

Fee income: £3,900,000
(<1/15)

Year founded: 1997

Owner: WPP

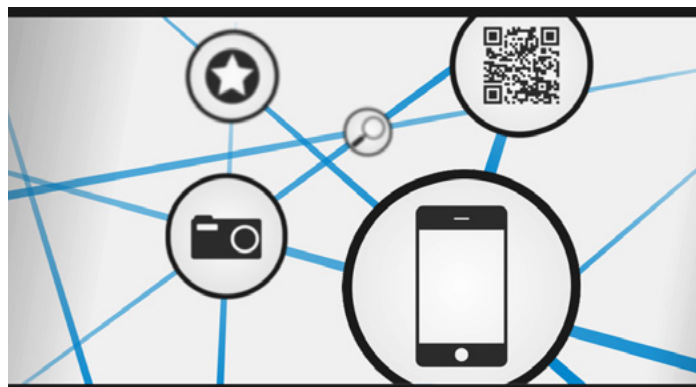
UK head: Joe Robinson,
Head of Operations, Salmon

Business split: 60% ecommerce,
20% managed services,
20% technical development

Clients: Ted Baker

Contact: Julia von Matzenau
Julia@neoworks.com
0207 025 0950

Neoworks, acquired by Salmon in late 2014, integrates and supports ecommerce systems working with brands representing a variety of industries including retail, software, media and manufacturing. The agency's approach combines technical and advisory elements, including ecommerce system implementation, integration and support, training and change management, content strategy development, data analytics, customer behaviour research and consulting on digital marketing strategy. The company has delivered ecommerce system integration and consulting projects in the UK, across Europe, US, Japan and Australia. Neoworks' recent projects include leading the development of Ted Baker's new US web site, which forms part of an ongoing programme to enhance the brand's online presence internationally. This followed work on the redevelopment of Ted Baker's new international web site in May last year, which was primarily focused on the brand's digital presence in the UK and Europe.



Multichannel Retailing Trends Data: In 2015 we should expect more investment in business intelligence tools and data mining. A decision on which data is relevant and which data is just noise is the first step that companies need to take if they want to make sense of the data they capture.

Research: Research evidence helps business leaders to make better decisions. In 2015 more retailers will be investing in research to incorporate the voice of the customer in product development and service improvement.

Change Management: There are five key elements required to achieve change within organisations: vision, skills, incentives, resources and an action plan. If one of those elements is missing, transformation is not possible. Successful change implementation happens when organisations find a way to create real commitment to the new way of working. It happens when people adjust their behaviour to meet the needs of the change.

High street with online Integration: Most retailers have a multichannel strategy but only a few are going above and beyond basic services such as wifi, contactless payment and click and collect.

Multichannel Service Design: Service design is an interdisciplinary approach that combines many different tools and disciplines. In 2015 more retailers will be developing humanised services designing customer journeys that are alive and interactive.

92 | Omobono

omobono.com

UK head office: St. Giles Hall,
Pound Hill, Cambridge,
Cambridgeshire, CB3 0AE

Fee income: £3,668,604
(<12/14)

Year founded: 2001

Owner: Independent

UK head: Ben Dansie, CEO

Business split: 45% creative,
15% marketing,
5% social media,
30% technical development,
5% user experience

Cambridge-based digital agency, Omobono was founded in 2001 and is named after St Omobono, the patron saint of business. It works with business brands to help them to engage their various audiences, including customers, prospects and talent, and has clients in sectors from professional services to energy and technology, including BP, Shell and Tata Steel. With plans to open a London office, the company has appointed former Corporate Edge CEO, Alex Luff as Managing Director London; and has also recently made its first new hire in the US, appointing Philip Black as Senior Strategist in the newly opened Chicago office.

93 | Building Blocks

building-blocks.com



UK head office: 1 Portland Street,
Manchester, M1 3BE

Fee income: £3,650,635
(<4/14)

Year founded: 2007

Owner: Independent

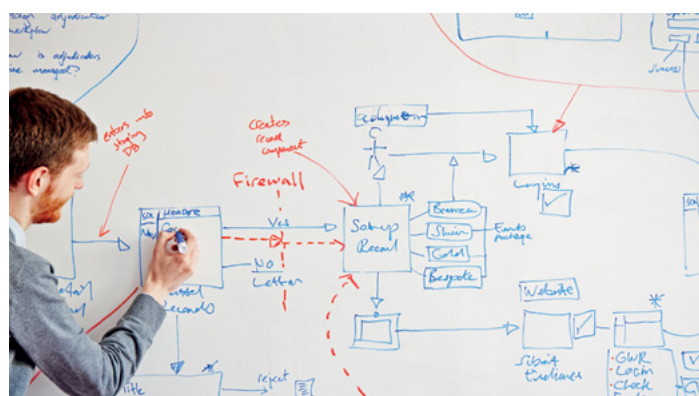
UK head: Jasper van de
Luijtgaarden, CEO

Business split: 15% creative,
20% managed services,
60% technical development,
5% user experience

Clients: Guinness World Records,
Celebrity Cruises, Lloyd's Register,
Bourne Leisure Ltd

Contact: Alex Clifford
a.clifford@building-blocks.com
0161 441 0600

Building Blocks specialises in building the digital capabilities of global organisations. The agency works with clients to identify digital opportunities that will increase revenues, develop relationships and improve efficiencies. It has a team of over 70 people based in Manchester and San Francisco, comprising creative, technical and operational expertise, and works alongside clients from strategy through to roll-out, implementing and integrating digital platforms. The agency has experience in global rollouts and multi-lingual training and delivery, while global clients include Adama Agricultural Solutions, Regus and Guinness World Records. It works with clients on digital transformation, from creating a digital roadmap in-line with business objectives, legacy system integration and self-service applications, through to UX design, customer experience improvements, mobile responsive and personalised sites. Building Blocks also helps to create digital governance structures, up-skills clients' internal teams, offers cloud hosting, and both ongoing and managed service support. Technology specialisms include SDL, Sitecore, e-Spirit and .Net technologies.



Celebrity Cruises – Mobile Responsive Website

Celebrity Cruises' fleet of eleven award-winning ships have set the worldwide standard for modern, luxurious cruise travel with their high quality, contemporary design and exceptional levels of service. In 2014, Celebrity undertook a digital project to improve the mobile journey on the website, increase conversion, and deliver a positive brand experience in line with its 'modern luxury' values. Building Blocks designed and built a visually stunning, responsive website which fulfilled all of Celebrity's objectives. Since launch, online revenue has increased 226%, unique visits are up by 650% and mobile bounce rates have decreased by 35%. Our solution fully met Celebrity's objectives: deliver a fully responsive website to provide an optimised experience for mobile traffic; rationalise content and navigation to simplify the user journey; re-build the itinerary search; bolster conversion and simplify the route to booking; develop the visual identity in a way that works across the digital landscape; built to accommodate future features, such as personalisation.

94 | Brass Agency Limited

brass-alt.com

UK head office: Moorfield House,
Alma Road, Headingley/Leeds,
LS6 2AH

Fee income: £3,617,000
(<9/14)

Year founded: 1998

Owner: Independent

UK head: John Morgan, Chief
Executive

Business split: 4% CRM,
20% creative, 35% marketing,
10% media planning/buying,
3% SEO, 20% social media,
4% technical development,
4% user experience

With over 130 people across its London and Leeds offices, independent agency, Brass has experience in all areas of digital marketing, from defining strategy and building websites to creating mobile experiences and managing social media channels. During 2014, the company delivered global insight, strategy and implementation for GSK, as well as producing digital and social content for both Lucozade Sport's Conditions Zone and Lucozade Energy's YES Project. 2014 also saw the agency's relationship with Ribena enter its seventh year, with Brass delivering the brand's social and digital activity, while recent client wins include HARIBO and MAOAM, L'Oréal Active Cosmetics Division and NiQuitin.

95 | EMS Internet

ems-internet.co.uk

UK head office: 1410 Centre Park
Square, Warrington, Cheshire,
WA1 1RU

Fee income: £3,600,000
(<3/15)

Year founded: 1999

Owner: Results Through Digital

UK head: Jamie Wilson,
CEO and Founder

Business split: 22% creative,
16% ecommerce,
18% managed services,
4% marketing, 11% SEO,
15% technical development,
14% user experience

Since 1999, EMS Internet has delivered over 15,000 websites aimed predominately at tradespeople and owner managed businesses throughout the UK. The company also delivers ecommerce sites as well as branding, web development, SEO and ongoing support, strategy and consultancy services. Based in Warrington, Cheshire, the company has 63 staff, and last year moved to larger premises to accommodate its growing team. Clients include Reebok – Fitness, while recent projects include working with Nomis, a US funeral directory, which approached EMS's partner app development agency, Appitized to redesign its website, enabling funeral business owners to enhance their listings and speed up reporting,

96 | **cxpartners**

cxpartners.co.uk

UK head office: 2 College Square,
Bristol, BS1 5HL

Fee income: £3,568,886
(<3/14)

Year founded: 2004

Owner: Independent

UK head: Richard Caddick,
Managing Director

Business split: 28% creative,
72% user experience

Bristol-based cxpartners was founded in 2004 and is a global user-experience research and design consultancy. Over the last 10 years it has delivered redesigns for companies including TUI, Marriott, Cooperative and Clarks. User research underpins and validates the company's work, and its expertise includes UX prototypes and blueprints, brand development, graphic design and front-end code. Recent projects have included digital research and design work for Experian, JISC and Bristol City Council, and in the last 12 months the company has also secured Coop Supermarket Switzerland as a client, tasked with addressing the user experience challenges within grocery ecommerce.

97 | **Nomensa**

nomensa.com

UK head office: King William House,
13 Queen Square, Bristol, Avon,
BS1 4NT

Fee income: £3,307,011
(<12/14)

Year founded: 2001

Owner: Independent

UK head: Sally Lincoln,
Managing Director

Business split: 20% creative,
5% managed services,
5% social media,
70% user experience

A strategic user experience design agency established in 2001, Bristol-based Nomensa combines experience in psychology and interaction design and technology to create digital experiences. The company employs over 60 people and has a client list that includes npower, Liberty Global and bSkyb. Recent work for global cable company, Liberty Global involved creating a UX Vision and strategy, while the company has also assisted the BBC with its commitment to digital inclusion, including evaluating which screen reader and browser combinations were fully or partially supported by its media player, and providing recommendations for improvements.

98 | **Fullsix UK**

fullsixuk.com

UK head office: Moray House, 23-31
Great Titchfield Street, London,
W1W 7PA

Fee income: £3,301,000
(<9/14)

Year founded: 2000

Owner: Motion Equity Partners

UK head: Hugh Baillie, CEO

Business split: 5% CRM,
25% creative, 20% ecommerce,
5% managed services,
10% marketing, 10% social media,
10% technical development,
15% user experience

FullSIX London is the UK arm of the FullSIX Group, an independent network of over 1000 digital specialists with offices in Paris, Lisbon and New York. In the UK, the company operates alongside its sister agency, The Grand Union. FullSIX London has expertise in marketing communications, strategic consultancy, experience design and interface development. In addition to these core services, it offers dedicated practices for retail clients, luxury markets and big data management. Clients include P&G, The Body Shop and Bally, while recent work included working with Sainsbury's to co-create an online food network, Sainsbury's Homemade, which launched in September 2014.

99 | **4Ps Marketing**

4psmarketing.com

UK head office: Studio 16, 8
Hornsey Street, Islington, London,
N7 8EG

Fee income: £3,200,000
(<3/15)

Year founded: 2008

Owner: Independent

UK head: Paul Smith,
Chief Executive Officer

Business split: 20% marketing,
33% media planning/buying,
42% SEO,
5% user experience

Established in 2008, 4Ps Marketing is an intelligent search agency based in London. The company's 60-strong team are specialists in Search Engine Optimisation (SEO), digital advertising including Pay-Per-Click (PPC) advertising management, display advertising, content marketing with web analytics, and data and insight. The company's client list includes Selfridges, Mark Warner and Jamie Oliver, and it recently worked with YOTEL, carrying out a targeted integrated digital campaign which achieved proportionately large revenue uplifts. It also carried out SEO work for RAC's European Breakdown Cover product, increasing sales by 80% YoY, and beating the client's target by 50%.

100 | **ClearPeople**

clearpeople.com

UK head office: 20 Canning Place,
Kensington, London, W8 5AD

Fee income: £3,139,407
(<3/15)

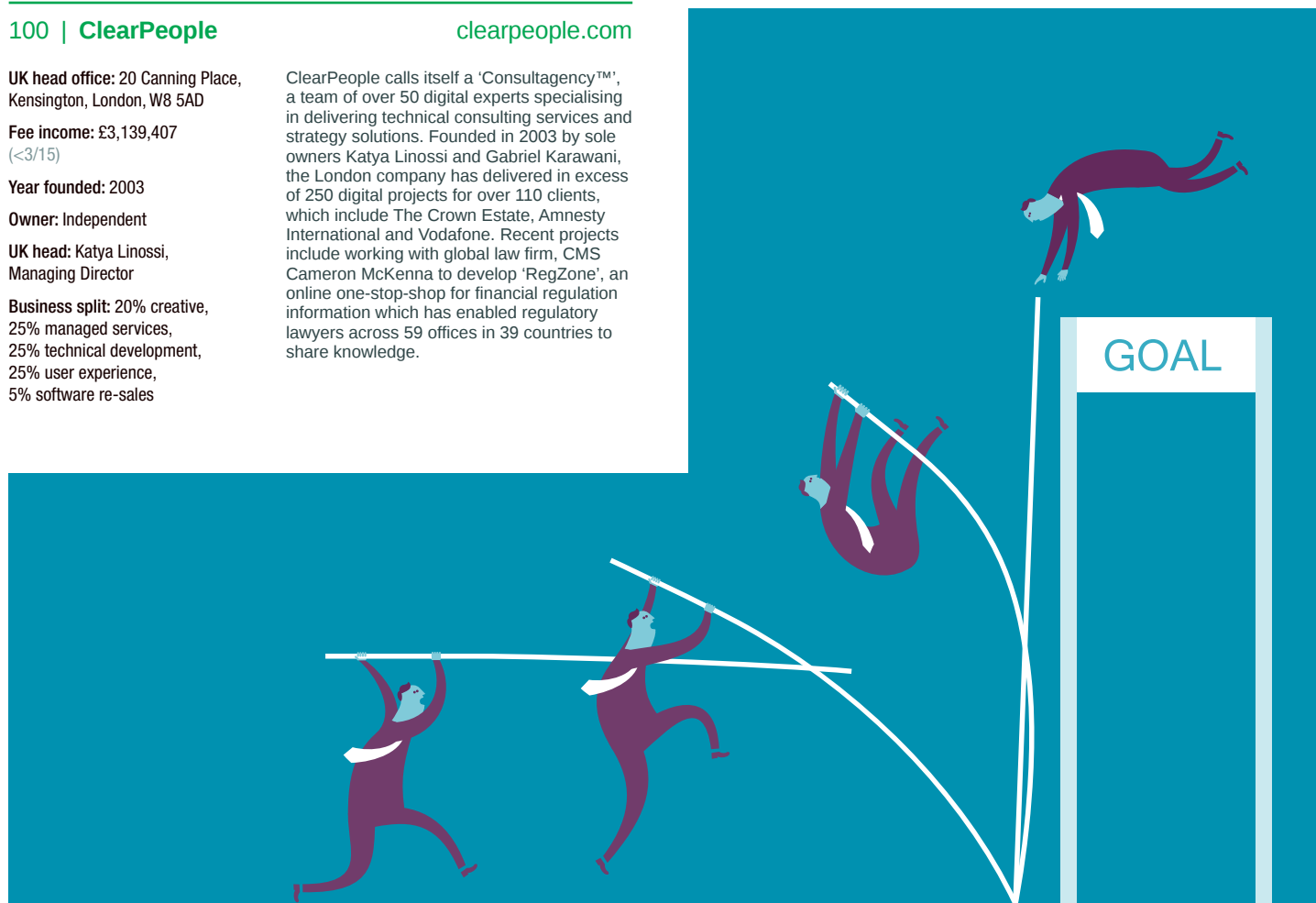
Year founded: 2003

Owner: Independent

UK head: Katya Linossi,
Managing Director

Business split: 20% creative,
25% managed services,
25% technical development,
25% user experience,
5% software re-sales

ClearPeople calls itself a 'Consultancy™', a team of over 50 digital experts specialising in delivering technical consulting services and strategy solutions. Founded in 2003 by sole owners Katya Linossi and Gabriel Karawani, the London company has delivered in excess of 250 digital projects for over 110 clients, which include The Crown Estate, Amnesty International and Vodafone. Recent projects include working with global law firm, CMS Cameron McKenna to develop 'RegZone', an online one-stop-shop for financial regulation information which has enabled regulatory lawyers across 59 offices in 39 countries to share knowledge.



Top media agencies by fee income

Rank	Agency name	UK fee income from digital	Year to	Previous Year	Year founded	Owner
1	Mediacom	£335,442,547	12/14	£325,887,819	1999	WPP
2	Mindshare	£204,913,000	12/14	£162,916,000	1998	WPP
3	MEC	£172,766,639	12/14	£155,935,878	1997	WPP
4	Essence	£76,148,716	3/14	£63,087,529	2005	Independent
5	Neo@Ogilvy	£66,439,980	12/14	£57,458,224	2006	WPP
6	equimedia Limited	£50,479,136	1/14	£53,430,780	2000	Independent
7	Periscopix	£33,500,000	3/14	£25,200,000	2004	Independent
8	agenda21 Digital	£23,365,934	12/14	£20,901,512	2005	Independent
9	Harvest Digital	£8,700,000	7/14	£11,700,000	2001	Independent
10	Net Media Planet	£3,700,000	6/14	£2,800,000	2004	Incubeta
11	Navigate Digital	£1,742,000	8/14	£1,386,000	2007	Independent

1 | Mediacom

mediacom.co.uk

MEDIACOM

UK head office: 124 Theobalds Road, London, WC1X 8RX

Fee income: £335,442,547 (<12/14)

Year founded: 1999

Owner: WPP

UK head: Josh Krichefski, Chief Operations Director

Business split: 10% creative, 9% ecommerce, 5% marketing, 43% media planning/buying, 13% SEO, 12% social media, 8% technical development

Clients: BSkyB, DLG, DFS, Volkswagen Group, The Coca Cola Company

Contact: Dan Chapman
Joint Head of Digital
0207 158 4433

Founded in 1999, London-based Mediacom is part of GroupM, WPP's media parent group. Mediacom's focus is on planning and buying for clients, working across paid, owned and earned media. The company no longer solely relies on optimising distribution of content in silos, and instead calls itself a 'content and connections agency', working with brands on any form of consumer messaging that connects them to their consumers, from TV and press to radio, events, partnerships, branded content, social, search, mobile and new technologies. MediaCom works with brands to move their consumers from paid media to owned platforms and into social communities, sampling and sharing content on their way. Clients include Sky, Volkswagen Group and Mars, with recent work including working with Coca-Cola on year two of its Share a Coke campaign. Mediacom increased the campaign's personal touch, using Channel 4 data to serve four million personalised ads, achieving awareness of the campaign that was 17% higher than benchmarks. In May 2015, Tesco appointed Mediacom to run its media planning and buying account, after a pitch involving the supermarket's incumbent, Initiative and Publicis Groupe media agency, ZenithOptimedia.



MediaCom Beyond Advertising (MBA) does exactly as its name suggests and takes us beyond the traditional renting of space where advertising is just simply inserted. It helps clients create, manage, activate, monetise and evaluate strategic content and partnerships. Some of the areas encompassed by MBA still fall into the core specialist capabilities like sponsorship, sport/music/event partnerships, social media and SEO. However it is also an incubator for emerging specialist capabilities such as branded entertainment, advertiser funded programming, emerging platforms and content distribution. MBA has a proven ability to create and manage content, built on data and insights that deliver business results for our clients. For example, for Bose we developed a media-first three-way partnership between Vice, Spotify and Facebook in which we used listening data to uncover obscure music trends from around the world. Working with Vice we then brought our audience amazing music stories, resulting in over 10m video views. MBA is global and growing fast, with over 600 people in 42 countries.

2 | Mindshare

mindshare.co.uk

MINDSHARE



UK head office: Central Saint Giles,
London, WC2H 8AR

Fee income: £204,913,000
(<12/14)

Year founded: 1998

Owner: WPP

UK head: Paul Rowlinson,
Chief Operating Officer

Business split: 1% ecommerce,
72% media planning/buying,
13% SEO,
14% social media

Clients: Unilever, HRG, Ford, Three,
HSBC

Contact: Simon Davis
simon.davis@mindshareworld.com
0207 969 4567

Formed in 1997, media agency Mindshare has 115 offices worldwide, plus a base in London. Over the last year, the company has worked with clients including Marks & Spencer, Evans Cycles, National Trust and Argos, while recent campaigns have included #CANANDWILL for Landrover, #FOLLOWTHEFAIRIES for Marks & Spencer and #BEERMATCH for Britain's Beer Alliance. In 2014, the company invested in its own data hub, a physical space with multiple screens monitoring data from over 100 sources in real-time. Called The Loop, the space is designed to help Mindshare clients make collaborative and adaptive decisions across their paid, owned and earned marketing in real-time. Through Future MediaLab, an online community sponsored by Mindshare, the agency is also able to test new technologies such as wearable tech, exploring new ways to connect with brands and their audiences. At the end of last year, the company welcomed a number of major and emerging players in media, tech and content to collaborate in over 200 Huddles on subjects from Cybernetics to tech in sci-fi to Ross Kemp. In September 2014, the company appointed former Rufus Leonard Exec Planning Director, Adam Fulford as Managing Partner. His role stretches across three key areas: data, content and technology.



An excerpt from 'The Future is Where Data, Tech and Content Collide,' by Mark Creighton (published in Campaign): 'As "everything connects", many brands' products may become connected themselves. Here, the big opportunity is around enhanced customer understanding. Products will be transformed into digital owned media. There is no longer a delineation between off- and online media being connected – all media is connected, enabling memorable brand communication experiences for audiences. "Mass personalisation" is possible because of technology, but checkout facial recognition (Tesco), personalised newspapers (PaperLater), iBeacon etc are only valuable if the data used to micro-target is sound and the content served on a one-to-one basis is relevant and engaging. The much-discussed "quantified self" trend was given a real boost at CES with the launch of LifeQ, a service that tries to bring meaning to the reams of data produced by wearables. Once this happens, we could see the "quantified self" movement expand into the mainstream. What all of this shows us is that brands should be cautious buying into trends that treat technology as an end in itself. Instead, I locate the future in the place where data, content and technology collide – that's where we'll create valuable brand experiences for consumers.'

3 | MEC

mecglobal.co.uk



UK head office: 1 Paris Garden,
London, SE1 8NU

Fee income: £172,766,639
(<12/14)

Year founded: 1997

Owner: WPP

UK head: Jason Dormieux &
Stuart Bowden, Joint CEO

Business split:
67% media planning/buying,
25% SEO,
8% social media

Clients: Lloyds Banking Group,
Morrisons, Vodafone, EE, BGL Group

Contact: Ben Gordon
Ben.gordon@mecglobal.com
0207 803 2964

MEC is part of WPP, one of the world's largest marketing communications companies, and is a founding member of global media buying point, GroupM. Founded in 1997, MEC has two UK bases and 84 global offices. Clients include Lloyds Banking Group, Vodafone, Colgate and Netflix, while recent work includes building Project Black, a predictive tool that analyses and visualises social media data for real-time planning. The tool takes data directly from Twitter, arriving 20 seconds before appearing online, while statistics determine a story's likely size and duration, enabling planners to determine if an opportunity or threat will survive long enough to elicit a response. Project Black has been used to handle three real-time planning situations to date. In March 2015, MEC retained the MBNA Limited £10 million account, work which encompasses MBNA Limited's cross-media channel planning and buying. As part of the deal, MEC will be focusing on delivering a fully integrated brand and performance strategy, focused around the brand positioning of 'Making Life Easier'. Recent MEC hires include former Programme Manager at BBC Worldwide Labs, Hannah Blake, who joined the agency in February 2015 as Open Innovations Director, tasked with spearheading MEC's relations within the start-up community.



Disruption, across every facet of our business: everyday sees new competitors and business models which are potential threats to the traditional agency business. Technology is making it easier for clients to take media buying activities in-house, whilst also enabling new entrants to the market to disintermediate the agency. Disruption to consumer behaviours means that existing planning models need to be continually re-imagined to reflect the new world that we live in. Disruption to our clients' businesses means that we need to guide them through changing marketing conditions and objectives, helping them to reach their customers and drive their business goals. The media owner marketplace is also being disrupted, with new entrants challenging established media houses for users and eyeballs. New ad formats, targeting capabilities and distribution methods mean that it is vitally important to keep up with the consumer and their changing media usage habits. In order to adapt and become the agency of the future, MEC needs to overcome the challenge that is created by the uncertainty and opportunity that disruption brings.

4 | Essence

essencedigital.com

essence.

UK head office: UK House,
180 Oxford Street, London,
W1D 1NN

Fee income: £76,148,716
(<3/14)

Year founded: 2005

Owner: Independent

UK head: Jo Sampson,
Operations Director and Co-MD
EMEA

Business split: 8% creative,
2% ecommerce,
3% managed services,
20% marketing,
62% media planning/buying,
5% social media

Clients: Google, Financial Times,
Tesco, Barclays, Viber

Contact: Andy McCormick
andy.mccormick@essencedigital.com
0207 758 0584

Formed in 2005, Essence is a global digital agency and one of the world's largest independent buyers of digital media. The agency is more than 480 people strong, manages over \$700M in media spend and deploys campaigns in 71 markets via offices in London, New York, San Francisco, Seattle, Singapore and Tokyo. The company blends data science, objective media and experiences with a view to building connections between brands and consumers, with clients including eBay, Method and Barclays. Essence is also the global media AOR for Google in digital, the technology company's primary channel in both investment and strategic priority. Essence handles Google's communications strategy, media planning/buying, campaign operations, and analytics. In 2014, Essence was also appointed by Netflix to manage the media company's performance-based digital advertising, and has since developed numerous creative campaigns that have launched across both desktop and mobile channels. In May 2014, Essence appointed former Electronic Arts media executive, Oscar Garza as Director of Programmatic and Audience for North America; while Kyoko Matsushita, who has worked for companies including Sony, Electronic Arts and Leo Burnett, joined as MD of the APAC region in August 2014.



At Essence, our mission is to make advertising more valuable to the world. In today's marketing meritocracy, the media landscape is overloaded with irrelevant, annoying and repetitive advertising. In response, consumers are empowered to block, skip or even pay to avoid advertising. The result is too many ads that have too little impact. We envision a world with half as many ads with three times the impact. We create this world by developing communications that are more meaningful, more respectful and more relevant. This helps brands get noticed and earn their place. To ensure messaging is more meaningful, we don't measure media impact alone. We combine media measures with creative measures to determine campaign impact. To ensure we are respectful, we don't evaluate CPM, but rather a QCPM gauging frequency, viewability and brand safety. And to ensure we are relevant, we harness a deep understanding of psychology, behaviour and the power of technology to deliver the right messaging to the right people. Our mission is to make advertising more valuable to the world, and programmatic, more so than other channels, provides an opportunity to fulfil that promise. That's what drives Essence to do the best for clients and consumers alike.

5 | Neo@Ogilvy

neoogilvy.com

neo@Ogilvy

UK head office: 10 Cabot Square,
London, E14 4GB

Fee income: £66,439,980
(<12/14)

Year founded: 2006

Owner: WPP

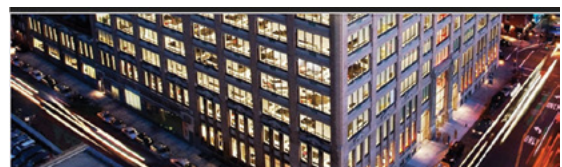
UK head: Richard Wheaton, CEO

Business split: 10% ecommerce,
5% managed services,
5% marketing,
70% media planning/buying,
10% social media

Clients: IBM, Sony, eBay, Qualcomm,
BA

Contact: Richard Wheaton
richard.wheaton@ogilvy.com
0207 345 3000

Formed in 2006 with two UK offices and 39 premises across the world, Neo@Ogilvy is a digital media agency that works on performance across all disciplines, including programmatic media, search, affiliates, social, mobile and analytics. The company also specialises in strategic planning and spans numerous online disciplines, including programmatic media, search, affiliates, social, mobile and analytics. Clients include IBM, HSBC, British Airways, Sony and Sage, and in May 2014, Neo@Ogilvy joined forces with sister agency, Mediacom to win the media analytics account for eBay Europe. Recent projects also include IBM Wimbledon, showcasing IBM's cloud solutions for businesses; and work on the British Airways affiliate programme. Last year the company boosted its ranks with the appointment of Jean Thomas, formerly of Wego.com, as Search Director, and Vincent So, who has held roles at MIG and Brandscreen, as Associate Media Director, in response to rapid client growth and the demand for performance media. In January 2015, it also welcomed James Baigent as Business Partner. Baigent was formerly Head of Affiliate Marketing and Performance Display at iProspect. Daniela Badalan has also joined the company as Social Media Director, highlighting Neo@Ogilvy's increased focus on social media as a key growth driver.



Never distracted from creating the future

At Neo@Ogilvy, we are never distracted from creating the future.

Our mission is to help our clients leverage the latest digital and performance media techniques to connect with their customers and grow their businesses.

Our team consists of more than 800 employees across 40 worldwide offices working to put innovation and accountability at the heart of every engagement. Neo

We partner with Ogilvy & Mather operating units to provide integrated solutions and also deliver independent, specialized services for brands across paid and organic search, programmatic buying and social amplification.

While our engagements span several industry categories, we have deep expertise in financial services, education, IT, consumer electronics, commerce and B2B. We're passionate about building

Neo's uniquely effective programmatic buying is built on our obsessive focus on performance. Our integrated RTB@Neo teams plan, optimise and report on their own activity within the DSP across our rich client base. Our RTB-only clients include Ticketmaster Europe and Smythson for whom we have initiated highly efficient retail-focused performance strategies. Thanks to our unique offering, we have driven strong results for our advertisers across acquisition and brand awareness campaigns. An RTB Specialist support hub provides training, pushes innovation, tests new technology and partners, while hybrid digital media planners make RTB decisions every day with client objectives at the forefront. We pioneered this model, training our first hybrid planners in 2012. Our role as traditional and programmatic buyers also allows us to work with publishers who have not traditionally sold their inventory in the programmatic space, in order to drive additional value from direct deals which had been negotiated by our client teams. Neo's approach to programmatic media ensures that insights and learnings can be shared seamlessly between traditional direct and programmatic buys, delivering performance and insight for the client across the entire digital plan.

6 | equimedia Limited

equimedia.co.uk

UK head office: 60-61 Cherry Orchard East, Kembrey Park, Swindon, SN2 8UQ

Fee income: £50,479,136 (<1/14)

Year founded: 2000

Owner: Independent

UK head: Andrew Burgess, CEO

Business split: 7% creative, 2% managed services, 11% marketing, 43% media planning/buying, 23% SEO, 4% social media, 9% technical development, 1% user experience

Established in 2000 by Andrew and Louise Burgess, and headquartered in Swindon, Wiltshire, equimedia has over 50 staff operating out of London and Swindon, and specialises in digital and direct response solutions across search, social, media, website conversion and analytics. Working with brands including WHSmith, Allianz and Bovis Homes, the company focuses on the key elements of data, technology and people. equimedia was recently appointed by The Donkey Sanctuary, which was looking to increase its support base, yet had tested little online activity. The charity is now consistently testing, learning and using online channels as a key channel for driving donations.

8 | agenda21 Digital

agenda21digital.com

UK head office: 53 Frith Street, Soho, London, W1D 4SN

Fee income: £23,365,934 (<12/14)

Year founded: 2005

Owner: Independent

UK head: Nick Suckley, Co-Founder

Business split: 10% marketing, 65% media planning/buying, 25% SEO

agenda21 is a global digital media planning, buying and analytics agency co-founded in 2005 by Pete Robins, Nick Suckley and Rhys Williams. The company works with a number of UK and international brands across a range of categories and disciplines, and specialises in digital strategic consultancy, paid and natural search, all display media, video, mobile media, data analytics, social media and cross-platform digital training. Clients include Jury's Inn, The AA, Total Jobs and Equifax, and the company was also recently appointed by utility company, SSE to provide analytics and natural search support to help with their digital transition.

10 | Net Media Planet

netmediaplanet.com

UK head office: 18-26 Essex Road, Suncourt House, Level 3, London, N1 8LN

Fee income: £3,700,000 (<6/14)

Year founded: 2004

Owner: Incubeta

UK head: Sri Sharma, CEO & Founder

Business split: 100% media planning/buying

Established in 2004, Net Media Planet specialises in search and display marketing. The company runs campaigns across 100 countries, in over 55 languages, generating client revenues of over £100 million annually. Clients include Superdrug, Chain Reaction Cycles and Cotswold Outdoor, while it was recently appointed to partner online watch retailer, Watch Shop, which is eyeing the prospect of expanding to international markets. Recent projects include working with Bathstore to devise a tracking solution for the retailer's online to in-store purchase, resulting in in-store revenue driven by paid search increasing by 226% YoY. Net Media Planet's work has received awards for innovation from Econsultancy.

7 | Periscopix

periscopix.co.uk

UK head office: 21 Queen Elizabeth Street, Tower Bridge, London, SE1 2PD

Fee income: £33,500,000 (<3/14)

Year founded: 2004

Owner: Independent

UK head: Marc Warren, Director & Co-Founder

Business split: 80% media planning/buying, 10% technical development, 10% user experience

Established in 2004 and headquartered in London, Periscopix runs online advertising campaigns for brands including Claire's, Hobbycraft, J.P. Morgan, Mulberry and Nintendo. The company specialises in Pay Per Click, analytics and programmatic display, and works across sectors from ecommerce and retail through to travel, publishing, legal and financial services. It also covers all geographical markets, helping clients to increase their presence worldwide. Periscopix was recently appointed by British Gas brand, Hive, to manage its performance marketing. In May 2015, the agency was acquired by US-based performance marketing agency, Merkel, which has over 2,700 staff over 14 locations, as well as two offices in China.

9 | Harvest Digital

harvestdigital.com

UK head office: 71 Newman Street, London, W1T 3EQ

Fee income: £8,700,000 (<7/14)

Year founded: 2001

Owner: Independent

UK head: Emma Wilson, CEO

Business split: 3% creative, 87% media planning/buying, 9% SEO, 1% social media

As a digital performance agency, Harvest Digital offers a full service across all areas including paid search, SEO, display, web design and creative services. As well as channel expertise, the company uses a performance planning framework to optimise spend between channels. In delivering integrated campaigns, the company works with best-of-breed suppliers across search management, ad serving and ad exchanges, in conjunction with its own proprietary measurement and reporting technology. Harvest's clients include Tesco, SAGE and Premier Bathrooms, and it is one of the few agencies to be triple-accredited by Google across search, analytics and website optimiser.

11 | Navigate Digital

navigatedigital.com



UK head office: 2nd Floor, 150 Borough High Street, London, SE1 1LB

Fee income: £1,742,000 (<8/14)

Year founded: 2007

Owner: Independent

UK head: John Kimbell & Matt D'Alton, Joint Managing Partners

Business split: 7% managed services, 53% marketing, 40% media planning/buying

Clients: Park Resorts, Donald Russell, Lakeland, Republic Technologies & E.T. Browne

Contact: John Kimbell & Matt D'Alton
hello@navigatedigital.com
0203 597 1400

Based in London with an office in Australia, Navigate Digital is a full-service digital media agency specialising in media planning and buying, paid search, affiliate marketing and digital strategy. The agency was founded in 2007 by John Kimbell and Matt D'Alton, Joint Managing Partners, and both continue to be heavily involved in developing client strategies. The company has seen billings increase by 26% YoY, primarily as a result of new client wins during the last financial year, including Space NK, Monica Vinader and the Edinburgh Woollen Mill group. Monarch Airlines was another key client win late in 2014, and it is expected to be a significant client in terms of revenue in 2015. The past twelve months has seen the expansion of both the Media Planning and Buying team and the Affiliate Marketing team, as a result of Navigate's expanding client base. In August 2014, the company appointed Alastair Kidner, formerly at Webgains, as Account Manager, and he has since been promoted to Senior Account Manager; while Toni Pitchfork took on the role of Account Manager, having previously worked on the client, agency and affiliate network side of the company.

Ones to watch...

For this year's ones to watch, we have featured some agencies which entered the *Top 100 Digital Agencies Report* and, although not large enough to qualify, are displaying impressive growth in their year-on-year fee income. Others included did not enter, but we have selected due to impressive work or growth.

Screenmedia Design

screenmedia.co.uk

UK head office:
4th Floor, 60 Osborne Street,
Glasgow, G1 5QH

Year founded: 2004

UK head: Kenny Shaw,
Managing Director

Since being founded in 2004, Screenmedia has flourished into a comprehensive, full-service digital practice. With MD Kenny Shaw at the helm, Screenmedia has worked with an array of clients across a variety of projects; from UX design to web applications and prodigious mobile technologies for global names like Honeywell, RBS, and BBC. The calibre of their work has been consistently acclaimed, with Screenmedia picking up the Scottish Herald Digital Business Award for Best Digital Supplier in 2010, 2011, 2012 and 2014, amongst others. Throughout their growth Screenmedia have maintained their focus on user experience, bespoke design, immersive content, and future technology.

Adaptive Lab

adaptivelab.com

UK head office:
91 - 93 Great Eastern Street,
London, EC2A 3HZ

Year founded: 2009

UK head: Daniel Tompsett,
Head of Commercial and Operations

Adaptive Lab are digital product and service specialists, working with clients who recognise the imperative to continually adapt. The agency believes that accelerating changes in technology and customer behaviours has transformed every sector. With new competitors emerging virtually overnight, success is dependent on the ability to embrace disruption.

Adaptive Lab collaborates with world class companies, to transform their existing business and to develop new propositions by deploying the smart-working methods of the world's fastest growth companies: tech startups.

They help their clients, including Barclays and Tesco, by designing new propositions, prototyping and validating them with target customers before delivering them to market using agile and lean methodology.

Mr President

mr-president.co.uk

UK head office:
12 Soho Square, London, W1D 3QF

Year founded: 2012

UK head: Claire Hynes,
Managing Partner

Mr President was founded in 2012 on the belief that technology is changing culture. The agency was built to help clients and brands navigate this constantly changing backdrop. Whether they're new tech brands needing stature and scale, or more traditional brands needing to adapt their marketing to new realities.

The team provides strategy, brand development, creative, connections planning, and effectiveness measurement. All structured in a nimble way to adapt to constant change. The agency has grown to 40 people in Soho Square. Working with partners to deliver whatever output is required, from branding to film to experiential to the occasional robot.

Nudge Digital

nudgedigital.co.uk

UK head office:
Suite A Ground Floor, South Plaza,
Marlborough Street, Bristol, BS1 3NX

Year founded: 2006

UK head: Benjamin Organ,
Technical Director

Established in 2006, Nudge has become a well-recognised international digital agency. With headquarters in Bristol and offices in Ghana and Dubai, their team of experts have delivered diverse innovative solutions and campaigns to many sectors including central government, consumer brands, education, financial services and healthcare.

Nudge's success is attributable to its focus on delivering positive measurable results. They employ a team of experts across strategy, UX, design, mobile and web development and digital marketing, which makes them a digital agency to watch for the future.

Nudge's clients include Shazam, The Home Office, The Health and Safety Executive, Department of Health, Local Councils, Cornwall College and AON.

Crafted

crafted.co.uk

UK head office:
32 Fore Street, Ipswich, Suffolk,
IP4 1JU

Year founded: 2005

UK head: Ian Miller, CEO

Crafted is an independent full service digital agency that specialises in consultancy, development, design and online marketing. In 2014, the agency took on additional premises in Ipswich and opened a London office in Bethnal Green to serve its client base across the capital, including brands such as Camelot, boutique hostel chain Generator and Workspace. Last year saw a 39% rise in revenue, recognition at the UK Search Awards (winner of Best Use of Search – Retail) and European Search Awards (Best Use of Search – Travel and Leisure) and 10 additional members join its team.

Made by Many

madebymany.co.uk

UK head office:
38 Graham Street, London, N1 8JX

Year founded: 2007

UK head: Tim Malbon, William Owen,
Isaac Pinnock, Founding Partners

Made by Many is an innovation accelerator that helps global brands create entirely new categories of service experience and take them to market as sustainable new ventures. Founded in 2007, Made by Many has more than 50 strategists, designers and engineers worldwide with offices in London and New York. This allows the company to serve a fast-growing global client base that includes some of the world's most recognisable brands such as Universal Music Group, Burberry, Finnair, TED, Spotify, News Corp, BBC, the V&A Museums, Skype, Microsoft, and Gap.

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James Klymowsky,
Technical Director MSL Group

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