AN ORGANIZATIONAL STUDY REPORT

MINDSHARE MEDIA PRIVATE LIMITED

MINDSHARE

groupm

WPP

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ORGANIZATIONAL STUDY AT

"MINDSHARE MEDIA PRIVATE LIMITED" WITH SPECIAL REFERENCE TO GROUPM WORLDWIDE AND WPP PLC.

A REPORT

SUBMITTED TO

BANGALORE UNIVERSITY

In the partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

Submitted by:

SUHAIL A L

Reg No: 12B6CMA133

Under the guidance of

PROF. RAJASREE VENUGOPAL

KRUPANIDHI SCHOOL OF MANAGEMENT

Department of Management Studies, Bangalore-560035

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DECLARATION

I do hereby declare that the internship report entitled "An organizational study at Mindshare Media Private Limited with special reference to GroupM Worldwide and WPP Plc." submitted to Bangalore University in the partial fulfilment of the requirement for the award of degree of Master of Business Administration is a record of bonafide and independent internship report carried out by myself and this report does not form part of any previous reports submitted to this university or any other university for the award of any degree/ diploma/ associate ship or other similar title.

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I owe my special thanks to Ms. Shobha Rao, Head of the placement department, Krupanidhi School of Management and Mr.Haridas.K.T, Senior Director, Head of Office, Mindshare Media Cochin, who have helped me during my internship period.

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A REPORT ON

AN ORGANISATIONAL STUDY AT

MINDSHARE

A

groupm

COMPANY OF

WPP

MINDSHARE: A global Media Investment Management company.

GROUPM: A Parent holding company for Media Investment Management companies.

WPP: A Marketing Communications Plc. Head quartered in London, United Kingdom.

Websites:

Mindshare Worldwide: http://www.mindshareworld.com

GroupM Worldwide: http://www.groupm.com

WPP Global PLC: http://www.wpp.com

EXECUTIVE SUMMARY

The Internship report entitled "Organizational study at Mindshare Media Private Limited with special reference to GroupM Worldwide and WPP Plc." is a brief descriptive organizational study which discovers the organization, its functioning and services. The study is mainly based on the details collected from each department. Each and every activities of the company is studied carefully with the data available. The study is descriptive type undertaken by personally visiting the firm. The methods used for collecting data are primary and secondary. Consultation with the heads of various departments has helped me to fetch primary data.

The main objective is to make an overall study of the company and the various function of different departments, and to get an idea about strengths and weakness of the company with regards to its performance in the industry, in this study Porter's Five Forces model and McKinsey 7s model are used for analysing the organization.

Marketing plays a vital role in every business. Therefore marketing communications organization has great relevance. Hence a study related to a Marketing communications company is of great relevance.

WPP Plc. is synonymous with marketing communications, which is the parent company of GroupM Worldwide Inc. Company. It owns a number of independent firms focused in Advertising; Media Investment Management; Consumer Insight; Public Relations & Public Affairs; Branding & Identity; Healthcare Communications; Direct, Digital, Promotion & Relationship Marketing; Specialist Communications and other Marketing communications services.

GroupM is the world's largest advertising media company in terms of billings which is primarily into Media Investment Management. Mindshare Media Pvt Ltd is an independent

operating company under the parent GroupM which is a global media and marketing services company. The company was created by the merger of the media operations of JWT (The James Walter Thompson Company) and O&M (Ogilvy & Mather), then the two big full service advertising agencies within WPP Group.

The scope of conducting an organizational study about Mindshare Media Pvt Ltd is very wide and it will give greater information about the structure, working process of Mindshare, GroupM and also can give insights about WPP Plc. Mindshare and other related companies under the GroupM and WPP Plc. are mutually contributing in certain areas and hence this study fulfils its objective when compared with the other companies under the parent group and by doing a three – tier analysis of Mindshare, GroupM and WPP Plc. I have done a three tier analysis of the organization.

This was a great opportunity to get the first hand information and understand the functioning of the various departments. As learning experience I have summarized my findings and made few suggestions, which would be beneficial to Mindshare Media Private Limited in the course of long run.

CHAPTER 1

INTRODUCTION

Introduction

Management education is incomplete without practical exposure and the application of theoretical knowledge in the relevant areas. As a part of MBA, Bangalore University Course structure, every student has to undergo a one month internship after the second semester, which gives them a chance to explore the skills and suit themselves in the work environment. The objective of the internship is to benefit both the students working as interns as well as the company for which the students are working. The students get to learn the subject more theoretically and while doing an organizational study they can learn practical aspects and experience it, whereas the companies could add value to their services through the creativity and the innovative skills possessed by the new generation. The internship periods, also helps a student to judge himself, whether, he would be able to adjust in the corporate environment or not.

Organisational study is for a minimum period of four weeks. I have chosen Mindshare Media Private Limited Company Office at Cochin, for my internship. It is a Marketing Communications company mainly focused in the Media Investment Management sector. The study will help to get a picture about the organization and it's functioning. This study also helped me to understand the working environment of the organization and the nature of work. By conducting this organizational study I have gathered information about the functioning of the various departments of the organization. The collected information was analysed with the help of various management models to gain insights about the organization and various aspects.

1.1 OBJECTIVES OF THE STUDY

The main objectives of the study are:

❖ To get a picture about the organization and it's functioning.

❖ To get an idea about the working of the various departments.

❖ To study the various services delivered by them.

❖ To understand the working environment and nature of work.

❖ To study about the functioning of each department.

❖ To Study the strength weaknesses, opportunities and threats to the organization and its various functional departments.

❖ Analyse the Mc Kinsey's 7S framework and Porter's five forces model with respect to the Company.

Textbooks, Journals, Libraries etc. can provide only limited amount of knowledge about the activities inside an organization. In the modern world of improved knowledge and technology, management students who have passion for taking corporate jobs should be aware of various functions within an organization. For getting detailed knowledge about such things, it is better to have a close observation about such functions. An organizational study also provides hands on experience to them. Books and classroom lectures give more emphasis to theoretical aspects of management and concept development. But in the actual practice things may not be exactly the same as theory. The process and activities in an organization depends on the products, size of operation, competitiveness its organizational framework, and like. The present organization study is undertaken with certain clear-cut objectives.

WPP Plc., GroupM and Mindshare are mutually collaborated, globally spread and recognised organizations. The coordination and management at each level of these organizations are very wide and the overall network is a very complicated one. Therefore the objectives of the study should help to understand this global process of functioning.

Primary objective

❖ To acquire knowledge about the functions of various departments in Mindshare Media Pvt Ltd with special references to GroupM and WPP Plc. towards the achievement of its organizational goals.

Secondary objectives

❖ To compare theoretical knowledge with actual practices.

❖ To study functions of top, middle, lower levels of management in the day-to-day functioning of the firm.

❖ To study how various departments coordinate with each other.

❖ To experience the organizational processes at various levels.

❖ To study about the mutual collaborations and operating environments of the operating companies and parent company networks.

1.2 SOURCES OF DATA

In a research oriented study, the data required is collected through different methods. They can be classified as primary data and secondary data. Primary data are the data, which are collected directly from the sources. Secondary data are the data, which are collected from an existing data.

Primary data

Primary data are collected through Observation, Interview, Discussions, and Interaction etc. Primary data also collected through personal interaction with the managers and other employees in the organization.

Secondary data

Secondary data are collected from annual reports, journals, annual diary, catalogues, brochure, magazines etc.

1.3 SCOPE OF THE STUDY

This was the organization study of Mindshare Media Private Ltd with special reference to its parent companies like GroupM Worldwide Inc. and WPP Plc.

The purpose of the study is:

- To investigate the role of "Mindshare Media Private Ltd" in the areas of Marketing communications, Media Investment planning etc…

- To Study about the functioning of various departments of the company

- To study the various products and services delivered by them.

- To understand the working environment and nature of work

- To analyse the organisational structure with various management models.

The study covered in general, the various aspects of the industry, and the organization. The study did not go too much detail, and only a macro study was made. Because the parent companies and operating companies including Mindshare are independent firms focused on specific objectives.

1.4 LIMITATIONS

- Time was one of the limiting factors

- The study was limited to Mindshare Media Private Limited branch office, Cochin

- The organizational structure doesn't allow in depth study in each functional areas of the company

- The parent companies have many subsidiaries including Mindshare who are independent and competing with each other with specific strategies. Therefore a deeper insight about the parent company was difficult to get

- Parent companies also have operating companies concentrated on the same service sector and tasks. These are independent companies and competitors hence the data available to the public domain is very limited and includes lots of confidential information.

- Lack of time for staff members. The reliability of the data used in the study is depended upon the information given by the staff members.

- Sometimes the Managers may be biased about their ideas and opinions regarding the organization.

- The Company follows a contemporary system structure with a free-rein leadership style and the departments are located across various metros. Hence the availability of information was limited within the branch and difficult to gather.

CHAPTER 2

INDUSTRY PROFILE

2.1 INTRODUCTION

Marketing communications are messages, information and related media used to communicate with a market. Marketing communications is the "promotion" part of the "marketing mix" or the "four Ps": price, place, promotion, and product. The communication process technically is sender→encoding→transmission device→decoding→receiver, format which is part of any advertising or marketing program. Encoding the message is the second step in communication process, which takes a creative idea and transforms it into attention-getting advertisements designed for various media (television, radio, magazines, and others). Transmission device has also great importance in marketing communications. Generally Mindshare, GroupM and WPP operate in the areas of marketing communications.

Marketing communications are focused on the product/service as opposed to corporate communications where the focus of communications work is the company/enterprise itself. Marketing communications are primarily concerned with demand generation and product/service positioning while corporate communications deal with issue management, mergers and acquisitions, litigation, etc.

Marketing communications are used in a very wide sense which covers all the practices which promotes a product a brand or anything. It covers Advertising, Branding & Identity, Brand language, Direct marketing, Digital Marketing, Graphic design, Marketing, Packaging, Promotion, Publicity, Sponsorship, Sales, Sales promotion, Online marketing, Media Investment Management, Consumer Insight, Public Relations & Public Affairs, Healthcare Communications, Relationship Marketing, Specialist Communications etc…

Traditionally, marketing communications practitioners focused on the creation and execution of printed marketing collateral, marketing through television or radio; however, academic and professional research developed the practice to use strategic elements of branding

and marketing in order to ensure consistency of message delivery throughout an organization - a consistent "look & feel". Many trends in business can be attributed to marketing communications; for example: the transition from customer service to customer relations, and the transition from human resources to human solutions and the trends to blogs, email, and other online communication.

WPP Plc. is a holding company which was the market leader till the recent merging of Omnicom Group and Publicis Groupe announced in 28th July, 2013. By considering the world scenario before the merging, WPP was the largest marketing communications agency by revenues, global network, market share, number of employees etc… The revenue of WPP group is $16.5 billion worldwide, whereas the second largest holding company Omnicom has $14.2 billion and Publicis Groupe has $8.5 billion worldwide in revenues.

The projected Global Advertising Spending for the year 2013 is US $517.7 Billion. Magna Global Agency forecasts media owners advertising revenues to grow by +3.1% in 2013. This is 1.4% less than their previous forecast published in June 2012 (+4.5%). The revision is mostly caused by a slow-down in economic growth and continued economic uncertainty in Europe and the US, as well as the cautionary marketing spend that took place in the second half of 2012.

GroupM is the undisputable industry leading global media investment management operations company with worldwide billings US $90.8bn (RECMA, July 2012). Total worldwide market share is 32.7%; nearest competitor is Publicis with 23.1%. Mindshare is the leading media agency in the GroupM hierarchy. The list is followed by Maxus, Mediacom and MEC global.

2.2 WORLD SCENARIO

Advertising is a $500 billion market. WPP's GroupM figures worldwide ad spending topped the half-trillion mark in 2012. Interpublic Group of Cos.' Magna Global and Publicis Groupe's ZenithOptimedia expect advertising to pass that milestone in 2013. The average of December, 2012 month's revised forecasts from GroupM, Magna Global and ZenithOptimedia suggests the worldwide advertising market will grow 3.9% in the year 2013. Ad spending in 2011 moved above the peak hit before the 2008-2009 global economic meltdown, according to ZenithOptimedia. Magna expects advertising to set new records each year through at least 2017 (as far as its December forecast extends).

2.2.1 Relative Scale of Advertising Markets, by Principal Media
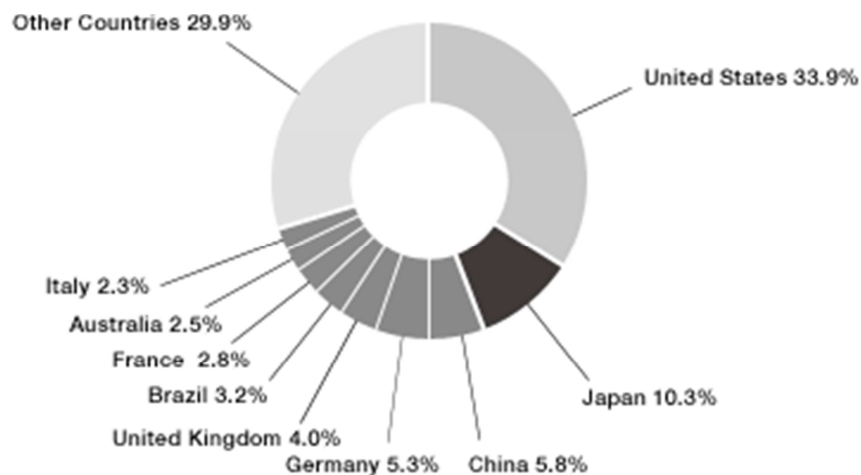
(Figure: 1) Source: ZenithOptimedia, Advertising Expenditure Forecasts, June 2012

Note: These totals are for major mass media, including television, newspapers, magazines, radio, cinema, outdoor and Internet advertising.

The world's emerging markets in 2014 will account for one-third of ad spending, surpassing the U.S. share of advertising, according to AdAge Datacentre's analysis of ZenithOptimedia forecasts. The media agency says developing markets will account for 61% of global ad spending growth between 2012 and 2015. By 2017, Magna expects the BRIC countries

to comprise four of the world's ten largest ad markets, with China number two behind the U.S. The internet in 2013 will pass newspapers to become the second-largest global ad medium, behind television, according to ZenithOptimedia. It says internet media will get 19.8% of the 2013 spending and expects internet advertising to account for 59% of growth in worldwide ad spending between 2012 and 2015. Television's portion of global ad spending this year reached its peak, according to Group M (43%) and ZenithOptimedia (40.2%). Personal care products market is the world's biggest advertising category, followed by automotive and food, and makes up one-fourth of 2012's Global 100 spending. The three biggest global advertisers are: Procter & Gamble Co., Unilever and L'Oreal.
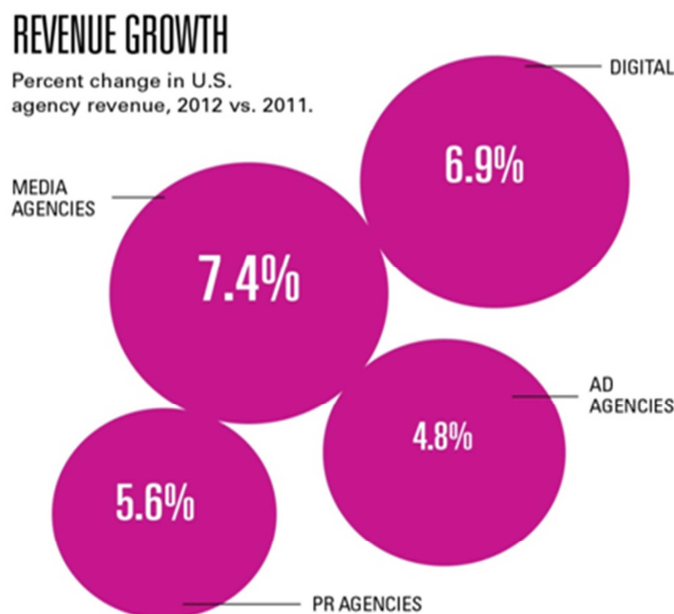
2.2.2 Regional year over year percentage change
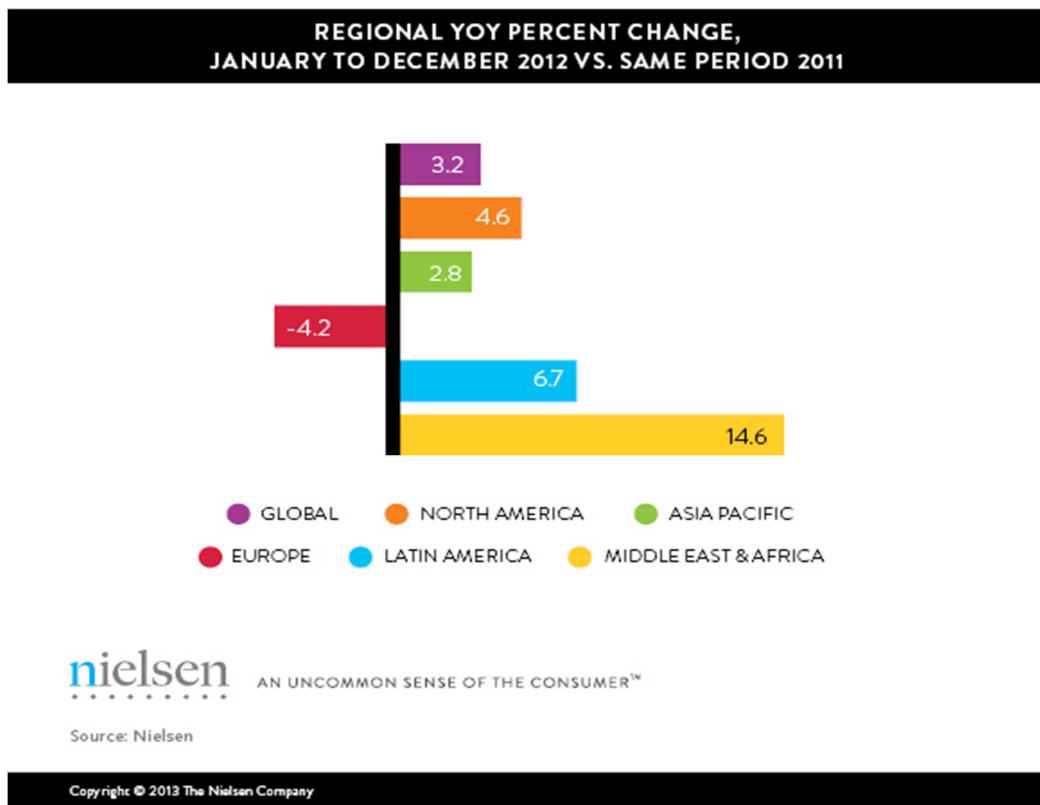
(Figure: 2) Source: The Nielson Research Report, 2012

According to the study by the Neilson Research agency, 2012 closed out on a positive note for the ad industry: globally, ad spend increased 3.2% according to Nielsen's quarterly Global AdView Pulse report. All regions except Europe increased their ad spending in 2012. The Middle East/African market showed impressive growth of 14.6% for the year as the region's economy stabilized.

2.2.3 Revenue for Ad Agencies

REVENUE GROWTH
Percent change in U.S.
agency revenue, 2012 vs. 2011.

DIGITAL
6.9%

MEDIA
AGENCIES
7.4%

AD
AGENCIES
4.8%

5.6%

PR AGENCIES

(Figure: 3) Source: Agency Report 2013 (Revenue); Bureau of Labor Statistics. Digital revenue for agencies from all disciplines.

Revenue for U.S. ad agencies increased 4.8% last year. Media agencies' revenue rose 7.4%, fuelled in part by digital services and analytics. Agency revenue from customer-relationship management and direct marketing edged up to 3.6%. All sectors of the agency business grew last year, with gains for major sectors ranging from 9.2% for promotion down to 2.1% for health care.

2.2.4 Market shares of major marketing communications companies

The below table depicts the advertising agency listings by rank & the outcome of the merge. (Figures Based on 2012 Revenue. Dollars in Billions)

| Rank	Company	Worldwide Revenue (Billion)	Non-U.S. Revenue	Share of 50 Largest Agency Companies' Worldwide Revenue
	PUBLICIS OMNICOM GROUP	$22.7	$11.3	31.5%
1	WPP	$16.459	$11.2	22.8%
2	Omnicom Group	$14.219	$6.9	19.7%
3	Publicis Groupe	$8.494	$4.5	11.8%
4	Interpublic Group of Cos.	$6.956	$3.2	9.6%
5	Dentsu Inc. 1	$6.390	$5.7	8.9%
6	Havas	$2.287	$1.5	3.2%
7	Hakuhodo DY Holdings	$2.184	$2.2	3.0%
8	Alliance Data Systems Corp.'s Epsilon 2	$1.223	$0.1	1.7%
9	MDC Partners	$1.071	$0.2	1.5%
10	Experian's Experian Marketing Services	$0.947	$0.6	1.3%

(Table 1) Source: Ad Age Data Center analysis based on 2012 data from Ad Age's Agency Report April 29, 2013. Numbers rounded; Ad Age estimates. 1. Estimated pro forma revenue including Aegis Group (acquired in March 2013) and Roundarch (acquired by Aegis in March 2012). 2. Estimated pro forma revenue including Hyper Marketing (acquired in November 2012).

WPP was the global leaders in marketing communications. Recently the major news from the Marketing Communications world was about the proposed merging of the two advertising giants in the business, The "Omnicom Group" and The "Publicis Groupe" to form the largest advertising agency in the world, overtaking WPP Plc. The transaction is the biggest in the

ad world. Last July, 2013 Japan's Dentsu agreed to take over Aegis Group for about $4.9 billion. Publicis Omnicom Group would own three of the world's five-largest media agencies, including the four-largest U.S. media agencies, according to trade publication Advertising Age.

Omnicom and Publicis in 2012 together accounted for 31.5% of worldwide revenue among the 50 largest agency companies ranked by Ad Age, vs. 22.8% for WPP. This deal could set off more acquisition activity as the remaining players look to remain competitive. The newly combined Publicis Omnicom Group knocks WPP from its perch as the world's biggest ad firm.

2.2.5 Estimated Revenue by various disciplines
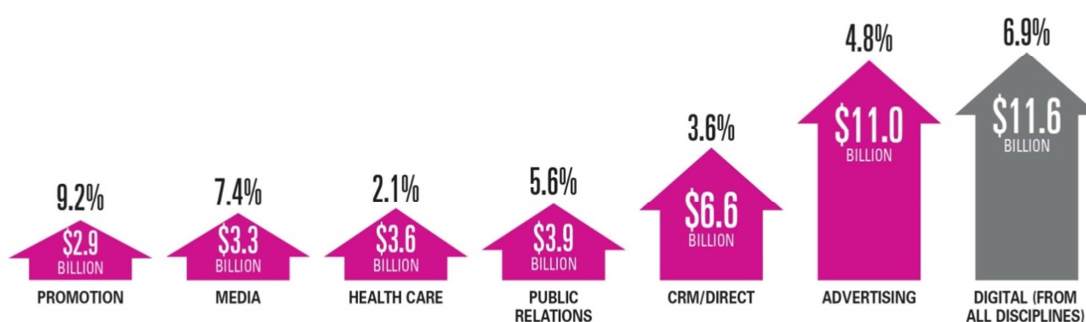
(Figure: 4) Source: Ad Age Datacenter's Agency Report 2013 (2012 estimated revenue by discipline, and digital revenue from all disciplines, for the 900-plus agencies in Ad Agency Report.)

Digital services accounted for nearly a one-third slice i.e., 32.5% or $11.6 billion of agency revenue in 2012, according to Ad Age Datacentre's analysis based on Agency Report data compiled for nearly 1,000 agencies, agency networks and agency companies. Ad Agencies' digital revenue rose 6.9% in 2012.

The five biggest agency firms including WPP, Omnicom Group, Publicis Groupe, Interpublic Group of Cos. and Dentsu (including Aegis) accounted for 73% of 2012 worldwide revenue.

2.2.6 Ad Spend percentage change by sector

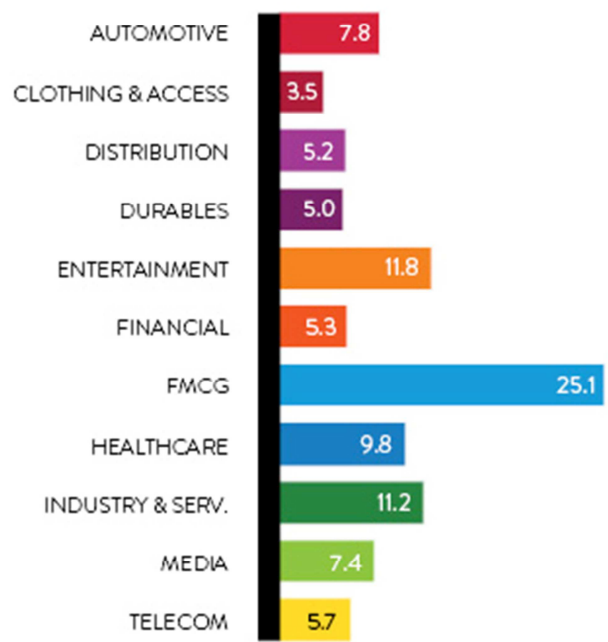While global advertising spending increased overall in 2012, not all sectors reaped the benefits. The telecommunications, consumer goods and media sectors saw the biggest increases, earning year-over-year jumps of 7, 6.8 and 5.8 percentage, respectively, according to Nielsen's quarterly Global AdView Pulse report. Comparatively, former top performers like healthcare and durables saw reduced spending for the year.

PERCENT CHANGE BY SECTOR
JANUARY TO DECEMBER 2012 VS. SAME PERIOD 2011

Sector	Percent Change
TELECOMMUNICATIONS	7.0
FMCG	6.8
MEDIA	5.8
DISTRIBUTION CHANNELS	5.3
AUTOMOTIVE	3.4
ENTERTAINMENT	3.1
CLOTHING & ACCESSORIES	2.8
INDUSTRY & SERVICES	1.6
FINANCIAL	0.9
HEALTHCARE	-0.7
DURABLES	-2.1

nielsen AN UNCOMMON SENSE OF THE CONSUMER™

Source: Nielsen

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(Figure: 5) Source: The Nielson Research forecasts, 2012

Automotive advertising spend slipped in the fourth quarter (down 2.8% compared to Q4 2011), resulting in modest growth of 3.4 percentage for 2012. The sector ranks fifth based on its 7.8 percentage share of global ad spend. Entertainment, the number two sector based on share of global ad spend, falls very closely behind automotive based on percentage change in ad spend for the year. Share of ad spend (25.1%) illustrate the crucial role that FMCG plays in driving advertising spend globally.

(Figure: 6) Source: The Nielson Research forecasts, 2012

2.2.6 An Outlook of Mindshare Company's performance

Mindshare, the global media network, has seen its Gunn Report for Media 'media creativity index' rise by 46% over the past three reports (covering 2007 - present and released in April 2008, February 2010 and February 2012), scoring 161 in the 2011 results, with their key competitor's 'creativity index' falling by 25% over the same period. Mindshare is now the fastest growing of the two big agencies at the top of the report in terms of media creativity. In addition to Mindshare's impressive creative showing, WPP also had a strong result with GroupM topping the Holding Company of the Year tables with 513 points, ahead of their key competitors.

Mindshare has once again topped the RECMA billings report in Asia Pacific. RECMA also revealed that GroupM is the only group out of the six to reach an industry share greater than 20% in the six regions. Mindshare comprises nearly 14% of the industry share across Asia Pacific, with Starcom at 11.4% and OMD at 9.5%.

Mindshare APAC			GroupM APAC		
Rank	Network	2011 Billing (US $m)	Rank	Network	2011 Billing (US $m)
1	Mindshare	6,597	1	WPP / GroupM	15,758
2	SMG	5,431	2	Publicis	9,695
3	OMD	4,534	3	Omnicom	6,588
4	Zenith	4,264	4	Aegis	5,720
5	MediaCom	4,184	5	Interpublic	4,385
6	Carat	3,305	6	Havas	859

(Figure: 7) Source: CampaignIndia.com Media News Report, June 2012

Mindshare is one of the world's leading media planning and buying networks, and the biggest within WPP. RECMA ranked Mindshare as the Rank Number four media specialist worldwide in 2012 with billings of $31.4bn.

2.3 INDIAN SCENARIO

With globalization penetrating every realm of our lives today, it is not surprising that advertising in India too undergone tremendous growth over the past decade. The 30-second slot between TV shows is a largely competed space for most advertising companies today. Indian television viewers are very much influenced by visual ads and print ads, thus expanding the product consumer base. Mumbai continues to be the major advertising hub of this country.

Group M (India) is the leading media planning and investment agency in India. Its agencies Mindshare, Maxus, MEC, Motivator and Kinetic are regarded as India's best agencies with over 400 clients and almost all of the global brands. With strength of 1900 plus employees Group M (India) plays a pivotal role in defining media planning and buying trends in the Indian advertising industry.

The merger of Publicis Groupe and Omnicom Group Inc. might take time to overtake WPP India's estimated Rs.1,800 Crores in annual revenue. Still, the merger will create Rs.1,100 Crores by revenue, conglomerate in India that manages brands such as Coca-Cola, Pepsi, McDonald's, Adidas and Aircel as clients. WPP group with agencies like Group M, JWT, O & M, Grey and TAM Media is having revenues in the range of Rs1,725 Crores to Rs1,875 Crores; the merged Publicis-Omnicom group with agencies like Leo Burnet, BBH Media, Publicis India, StarcomMediaVest and Mudra may rank second at between Rs1,100 Crores to Rs1,200 Crores. IPG with revenues of Rs500 to Rs600 Crores will rank third. It has agencies Lowe Lintas and Draft FCB. IPG is currently ranked number two will move on to the third spot in the new ranking order. In the past year and half, Publicis has acquired five digital agencies. Publicis Groupe acquired Indigo Consulting (April 2012), Resultrix (August 2012), iStrat and MarketGate (December 2012), and Convonix (March) all aimed at improving its digital footprint in India.

2.3.1 Advertising Trends in India

The advertising market in India is expected to grow by 7.8% in 2013, with television and print contributing over two-thirds of all revenue, as per Magna Global's advertising forecast. Television ads will grow by 6.6%. While print's story is still relevant in India and will continue, the newspapers category expanding in language and regional pockets is estimated to grow %. Radio and out of home advertising will grow by 8% in 2013.

With sustained growth of the Indian economy during the last two decades, there has been a constantly increasing yearning for a better lifestyle among Indian people. This yearning has been catalysing consumerist desires. Advertising industry has been both a catalyst and beneficiary of these desires as the industry has been on a continuous growth trajectory with only temporary slowdowns at times. Even as Indian advertisers are facing a crisis with the government limiting ad space on television, advertising spend continues to rebound globally. Google and Facebook have cornered around 60% of the advertising revenue spent online in Asia, even as the online spending on commercials in India is around seven per cent.

The advertising spend in India emerged as the highest in the Asia-Pacific region, surging by 32% in the first quarter of 2010 when compared to the preceding three months of last year, according to the research firm The Nielsen.

2.4 STATE SCENARIO – KERALA

The state has the highest media exposure in India with newspapers publishing in nine different languages; mainly English and Malayalam (Source: National Family health survey (NFHS). The state is witnessing resurgence in the industrial and commercial sectors and the advertising industry here has a great role to play in the development of the sectors. With an increasing number of Kerala brands targeting the national and international markets, it is an

opportunity for Advertising, Marketing and Media Investment Management companies to offer the expertise to companies in such an expansionist mode.

WPP, GroupM & Mindshare are having wider scope in their all operations across Kerala as the scenario of development is at very desirable levels. At present GroupM companies have presence in Kerala through its subsidiaries like Maxus, Mindshare, Kinetic etc… Like WPP, GroupM many international players also have their presence in Kerala in the fields of Marketing, Advertising & Media Investment Management apart from the national or regional players.
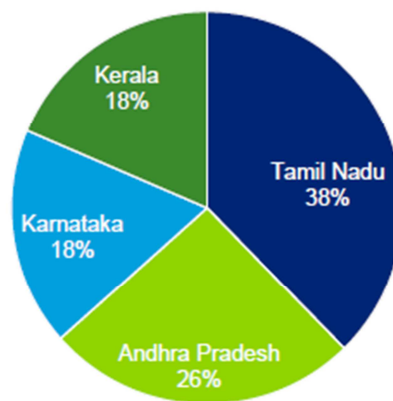
TV Advertisement Revenue shares South India - 2012

(Figure: 8) Source: 2012 numbers are captured and extrapolated through industry data and estimates

The size of the television broadcast industry in Southern India is expected to grow to Rs225.4 billion by 2016 even as programming mix shifts to shorter contemporary fiction shows to attract younger population and greater focus on different genres of non-fiction shows. The TV ad market Kerala is projected to reach Rs.11.8 billion. Print is the second largest media accounting for 29% of the overall market in FY 2012 at INR 6,265crores. Film buoyed by an

ardent fan following in the South stands as the third largest contributor at INR 2,340crores. Radio is the smallest constituent standing at INR 365crores.

Advertising revenues saw a growth of 13% in 2011, versus 17% witnessed in 2010. Flourishing DTH, cable digitisation and launch of new digital platforms for content delivery have completely changed the face of media distribution over the last 5 years. These media along with other online platforms have made digital advertising a major player in the market. Print media is being driven mainly by growth in the regional markets, with an increasing literacy rate in this market. An estimated growth of 10% is anticipated till 2015.

Literacy rate, brand awareness, quality of life, human development index, presence of global brands and number of competitors create great challenges in the advertising & media sector. An expert level, strategic media investment management, marketing and advertising policies are required in the state by the marketers. Hence the advertising, marketing, media investment management companies have also an important role to play in the state. Therefore the prospects for WPP and its subsidiaries GroupM and Mindshare are also high.

2.5 MAJOR COMPETITORS

2.5.1 MAJOR COMPETITORS OF WPP PLC.

WPP plc. is a British multinational advertising and public relations company with its main management office in London, United Kingdom, and its executive office in Dublin, Ireland. It is the world's largest advertising company by revenues, and employs around 162,000 people in 3,000 offices across 110 countries.

The major competitors of WPP are:

2.5.1.1 PUBLICIS-OMNICOM GROUP

Publicis Omnicom Group is a proposed advertising conglomerate announced on 28 July 2013, to be formed from a merger of Publicis and Omnicom. The move will create the world's biggest advertising group with market capitalisation of $35.1 billion, pro-forma revenue of $22.7 billion, and more than 130,000 employees across the world. After the merger, Publicis Omnicom and WPP are by far the largest advertising groups in the world. The group will have head offices in Paris and New York.

The mega-merger puts together Publicis with Omnicom, respectively with $8.8 and $14.2 billion in revenues in 2012, and a market capitalisation of $14.6 billion and $16.7 billion at the announcement. On a pro-forma basis, the merged entity becomes the biggest advertising group on the market, and would have around $5 billion more revenue than the current market leader WPP.

The deal is subject to regulatory approval, although the French government has indicated its support. As the deal will bring together worldwide networks like BBDO, TBWA and DDB from Omnicom as well as Leo Burnett, Publicis, Saatchi & Saatchi under a single holding company, the potential for client conflict exists. Ad Week notes that PepsiCo is handled by Omnicom's TBWA\Chiat\Day and the Coca-Cola account resides at Publicis' Leo Burnett. Similarly, AT&T is with Omnicom and Verizon with Publicis.

Taken together, they spent $3.34 billion in media placements for clients last year, according to data compiled by Advertising Age. That would have accounted for 41% of total spending by the top 10 media agencies in the world. Omnicom and Publicis in 2012 together accounted for 31.5% of worldwide revenue among the 50 largest agency companies ranked by Ad Age, vs. 22.8% for WPP.

2.5.1.2 OMNICOM GROUP

Omnicom Group Inc. is an American global advertising, marketing and corporate communications holding company, headquartered in New York City. The company oversees an international network of more than 1,500 agencies and provides services for over 5,000 clients in more than 100 countries worldwide. As a strategic holding company, Omnicom manages a portfolio of global market leaders; Omnicom's agencies provide marketing and communications services in the disciplines of advertising, customer relationship management (CRM), strategic media planning and buying, digital and interactive marketing, direct and promotional marketing, public relations (PR) and other specialty communications. Omnicom's worldwide revenue increased 2.5% to $14.2 billion in 2012, and more than 70,600 employees across the world. It is one among the top ten advertising agencies worldwide.

Omnicom's agency networks include BBDO, DDB Worldwide, TBWA Worldwide, Diversified Agency Services (DAS) and Omnicom Media Group (OMG). Omnicom Media Group includes OMD Worldwide, PHD Worldwide and Resolution Media. Omnicom was

formed in 1986 from the merger between advertising agency networks DDB, Needham Harper Steers and BBDO.

It is organized as a holding company for a group of independent advertising and communication services firms. However, more than 50% of Omnicom's revenues come from sources other than traditional advertising, including public relations, industry-specific marketing, and its Customer Relationship Management program. Focus on non-traditional advertising methods distinguishes Omnicom from competitors and protects revenues during periods of slow ad spend growth. With three independent networks of agencies worldwide (BBDO, DDB, and TBWA), Omnicom can serve multiple clients in the same industry.

Omnicom's clients include global companies such as Bayer, Chrysler, FedEx, Motorola, PepsiCo, Proctor & Gamble, and McDonald's (Omnicom's DDB was the agency behind the "I'm Lovin' It' campaign).

2.5.1.3 PUBLICIS GROUPE

PUBLICIS GROUPE

Publicis Groupe is a French multinational advertising and public relations company, headquartered in Paris, France. It is the third largest Communications Group Worldwide, after WPP and Omnicom, Leader in Digital and Interactive Communication (32.9% of 2012 Revenue). Publicis Groupe S.A and its agencies provide digital and traditional advertising, media services and marketing services (SAMS) to national and multinational clients. Publicis's worldwide revenue is $8.5 billion in 2012 and more than 60,000 employees across the world,

with activities spanning 108 countries on five continents. Publicis Groupe offers local and international clients a complete range of communication services. It is one among the top ten advertising agencies worldwide.

The company operates through Advertising, Specialized Agencies and Marketing Services and Media Advice and Purchasing. It offers a range of services and skills range from: digital (DigitasLBi, Razorfish, Rosetta, VivaKi), creative services (BBH, Leo Burnett, Publicis Worldwide, Saatchi & Saatchi), public affairs, corporate communications and events, media strategy, planning and buying (Starcom MediaVest Group and ZenithOptimedia) and healthcare communications.

Its media services include media planning, media buying, and media sales. Publicis Groupe's Vivaki pole has developed a technological platform supported by Microsoft, Google, Yahoo! and AOL. In 2010, Publicis was named the third largest marketing group worldwide by revenue, overtaking Interpublic. The group had operations in over 202 cities in 105 countries, including a strategic alliance with Dentsu. In 2013, Publicis announced plans to merge with Omnicom to form Publicis Omnicom Group.

2.5.1.4 INTERPUBLIC GROUP

The Interpublic Group of Companies, Inc. (IPG) is one of the big four global advertising holding companies (the others being Omnicom, WPP and Publicis). It is headquartered in New York City and is the parent company of advertising and marketing services agencies around the world. The company consists of three major networks: McCann World group, Lowe and Partners

and Draftfcb. Its media agencies are bundled under the IPG Mediabrands entity. It also owns a number of specialty agencies, including public relations, sports marketing, talent representation and healthcare. Interpublic Group's worldwide revenue is $6.956 billion USD in 2012 and more than 43,300 employees across the world, with activities spanning 130 countries. It is one among the top ten advertising agencies worldwide.

Lowe Lintas & Partners is an Indian marketing communications company which is a wholly owned subsidiary of the Interpublic Group (IPG), and is part of the Lowe Worldwide network.

The Company has two segments: Integrated Agency Networks (IAN) and Constituency Management Group (CMG). Similar to GroupM in WPP, Interpublic Group's media agencies are bundled under the IPG Mediabrands entity to manage all of its global media-related assets. Today that means they manage and invest $36 billion in global media on the behalf of clients, employ over 7,500 marketing communication specialists worldwide and operate company businesses in more than 130 countries. Its largest clients include General Motors, Johnson & Johnson, Microsoft, and Unilever.

2.5.1.5 DENTSU

Dentsu Inc. is a Japanese advertising and public relations company whose headquarters are located in Tokyo, Japan. Dentsu's sales are more than double its nearest competitor, Hakuhodo or ADK, in the Japanese market. The company now offers a range of services, from traditional and creative marketing to specialty disciplines such as sports marketing, PR, digital contents, and a growing range of communications services. Dentsu was originally established as

Japan Advertising Ltd. and Telegraphic Service Co. Dentsu Group's worldwide revenue is $6.4 billion in 2012 and more than 37,000 employees across the world, with activities spanning 110 countries. It is one among the top ten advertising agencies worldwide.

Dentsu categorises project markets in four different parts: National advertisement market; Advertisement related market; new market; foreign market. National advertisement market consists of media projects. Advertisement related projects consist of marketing services. New market consists of sport events advertisement. Foreign market contains above mentioned three categories in the foreign market. In March 2011, Dentsu formed an official partnership with Facebook Inc. to help develop Facebook pages, Facebook ads, and marketing strategies in general. The partnership also provides Dentsu with premium advertising space on Facebook.

In March 2013, Dentsu acquired Aegis Group, headquartered in London. Following the incorporation of Aegis, the Dentsu Group has a global network that now incorporates 110 countries and territories around the world. In 2011, the parent company acquired the India businesses and the new Dentsu India Group became a 100% subsidiary of Dentsu Inc.

2.5.1.6 HAVAS

Havas is the second largest advertising group in France and according to its website it is a "global advertising and communications services group" and the 6th-largest global advertising and communications group worldwide. It operates in the communications consulting market through three main operational divisions: Havas Worldwide Havas Media Arnold Worldwide. Havas Group's worldwide revenue is $2.287 billion in 2012 and more than 14,898 employees across the world, with activities spanning 100 countries. Some of their major clients include

McDonald's, Coca Cola, Volvo, Close Up, Nike, Dove, Hyundai etc… It is one among the top ten advertising agencies worldwide.

Havas Worldwide provides advertising, marketing services, corporate communications, and interactive solutions to global, regional, and local clients. Havas Worldwide, formerly known as Euro RSCG made up of 316 offices located in 75 countries. Havas Media Group operates in over 100 countries and incorporates major commercial brands: Havas Media (ex MPG), Arena Media and Havas Sports & Entertainment. Havas Media is the media division of Havas, the sixth largest communications group worldwide. It incorporates the media assets of Havas, which includes predominantly entities which were formerly known as Media Planning Group (MPG). MPG was created in March 1999 as the result of a merger between Media Planning founded in 1978, and Médiapolis, founded in 1980. The two agencies offer communication, media strategy and management services to its clients.

2.5.1.7 HAKUHODO

Hakuhodo Inc. is a Japanese advertising and public relations company. It is headquartered at Tokyo, Japan. Hakuhodo is the oldest advertising agency. In October 2003 the company became part of the Hakuhodo DY Holdings after merging with other companies. Hakuhodo DY Holdings launched a unique media and entertainment company, Hakuhodo DY Media Partners Inc., in 2003. Hakuhodo DY Holdings' worldwide revenue is $2.184 billion in 2012 and more than 3,043 employees. It is one among the top ten advertising agencies worldwide.

Hakuhodo has a large international footprint with offices in many major cities across Asia, Europe, the Americas and Australia, in Japan and in offices around the world. The product and service range includes branding & identity; consumer insights, design, digital marketing, Market research, Media planning and buying, Public relations, Relationship marketing etc…

2.5.2 MAJOR COMPETITORS OF GROUPM MEDIA PRIVATE LTD

GroupM is WPP's global media investment management operation, serving as the parent company to agencies including MediaCom, MEC (Mediaedge:cia), Mindshare, Maxus, Kinetic, Catalyst and Xaxis.

Competitors

Since GroupM operates as a collective entity compromising of many independent media agencies with expertise in Media Investment Management, it is meaningless to study about the competitors since many of its subsidiaries are competitors to one another in the field within the parent group GroupM under WPP. And collectively as a parent company GroupM is the global leader in Media Investment Management. It has a total worldwide market share of 32.7% whereas the nearest competitor is Publicis with 23.1% as per the RECMA ratings.

Major Competitors of GroupM Company are covered under the competitors of WPP.Plc, since both of them are comprised of many subsidiary companies. They are: Vivaki (Publicis Groupe), OMG (Omnicom), Aegis Media (Aegis Group/Dentsu), Mediabrands (Interpublic Group-IPG), Havas Media (Havas Group). These are all actually parent companies which collaborate and manage several subsidiary companies playing in the same domain.

2.5.3 MAJOR COMPETITORS OF MINDSHARE MEDIA WORLDWIDE LTD.

Mindshare is a global media and marketing services company. Mindshare is a member of the WPP Group; one of the world's largest communications services groups, and is part of its GroupM.

The Major competitors of Mindshare are:

2.5.3.1 Starcom MediaVest Group –SMG (Vivaki, Publicis Group)

Starcom MediaVest Group (SMG) is a leading global media communications agency with offices in 68 countries with 6000 staff under 111 offices and is part of the Publicis Groupe. SMG is a member of negotiating group VivaKi Exchange.

Starcom MediaVest Group is part of Publicis Groupe, the world's third-largest communications group, the world's second-largest media counsel and buying group, and a global leader in digital and healthcare communications. In an effort to align Publicis Groupe's media and digital properties - Starcom MediaVest Group, ZenithOptimedia, Denuo, Digitas and recently acquired Razorfish - were brought together under one umbrella, Vivaki.

Starcom MediaVest Group, Inc. engages in brand communications and consumer contact services internationally. Its portfolio of strategic services include media planning and buying, communications planning, direct response media, and internet and digital communications, as well as multicultural, entertainment, gaming, sports sponsorship, and event marketing and media services.

Starcom MediaVest Group is a leading media planning and buying agency (along with rivals OMD Worldwide and Mindshare). The media group helps advertisers determine the correct mix of media to get their message out and buys air time and space in print publications for the ads.

2.5.3.2 OMD - Optimum Media Direction Inc. (OMNICOM GROUP)

Optimum Media Direction Inc. operates as a subsidiary of Omnicom Media Group Holdings, Inc. The company was founded in 1996 and is based in New York. It is a leading media planning and buying agency with more than 140 offices in approximately 80 countries. It offers strategic consulting on where and when to run advertising to reach the intended audience. The firm also purchases the required airtime and print space for its clients, which have included McDonald's, PepsiCo, and Apple. In addition, OMD has specialized units focused on direct marketing campaign planning and digital media, as well as consumer research and metrics.

2.5.3.3 ZenithOptimedia Group (Vivaki, Publicis Groupe)

ZenithOptimedia Group is one of the world's leading media planning and buying agencies, operating through about 250 offices in nearly 75 countries. It helps advertisers plan the execution of their campaigns and buys the appropriate air time from broadcasters and column inches from publishers. In addition to traditional ad placement, ZenithOptimedia also offers planning and buying for point-of-sale and event marketing, interactive campaigns, and outdoor media. Headquartered in London, the agency is part of Paris-based advertising services conglomerate Publicis.

ZenithOptimedia combines the media operations of the Zenith and Optimedia networks under the ownership of Publicis Groupe. Originally two rival media agencies, they were merged in 2001, and now operate as a single brand in all but a handful of territories, notably the US.

ZenithOptimedia was the number three media specialist worldwide in 2012 with billings of $32.8bn (according to RECMA).

2.5.3.4 MediaCom (GroupM)

MediaCom is a global media agency. MediaCom is part of GroupM, WPP's media investment management operation. The company now has 4,600 employees in 116 offices in 90 countries. The company currently handles advertising budgets worth more than US$28bn. MediaCom was originally the media planning and buying network of Grey Global Group, now a division within WPP. It is one of the widest-ranging global media shops, with offices in almost 90 countries, although it is strongest in just a few major markets, especially Germany and the UK. MediaCom was the #5 media specialist worldwide in 2012 with billings of $28.8bn (according to Recma). It is one of four global media networks now under WPP's control, operating separately from Mindshare and MEC, although it benefits from the group's pooled buying power.

Client network which includes Audi, great Ormond Street and GlaxoSmithKline, recently added new clients such as Mars (galaxy), VisitNorway and Nuffield Health as well as retaining business with VisitEngland, Coutts and soda stream.

2.5.3.5 Carat (Aegis Media)

Carat is Europe's largest full service media planning and buying specialist, and ranks among the leaders worldwide. According to Recma, billings were $28.6bn in 2012. It is the biggest brand within what was until recently the independent marketing services group Aegis. Unlike all of its major competitors, Carat had no direct connection to a traditional creative advertising network, giving it a virtually unique position as the world's biggest "media independent" agency.

During 2012, however, the entire business was acquired by Japanese giant Dentsu. Carat offers services for branded entertainment, event planning, public relations, consumer research, and corporate sponsorships. With more than 140 offices in about 135 countries, it helps companies plan and execute their advertising campaigns, choosing the right broadcast and print outlets so that the ads reach the intended audience. Carat has more than 140 offices in about 135 countries with more than 5500 staff.

2.5.3.6 MEC (GroupM)

MEC is the sixth largest media agency network in the world. There are more than 4000 employees in 85 countries worldwide. It is a founding partner in GroupM, the WPP Group media investment management operation. Its core business is media buying and media planning.

MEC was launched in January 2002 following WPP's acquisition of CIA's parent company, Tempus Group. The global media agency network was formed through the merger of The Media Edge and CIA, bringing together CIA's 57 offices across 28 countries and The Media Edge's 103 offices 78 countries to form one global group. Since 2002, MEC has grown to include 150 offices in 85 countries and has expanded its client offering with new business units such as MEC Interaction, MEC Access and Analytics & Insight. In 2010, the agency officially changed its name from Mediaedge:cia to MEC, something it has informally been referred to for years. In 2012, MEC was the world's number seven media agency with billings of $25.1bn (according to Recma).

2.5.3.7 Universal McCann – UM Group (Mediabrands, Interpublic Group-IPG)

Universal McCann - now generally known as UM - is a global media planning and buying network often aligned with McCann Erickson, and reporting as part of Interpublic's

Mediabrands umbrella. For 2012, Universal McCann ranked number nine in the global rankings with billings estimated by Recma at $17.8bn.

UM's global clients include ABInBev, Brown-Forman, Cathay Pacific, Chrysler, Coca-Cola, ECCO, Johnson & Johnson, L'Oreal, MasterCard, Microsoft, and Sony. UM was established in 1999 as part of McCann World group. UM employs over 3,800 professionals in its more than 150 offices in over 127 countries worldwide.

2.5.3.8 MPG (Havas)

Havas Media is the umbrella for the media planning and buying units of marketing service group Havas. Operating mainly in Western Europe and the Americas, MPG was the world's number eighth network in 2012 with billings of $17.8bn (according to Recma). Most recently, overtures by Havas to Aegis (parent of the Carat and Vizeum networks) were repeatedly blocked by that company's shareholders. Yet despite these challenges, MPG's performance has steadily improved since 2005, and the Havas Media umbrella was created at the end of 2006 to consolidate its various associated businesses under a single management team.

MPG was created in March 1999 as the result of a merger between Media Planning founded in 1978, and Médiapolis, founded in 1980. The two agencies offer communication, media strategy and management services to its clients. Havas initially acquired a 45% holding in MPG, which increased to 100% in May 2001.

2.5.3.9 INITIATIVE (Mediabrands, Interpublic Group-IPG)

Initiative is one of Interpublic's two media services operations (alongside UM). Formed in 1999 from the merger of Western International and Initiative Media, it was traditionally aligned with the Lowe and FCB (now Draftfcb) agency networks. Initiative was ranked by Recma as the #10 media specialist worldwide in 2012 with billings of $12.9bn.

Initiative is a global communications network. Initiative is owned by the Interpublic Group is a global network within the company's IPG Mediabrands unit. Initiative employs 2500 professionals in 94 offices in 73 countries managing approximately $14 billion in billings annually. Major clients have included AOL, Bayer, Gateway, The Home Depot, LucasArts, and Showtime.

2.5.3.10 PHD (Omnicom Group OMG)

PHD is the secondary media brand within the Omnicom group, working alongside OMD. It was originally a small British agency, part of the AMV BBDO group. It has been the recipient of several "Agency of the Year" awards as a result of spectacular growth between 2010 and 2012. Recma ranked PHD as the #11 media specialist worldwide in 2012 with billings of $11.7bn.

Number of staff is 2,500 employed across 60 countries in 70 offices. PHD has long been a leading media services company in the United Kingdom and North America that is widely recognized for its pioneering and innovative work for clients. In late 2005, Omnicom Media Group began a major global expansion of the PHD media network across Asia Pacific, continental Europe, the Middle East and Africa.

2.5.3.11 Maxus Global (GROUPM)

Maxus is the newest of WPP's global media networks. Like sister networks Mindshare, MEC and Mediacom it shares the resources of WPP's media negotiation unit GroupM. Recma estimated billings of $8.8bn in 2012, up 80% in two years as a result of account gains. At the end of 2012, Maxus moved its global HQ to India following the appointment of Vikram Sakhuja as global CEO. With headquarters in London and New York, Maxus has been the fastest-growing global media agency for the last two years, according to RECMA.

Maxus was officially launched as a global media network in October 2008, although it had previously been known as Maximize. Major Clients are Barclays, NBC Universal, Fiat Group, Nokia, Vodafone, Church & Dwight, Nestlé and L'Oreal.

2.5.3.12 DDB Mudra (Omnicom)

Mudra Communications Limited now known as Mudra India or DDB Mudra is an advertising, communications and brand management company in India. It is India's second largest advertising agency. In 2011, Mudra group was acquired by Omnicom Group, subsequently rebranded as DDB Mudra group and merged with DDB Worldwide. As an advertising agency it is credited with handling successful campaigns of brands and products such as Rasna, Godrej, McDonalds and Big Bazaar.

2.5.3.13 Lowe Lintas (IPG)

Lowe Lintas & Partners is an Indian marketing communications company. The company is a wholly owned subsidiary of the Interpublic Group (IPG), and is part of the Lowe Worldwide network. Headquartered out of London, Lowe Worldwide has over 100 offices in 82 countries. Lowe Lintas offers advertising, digital, public relations, strategic design, rural marketing, healthcare communications and film production. Lowe Lintas employs over 750 people across seven divisions and nine cities all over India.

CHAPTER 3

COMPANY PROFILE

3.1 COMPANY PROFILE

WPP Plc.

WPP plc. is a British multinational advertising and public relations company with its main management office in London, United Kingdom, and its executive office in Dublin, Ireland. It is the world's largest advertising company by revenues, and employs around 162,000 people in 3,000 offices across 110 countries. It owns a number of advertising, public relations and market research networks, including Grey, GroupM, Burson-Marsteller, Hill & Knowlton, JWT, Ogilvy Group, TNS, Young & Rubicam and Cohn & Wolfe.

There are more than 360 different independent operating companies, principal divisions or subsidiaries under the WPP Group Umbrella.

GroupM Worldwide

GroupM is the world's largest advertising media company in terms of billings. It is headquartered in New York City with over 17,000 employees and 400 global offices in 81 countries. GroupM was formed in 2003 by WPP Group to serve as the parent company of WPP's media agencies including Maxus, MEC, MediaCom, Mindshare, QUISMA, Xaxis, Outrider, Kinetic, Quasar, IEG, Movent and Agency M. It handles over 32% of the world's media billings making it the world's largest media investment management operation. Irwin Gotlieb is the Global CEO of Group M.

Mindshare Worldwide

Mindshare is a global media and marketing services company. Mindshare Worldwide was created in 1997 as the first global full-service media company, according to RECMA. The Mindshare global network consists of approximately 6,000 employees across 113 offices in 82

countries. The company was created by the merger of the media operations of JWT and O&M, then the two big full service advertising agencies within WPP Group.

Operations of WPP Plc.

WPP is the world leader in marketing communications services. The holding company is made up of leading companies in: Advertising; Media Investment Management; Data Investment Management (formerly known as Consumer Insight); Public Relations & Public Affairs; Branding & Identity; Healthcare Communications; Direct, Digital, Promotion & Relationship Marketing; Specialist Communications.

Operations of GroupM

GroupM is WPP's consolidated media investment management operation, serving as the parent company to agencies including Maxus, MEC, MediaCom, Mindshare, Catalyst and Xaxis. GroupM is the global number one media investment management group (RECMA 2010). The primary purpose is to maximize the performance of WPP's media communications agencies on behalf of clients, stakeholders and people by operating as a parent and collaborator in performance-enhancing activities such as trading, content creation, digital, finance, proprietary tool development and other business-critical capabilities. The agencies that comprise GroupM are all global operations in their own right with leading market positions. The focus of GroupM is the intelligent application of physical and intellectual scale to benefit trading, innovation, and new communication services, to bring competitive advantage to our clients and our companies.

Key Facts of GroupM.

- Leading global media investment management operation.

- Worldwide Billings – is US $90.8bn (RECMA, July 2012)

- Total worldwide market share: 32.7% (nearest competitor is Publicis with 23.1%)

- Industry leading levels of investment in research and development.

- 400 offices in 81 countries

- 21,650 staff as of August 2012

- Part of WPP Group

- Parent company for Mindshare, Maxus, MEC, Mediacom, Catalyst, Kinetic, Xaxis etc…

Operations of Mindshare

With media in an unprecedented state of flux and evolution, Mindshare act as expert interpreters, assessors and guides. They offer the clients an integrated solution across core services such as strategic media planning, negotiation and execution and other specialist services including econometric modelling, research and insights, digital solutions, sports and entertainment sponsorship consultancy, content creation and brand-driven creative campaigns. The company's structure to deliver these services is unique in its simplicity. Four collaborative groups - Client Leadership, Business Planning, Invention, and The Exchange – on which the company draw to ensure that each client receives a fully integrated and tailored service in every market, region and on a global basis. Underpinning everything is our commitment to outstanding customer service.

Key Facts:

- Mindshare Worldwide was created as the first global full-service media company.

- Total worldwide billings in excess of $23 billion (source: RECMA).

- 115 offices in 82 countries with more than 6000 staffs as of 2012.

- Number one media agency in India and Asia Pacific and in the top five lists of global media agencies.

Principal Offices and Divisions of Mindshare Company

MINDSHARE WORLD HEADQUARTERS		
Mindshare – London	London	United Kingdom
Mindshare, Worldwide HQ - New York	New York	United States

MINDSHARE REGIONAL HEADQUARTERS		
Mindshare India HQ – Mumbai	Mumbai	India
Mindshare, Asia Pacific HQ – Singapore	Singapore	Singapore
Mindshare, Latin America HQ – Miami	Miami	United States

Office	Location	Country
Mindshare – Amman	Amman	Jordan
Mindshare – Amsterdam	Amsterdam	Netherlands
Mindshare – Athens	Athens	Greece
Mindshare – Atlanta	Atlanta	United States
Mindshare – Bangalore	Bangalore	India
Mindshare – Bangkok	Bangkok	Thailand

Mindshare – Barcelona	Barcelona	Spain
Mindshare – Beijing	Beijing	China
Mindshare – Beirut	Beirut	Lebanon
Mindshare – Bogota	Bogota	Colombia
Mindshare – Boston	Boston	United States
Mindshare – Bratislava	Bratislava	Slovakia
Mindshare – Brussels	Brussels	Belgium
Mindshare – Bucharest	Bucharest	Romania
Mindshare – Budapest	Budapest	Hungary
Mindshare - Buenos Aires	Buenos Aires	Argentina
Mindshare – Cairo	Cairo	Egypt
Mindshare - Cape Town	Cape Town	South Africa
Mindshare – Caracas	Caracas	Venezuela
Mindshare – Casablanca	Casablanca	Morocco
Mindshare – Chennai	Chennai	India
Mindshare – Chicago	Chicago	United States
Mindshare – Chongqing	Chongqing	China
Mindshare – Colombo	Colombo	Sri Lanka

Mindshare – Copenhagen	Copenhagen	Denmark
Mindshare – Dallas	Dallas	United States
Mindshare – Delhi	Delhi	India
Mindshare – Denver	Denver	United States
Mindshare – Detroit	Detroit	United States
Mindshare – Dhaka	Dhaka	Bangladesh
Mindshare – Dubai	Dubai	United Arab Emirates
Mindshare – Dublin	Dublin	Ireland
Mindshare – Dusseldorf	Dusseldorf	Germany
Mindshare – Frankfurt	Frankfurt	Germany
Mindshare – Fuzhou	Fuzhou	China
Mindshare – Gothenburg	Gothenburg	Sweden
Mindshare – Guadalajara	Guadalajara	Mexico
Mindshare – Guangzhou	Guangzhou	China
Mindshare - Guatemala City	Guatemala City	Guatemala
Mindshare – Guayaquil	Guayaquil	Ecuador
Mindshare – Helsinki	Helsinki	Finland
Mindshare - Ho Chi Minh City	Ho Chi Minh City	Vietnam

Mindshare - Hong Kong	Hong Kong	Hong Kong
Mindshare – Istanbul	Istanbul	Turkey
Mindshare – Jakarta	Jakarta	Indonesia
Mindshare – Jeddah	Jeddah	Saudi Arabia
Mindshare - Johannesburg	Johannesburg	South Africa
Mindshare – Karachi	Karachi	Pakistan
Mindshare – Kiev	Kiev	Ukraine
Mindshare – Kochi	Kochi	India
Mindshare – Kolkata	Kolkata	India
Mindshare - Kuala Lumpur	Kuala Lumpur	Malaysia
Mindshare - Kuwait City	Kuwait City	Kuwait
Mindshare – Lima	Lima	Peru
Mindshare – Lisbon	Lisbon	Portugal
Mindshare - Los Angeles	Los Angeles	United States
Mindshare – Madrid	Madrid	Spain
Mindshare - Makati City	Makati City	Philippines
Mindshare – Manama	Manama	Bahrain
Mindshare – Melbourne	Melbourne	Australia

Mindshare - Mexico City	Mexico City	Mexico
Mindshare – Miami	Miami	United States
Mindshare – Milan	Milan	Italy
Mindshare – Montevideo	Montevideo	Uruguay
Mindshare – Moscow	Moscow	Russia
Mindshare – Mumbai	Mumbai	India
Mindshare - New York	New York	United States
Mindshare – Oslo	Oslo	Norway
Mindshare – Paris	Paris	France
Mindshare - Phnom Penh	Phnom Penh	Cambodia
Mindshare – Prague	Prague	Czech Republic
Mindshare – Quito	Quito	Ecuador
Mindshare – Riyadh	Riyadh	Saudi Arabia
Mindshare – Rome	Rome	Italy
Mindshare - San Juan	San Juan	Puerto Rico
Mindshare – Santiago	Santiago	Chile
Mindshare – Seoul	Seoul	Korea (South)
Mindshare – Shanghai	Shanghai	China

Mindshare – Singapore	Singapore	Singapore
Mindshare – Sofia	Sofia	Bulgaria
Mindshare - St Louis	St Louis	United States
Mindshare – Stockholm	Stockholm	Sweden
Mindshare – Sydney	Sydney	Australia
Mindshare – Taguig	Taguig	Philippines
Mindshare – Taipei	Taipei	Taiwan
Mindshare - Tel Aviv	Tel Aviv	Israel
Mindshare – Tokyo	Tokyo	Japan
Mindshare – Toronto	Toronto	Canada
Mindshare – Tunis	Tunis	Tunisia
Mindshare – Verona	Verona	Italy
Mindshare – Vienna	Vienna	Austria
Mindshare – Warsaw	Warsaw	Poland
Mindshare – Zagreb	Zagreb	Croatia
Mindshare – Zurich	Zurich	Switzerland

(Table: 4) Main Offices of Mindshare Company. Source: Mindshare official website (www.mindshareworldwide.com)

3.2 VISION

Every day, the company aim to be Focused, Committed, Inventive, Creative, and to organise, encourage and progress to become the benchmark in the Marketing Communications Industry.

Within WPP, clients have access to companies with all the necessary marketing and communications skills.

WPP, the parent company, complements these companies in three distinct ways:

Relieve the subsidiary companies of much administrative work:

Financial matters (such as planning, budgeting, reporting, control, treasury, tax, mergers, acquisitions, investor relations) are co-ordinated centrally. This frees WPP companies to devote their time to the pursuit of professional excellence.

Encourage and enable the companies of different disciplines to work together:

For the benefit of clients and the satisfaction of the people, in the management of talent, the parent company plays an across-the-Group role.

Global single point source of contact and accountability:

A recent development, and for a minority of clients, WPP itself can function as the 21st century equivalent of the full-service agency, acting as a portal to provide a single point of contact and accountability.

3.3 MISSION

WPP exists: To develop and manage talent; to apply that talent, throughout the world, for the benefit of clients; to do so in partnership; to do so with profit.

3.4 OBJECTIVES OF THE COMPANY

Here are six objectives which represent the key performance indicators (KPIs).

- ❖ Continue to improve operating margins.

- ❖ Increase flexibility in the cost structure.

- ❖ Use free cash flow to enhance share owner value and improve return on capital.

- ❖ Continue to develop the value added by the parent company.

- ❖ Emphasise revenue growth more as margins improve.

- ❖ Improve still further the creative capabilities and reputation of all our businesses.

3.5 QUALITY POLICY

Achieve and sustain a reputation for quality in the global market through their commitment to meet and exceed customer expectation by maintaining a quality management system to international standards. Aim at the satisfaction of customer, employees and investors through continual improvement. Endeavour to make positive contribution to the community around us. The company is highly creative, inventive and research oriented. The strategic planning process and the negotiation power in the industry as a group is unparalleled in the market.

3.6 ETHICS

WPP and its operating companies have as their core values honesty, integrity and respect for people. These core values determine the way we approach business and they define the principles in which we expect our people to behave in the conduct of our business. Ethical behaviour is one of WPP's one of the fundamental values. It underlies all the business activities at every level of the organization.

3.7 CORPORATE GOVERNANCE

The Board is committed to high standards of corporate governance and supports the provisions and principles set out in the Combined Code on Corporate Governance. Throughout the year ended December 31 2012, the Company has in the Directors opinion, complied with the provisions of corporate governance set out in the UK Corporate Governance Code.

Key governance documents

- ❖ WPP Memorandum and Articles January 2013
- ❖ WPP Accounting Policies
- ❖ WPP Code of Business Conduct 2012
- ❖ Matters Reserved to the Board March 2009
- ❖ Model Code New WPP April 2009

Board committees

- ❖ **Audit Committee**

Members: Colin Day (chair), Jeffrey Rosen, Roger Agnelli, Sol Trujillo, Jacques Aigrain, Hugo Shong

- ❖ **Compensation Committee**

Members: Colin Day, Esther Dyson, Philip Lader, Jeffrey Rosen (chair), Timothy Shriver, Roger Agnelli, Jacques Aigrain, Ruigang Li, Hugo Shong, Sol Trujillo

- ❖ **Nomination and Governance Committee**

Members: Esther Dyson, Orit Gadiesh, Philip Lader (chair), Roger Agnelli, Ruigang Li, Jeffrey Rosen, Hugo Shong, Timothy Shriver, Sally Susman

3.8 HISTORY

WPP PLC. (Wire and Plastic Products public limited company) was founded in 1971 as a manufacturer of wire shopping baskets. In 1985 Martin Sorrell, searching for a listed company through which to build a worldwide marketing services company, bought a controlling stake of just fewer than 30% at a cost of $676,000. The holding company was renamed WPP Group and in 1987 Sorrell became its chief executive.

After financial restructuring in the early 1990s, WPP continued to develop its operations with the formation of CommonHealth, a healthcare communications network, in 1992. Acquisitions and operational developments continued throughout the 1990s, including investments and acquisitions in new media (digital) companies in 1995, the creation of Kantar, the parent company for WPP's research businesses, and combining the media operations of O&M and JWT to form Mindshare.

In 1987 the company acquired J. Walter Thompson (including JWT, Hill & Knowlton and MRB Group) for $566m. The company listed on NASDAQ in 1988. In 1989 it acquired Ogilvy Group for $864m and in 1998 formed an alliance with Asatsu-DK Inc. of Japan.

In May 2000 WPP agreed to acquire the United States-based advertising company Young & Rubicam for $5.7 billion, in what was at the time the largest ever takeover in the advertising sector. The takeover made WPP the largest advertising company in the world measured by billings and revenue, overtaking Omnicom Group and Interpublic. In 2007, WPP Digital was created to develop the Group's digital capabilities. Since 2009, WPP has continued to build its presence and expertise in digital, faster-growing markets and consumer insights through acquisitions, partnerships and investments.

GroupM was formed in 2003 by WPP Group to serve as the parent company of WPP's media agencies including Maxus, MEC, MediaCom, Mindshare, QUISMA, Xaxis, and Outrider. All of GroupM's agencies are independent global operations in their own right. GroupM companies have access to shared resources through GroupM's specialized services such as GroupM Search (SEM / SEO).

Mindshare Worldwide was created in 1997 as the first global full-service media company. The company was created by the merger of the media operations of JWT and O&M, then the two big full service advertising agencies within WPP Group WPP Group. The launch team comprised Mandy Pooler and Nick Emery from O&M and Ron De Pear and James Walker from JWT. Initially the business faced strong opposition to the merger from the agency parents in the US region.

3.9 MILESTONES OF THE COMPANY

- 1985: Martin Sorrell takes stake in Wire and Plastic Products Plc., a UK manufacturer of wire baskets, following his search for a public entity through which to build a worldwide marketing services company.

- 1986-87: Sorrell becomes chief executive of the renamed WPP Group

- 1987: Acquires J. Walter Thompson Group for $566m, including ad agency JWT , PR firm Hill & Knowlton Inc. and market research network MRB Group

- 1988: Listed on NASDAQ exchange in New York. Continued acquisition of US and UK-based marketing services companies

- 1989: Acquires The Ogilvy Group for $864m, including ad agency Ogilvy & Mather Worldwide, Ogilvy Direct and Ogilvy Public Relations Worldwide. Research firms Millward Brown and Research International join WPP.

- 1990-92: WPP named the world's top agency group by Advertising Age Group financial re-structuring.

1992: Launches CommonHealth, an international healthcare communications network drawing on specialist skills of professionals across the Group

1994: IBM consolidates its global advertising at Ogilvy & Mather, moving from 40 agencies to a single global agency

1995: Establishes Kantar as internal parent company for the Group's research interests. WPP makes a number of strategic acquisitions and investments in new media (digital) companies

❖ **1997 Mindshare:** WPP combines the media operations of two of the world's biggest agency networks - JWT and Ogilvy - to create the industry's first 'new generation' media company.

1999:

- Mindshare launches in the US. Kimberly-Clark consolidates its global advertising account with JWT.

2000:

- Acquires Young & Rubicam Group, including Y&R Advertising, Burson-Marsteller, Landor, Wunderman, Cohn & Wolfe and Sudler & Hennessey.

2001:

- Acquires Tempus Group plc. Tempus' media agency CIA joins forces with The Media Edge to form Mediaedge:cia.

2002:

- Ogilvy & Mather and Young & Rubicam take controlling stake in LG Ad Inc , Korea's largest ad agency

❖ **2003 GroupM** is formed to oversee WPP's ever-expanding media investment management interests, with a focus on the intelligent application of physical and intellectual scale to benefit trading, innovation and new communication services, to bring unfair competitive advantage to clients and companies. Media Investment Management Companies were brought under the umbrella of GroupM.

2004: WPP teams win global HSBC and Samsung accounts, representing more than $1 billion in new business.

2005:

- WPP acquires Grey Global Group.

- Poster Publicity and Portland merge to create global outdoor media company Kinetic.

2007:

- WPP Digital created to harness digital media opportunities; forms further digital partnerships with 24/7 Real Media, JumpTap, iconmobile and mMetrics.

2008:

- Google and WPP launch a Marketing Research Awards Program to support research into online media and its influence on consumer behaviour

2009:

- Group companies accumulate a record number of awards at the Cannes International Advertising Festival.

2010:

- Through GroupM, WPP forms a new corporate trading division, The Midas Exchange, to help clients secure media credits in exchange for under-performing assets.

- RECMA, the agency research firm, ranks WPP No.1 for the number of digital staff employed, with more than 17,400 digital specialists, or over 12% of its people (including associates) worldwide.

- WPP Subsidiary Companies are also rated the best in industry by RECMA.

2011:

- WPP is named Holding Company of the Year at the 2011 Cannes Lions International Festival of Creativity. The Group co-launches China's first professional marketing diploma course.

- WPP is ranked 41 out of 500 in Newsweek's Green Rankings 2011

2012:

- For the second year running, WPP was named Holding Company of the Year at the 2012 Cannes Lions International Festival of Creativity.

- WPP ranked the Most Effective Holding Company in the 2012 North American Effie's Effectiveness Index Rankings.

- GroupM named Holding Company of the Year in the Gunn Report for Media. The Group's international footprint increases to 110 countries, with Ogilvy & Mather taking a stake in Myanmar's Today Advertising.

2013:

Following changes to the UK Government's tax policy, WPP moves HQ back to London, from Dublin

3.10 HEAD QUARTERS

WPP Plc.

Global Headquarters: WPP plc. 27 Farm Street, London W1J 5RJ, UK

India Headquarters: WPP India. Trade Centre, Ground Floor Kamala City, Senapati Bapat Marg, Mumbai, 400 013 India

GroupM Worldwide

Global Headquarters: 498 Seventh Avenue, New York, NY 10018, United States.

Mindshare Worldwide

Mindshare - Corporate HQ: Central St Giles, 1 St Giles High Street, London, WC2H 8AR, United Kingdom.

Mindshare India HQ-Regional HQ: Pennisula Chambers, 2nd Floor, Ganpatrao Kadam Marg, Lower Parel, Mumbai-400 013, India.

3.11 CAPABILITIES

WPP is one of the world's leading communications services groups. WPP provides national, multinational and global clients with advertising; media investment management; information, insight & consultancy; public relations & public affairs; branding & identity, healthcare and specialist communications. Through WPP, clients have access to best-in-class companies in all marketing and communications disciplines.

GroupM is the global number one media investment management group. GroupM is WPP's consolidated media investment management operation, serving as the parent company to agencies including Maxus, MediaCom, Mediaedge:cia, Mindshare and Kinetic. GroupM's primary purpose is to maximise the performance of WPP's media communications agencies on behalf of their clients, their shareholders and their people by operating as a parent and collaborator in performance-enhancing activities such as trading, content creation, digital, finance, proprietary tool development and other business-critical capabilities. The agencies that comprise GroupM are all global operations in their own right with leading market positions.

Global Reach

WPP is a mammoth holding company in the marketing communications sector. The Group has over 165,000 people (including associates) working in over 3,000 offices in 110 countries. WPP is the world leader in communications services, comprising leading companies in:

- Advertising

- Media Investment Management

- Consumer Insight

- Public Relations & Public Affairs

- Branding & Identity

- Healthcare Communications

- Direct, Digital, Promotion & Relationship Marketing

- Specialist Communications

Key Facts

❖ WPP companies work with:

- 350 of the Fortune Global 500

- All 30 of the Dow Jones 30

- 63 of the NASDAQ 100

- 31 of the Fortune e-50.

❖ Nearly 760 clients are served in three disciplines.

❖ Almost 480 are served in four disciplines

These clients account for over 57% of Group revenues.

❖ The Group also works with almost 360 clients in six or more countries. As part of a growing trend, many of the clients, requiring a full range of communications services, are served directly through the 'portal' of WPP, the parent company.

Major networks, subsidiaries

Advertising: JWT, Ogilvy & Mather, Young & Rubicam, Grey Worldwide, Bates CHI & Partners and United Network.

Media Investment Management: GroupM companies MediaCom, MEC, Mindshare, and Maxus.

Data Investment Management (formerly known as Consumer Insight): WPP's Kantar companies, including TNS, Millward Brown, The Futures Company.

Public Relations & Public Affairs: Burson-Marsteller, Cohn & Wolfe, H+K Strategies, Ogilvy Public Relations Worldwide, RLM Finsbury and others

Branding & Identity: Addison, the Brand Union, FITCH, Lambie-Nairn, Landor Associates.

Direct-Promotion & Relationship Marketing: AKQA, Geometry Global, OgilvyOne, RTCRM, VML, Wunderman and others.

Healthcare Communications: Ogilvy CommonHealth Worldwide, GCI Health, ghg, Sudler & Hennessey and others.

WPP Digital

Through WPP Digital, WPP makes acquisitions and strategic investments in companies that improve the Group's understanding of the digital space and provide access for WPP companies and their clients to a portfolio of digital experts. These include: 24/7 Media, Acceleration, Blue State Digital, F.biz, JumpTap investment, POSSIBLE, Rockfish, Salmon, Say Media investment, Vice Media investment

The role of the parent company

WPP actively seeks to complement the professional activities of their individual companies through initiatives and programs that:

- Provide greater value to all clients.

- Offer competitive advantage to our companies.

- Create opportunities and rewards for our people.

- Accelerate our development in growth areas.

WPP also plays an across-the-Group role in the management of talent, including recruitment and training; in property management; in procurement and IT; and in knowledge sharing and practice development, including sustainability.

WPP strategy

- To be the preferred provider of multinational, regional and national communications services by adding value to clients' business.

- To provide clients with a comprehensive and, when appropriate, integrated range of communications services of the highest quality; both strategically and tactically.

- To grow and maintain companies of such excellence that they provide the most stimulating career opportunities for talented professionals in all disciplines.

- To provide those professionals with rewards and incentives which encourage a sense of ownership. Last, but not least, to enhance share owner value.

Achievements, Recognition & awards

WPP

- For the second year running, WPP was named Holding Company of the Year at the 2012 Cannes Lions International Festival of Creativity.

- The Group was also named Most Effective Holding Company, Globally in the 2012 Effie Effectiveness Index.

GroupM

- GroupM was awarded the 2009 MEDIA Magazine's "Media Holding Company of the Year"

- ❖ GroupM has picked up the second Best Employer Brand of India 2012 at the Employer Branding Awards, Campaign India.

- ❖ 2011 Named as Media Agency Holding Company of the Year by both MEDIA and OMMA magazines.

- ❖ GroupM also topped the annual Gunn Report's Holding Company of the Year tables in 2011 with 513 points.

Mindshare

- ❖ At the Cannes Festival, Mindshare was awarded for its creativity by winning more awards in more categories than any other media agency.

- ❖ In 2007, Advertising Age listed Mindshare U.S. first in its 2007 rankings of the "Top Media Specialists by Billings."

- ❖ In recent years the agency has received industry praise, named to Advertising Age's A-List, Advertising Age's Entertainment A-List and one of Fast Company's top 10 most innovative companies.

- ❖ Mindshare India won 'Agency of the Year' at the EMVIES 2011 for the 4th consecutive year

- ❖ Various Awards and recognitions from operating countries for the regional branches.

3.12 ORGANIZATIONAL HIERARCHY

WPP is a very complex mammoth holding company which has diversified into various subsidiary holding companies and branches.

The below the organisational structure chart represents the major divisions, subsidiaries and branches of WPP. Prominent companies and groups under WPP is considered for this diagram.
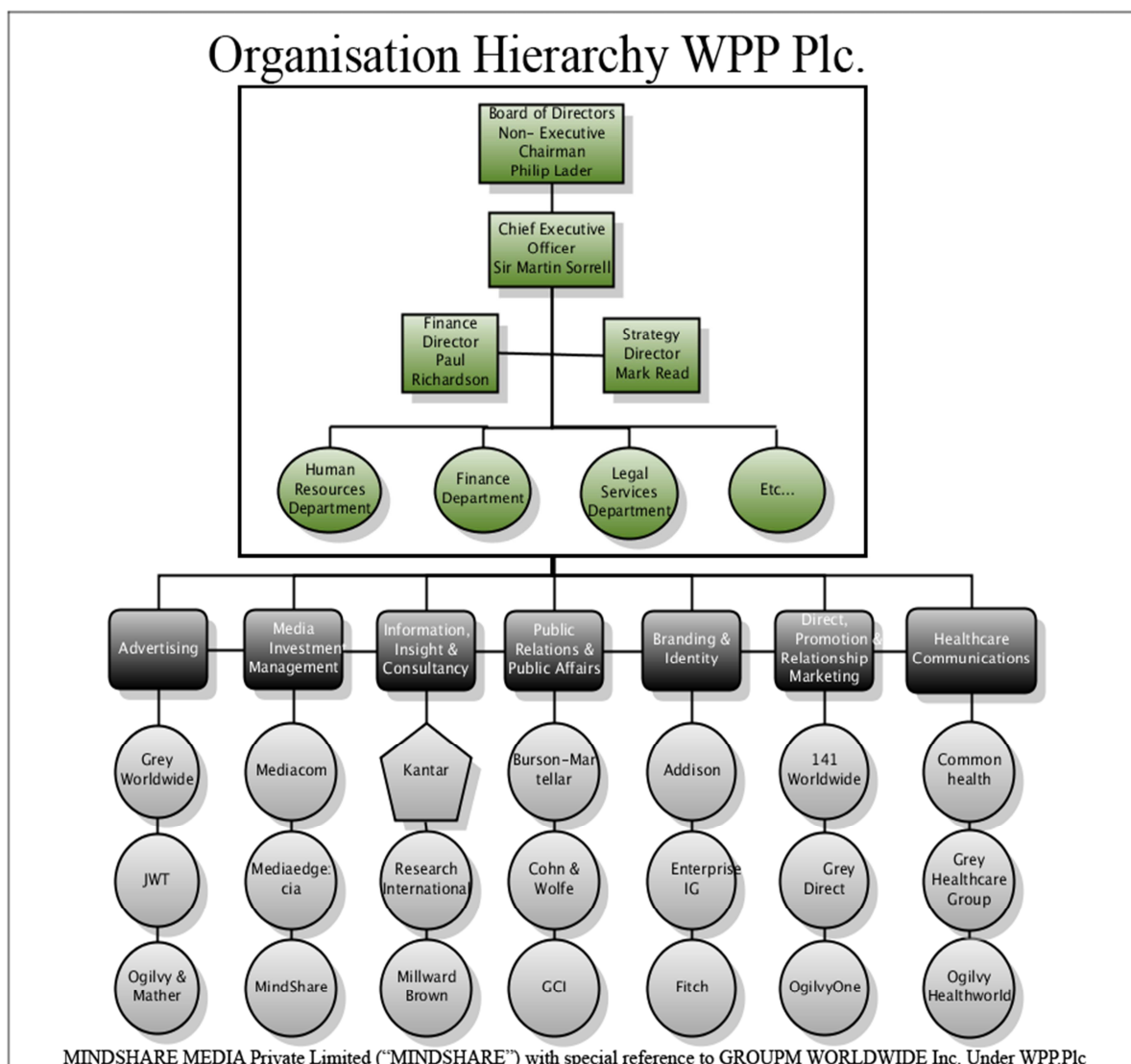
(Figure: 9) Based on the details Official Website of WPP (www.wpp.com)

Organisational Hierarchy : A Mindshare perspective
A Report on Organisational Study on Mindshare, A GroupM Company under WPP Plc.

```
                    ┌──────────────────────────┐
                    │  Chief Executive Officer  │
                    │     Sir Martin Sorrel     │
                    └──────────────────────────┘

                    ┌──────────────────────────┐
                    │  Non Executive Chairman   │
                    │    Board Of Directors     │
                    │       Philip Lader        │
                    └──────────────────────────┘

                    ┌──────────────────────────┐
                    │    Board Of Directors     │
                    │    WPP Leadership Team     │
                    └──────────────────────────┘

                          WPP Departments
                         HR, Legal, Finance,
                           Marketing etc..

   ┌──────────────────┐                    ┌──────────────────┐
   │ Finance Director │                    │ Strategic Director│
   │  Paul Richardson │                    │    Mark Read      │
   └──────────────────┘                    └──────────────────┘

                 ┌────────────────────────────┐
                 │ Media Investment Management,│
                 │          GroupM             │
                 └────────────────────────────┘

                       ┌──────────────────┐
                       │ Global Chairman,  │
                       │      GroupM       │
                       │   Irwin Gotlieb   │
                       └──────────────────┘
```

| Chief Financial Officer Colin Barlow | Chief Information Officer John Donnarumma | | CEO, GroupM Asia-Pacific Mark Patterson | Global CEO's , Subsidiary Company Heads etc... GroupM |

Global CEO, Mindshare
Nick Emery

| CFO, Mindshare Worldwide Dawn Dickie | Chief Digital Officer, Mindshare Norm Johnston | Chairman/CEO APAC and Russia Ashutosh Srivastava | Chief Technology Officer, Mindshare Steve Plimsoll | Global Head of Trading Andy Roberts | Global Team |

CEO, SEA & ASEAN
Gowthaman Ragothaman

Mindshare India - HQ

Managing Director
Leader - South Asia
Ravichander Sethu Rao

Principal Partner
Client Leadership
East & South India
Mac Machaiah

Partner - Client
Leadership
Kavitha B Srinivasan

Senior Director,
Head Of Office
Haridas.K.T
Mindshare Cochin

Designed by: Suhail.A.L
Krupanidhi School Of Management,
MBA, Bangalore University.
As a part of Organisation Study
at Mindshare Cochin.

(Figure: 10) Designed by the Report Writer based on the data collected.

3.13 MAJOR CLIENTS

70% of Mindshare's business is centralised and multi-national. This is a selection of the globally or regionally aligned clients:

|	
• MOTOROLA	• MAISON DE LA FRANCE
• UNILEVER	• NEWZEALAND TOURISM
• IBM	• JOS ALUKKAS
• ROLEX	• DHATHRI
• JAGUAR	• APOLLO HOSPITALS
• KIMBERLY-CLARK	• AIRTEL
• AMERICAN EXPRESS	• GLAXOSMITHKLINE
• LUFTHANSA	• UNICEF
• NIKE	• KRAFT FOODS
• HEINEKEN	• NESTLE
• FORD	• DIESEL
• DE-BEERS	• IHG
• CASTROL	• DYSON
• VOLVO	
• HSBC	
• BP(BRITISH PETROLEUM)	

(Table: 5) Source: Official Company Website (www.mindshareworldwide.com)

CHAPTER 4

DEPARTMENTAL STUDY

4.1 HUMAN RESOURCES & ADMINISTRATION DEPARTMENT

Departmental Structure
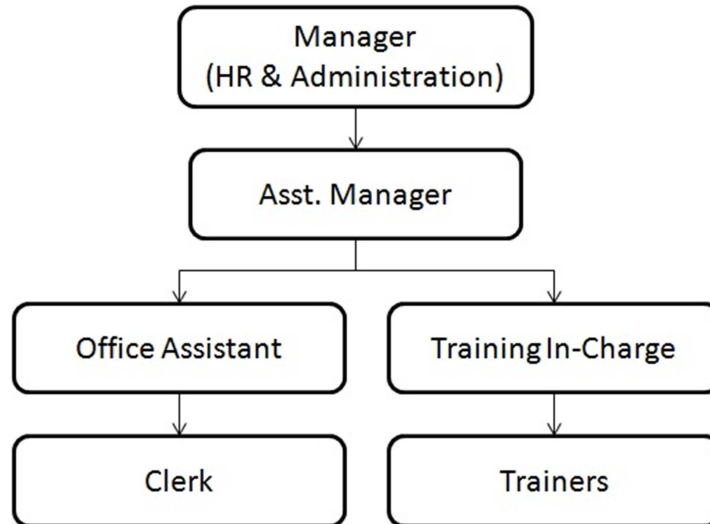
Human Resources Manager: Mr.Karthic Venkatesan, GroupM, Chennai

Director, HR and Training: Apoorva Vig, Mumbai

Since GroupM Company is the Parent company of Mindshare, the common HR pool is a source of Human Resource Management. Even though Mindshare can undertake various Human Resources activities independently, it can utilise the GroupM HR team resources and seek support for better personnel management.

Human resources are the asset of any organization. Therefore managing the human resources are the most important functions of any organization. So it is essential for the organization to fix a separate department for the management of human resources. GroupM and Mindshare have an efficient HR department, which is headed by General Manager (HR). This department is mainly responsible for personnel functions of the company for resulting in timely action for maintaining smooth industrial relations leading to employee's morale and productivity. The personnel department renders all personal and establishment services to all persons.

Objectives of the HR departments

- Establishment of industrial relations, welfare, salaries and wages, recruitment etc.

- To provide leadership for management of industrial relations and employees welfare function of the company.

- To provide basics for corporate strategies and polices for maintenance of industrial peace and for work.

- For evolving system of prompt attention and redressal of employees grievance and the prevention of the same.

- Administration the different committees for employees participation.

- Evolve and update practices for checking incoming and outgoing of materials and persons.

- Implementing the standing orders pertaining in the company

Functions of the HR department:

❖ Personnel administration.

❖ Employee relations and benefits.

Personnel Administration:

❖ **Recruitment:** The most important function of the personnel department is the recruitment of the right person in the right place at the right time. It is the first time process by which employment is provided to the organization by means of adequate manpower resources. It is the positive process of searching for the prospective employees and circulating them to apply for the jobs. The sources of recruitment can be classified as follows:

Internal sources: Internal sources include personnel already on the payroll of an organization i.e. its present employees. Another method in internal sources is by direct recruitment of employees. Since GroupM Company is the Parent company of Mindshare, the common HR pool is a source of Human Resource Management. Even though Mindshare can undertake various Human Resources activities independently it can utilise the GroupM HR team resources and support for better personnel management. There by it can widen the scope.

There are various subsidiary companies under GroupM and many sister companies for Mindshare, therefore the better human resource can be brought from these companies by internal transfers.

External sources:

The term external sources indicate the sources outside the enterprise. The main sources are by external agencies and Employment Exchanges. The outside sources include:

- New entrants to the labour force, Campus placements, Freshers from various sources

- The unemployed with wide range of skills and qualifications.

- Retired experienced persons from various sources

- ❖ **Selection**: Invite candidates for preliminary interview /tests through phone, letter, etc. Based on interview rank candidates, shortlist and call for final interview, check references, coordinate with departments and arrange date and time of interviews/ tests. Then,

- ❖ Appointment, The act of appointing or designating someone for an office or position.

- ❖ Attendance and leave marking for maintaining systems and standards. The general daily shifts at Mindshare are between 09.30am to 05.30pm, Monday to Friday.

❖ Pay roll Management basically used to manage the records of the employees working in the company.

❖ Appraisal/Promotions/Transfers, based on the performance monitoring for career growth.

❖ Training: Training is provided to all new employees who include nonexecutive, executive, skilled and unskilled, clerical and administrative staff. Training is also provided to employees when the need arises from internal and external sources, i.e. the trainers may be from inside or outside the company. The basic policy of the company states that at least one man-day/employee/year should be dedicated to training.

❖ Women's Welfare Cell, to protect and facilitate female staff as they are also an asset for the Company and standing aside with male staff.

❖ Trade Unions and Labour Relations, for protecting the rights of employees.

Employee Relations and Benefits:

• Employee health and safety measures as per HR policy and various companies act regulations.

• Health and accident insurances, against the risk of incurring medical expenses among individuals. A coverage that provides for the payments of benefits as a result of sickness or injury.

• Trade Unions and Collective bargaining: An organization of workers who have banded together to achieve common goals such as protecting the integrity of its trade, achieving higher pay, increasing the number of employees an employer hires, and better working conditions

• Canteen. Canteen isn't available at the Cochin Office but it is available in other branches. But food coupons are provided as benefits.

- Employee transportation: Travel allowances are provided for various official transportations.

- Benefits Administration.

    o 10/20/35 service year completion gifts.

    o Free coverage in health insurance for executives.

    o Double increments/Promotion based on performances.

    o Spouse allowances, maternity, paternity leaves and benefits.

    o Scholarships for Children education and various other benefits.

- Medical Reimbursements. A method of payment for medical treatment or hospital costs.

- Employee Education/Awareness. Apart from the various industrial training, the company encourages the higher education of the employees to get expertise in their fields.

- Security. The employees are protected by various security measures both physical safety and economic security.

- Joint Consultative Committees. There are various committees for the welfare and discussions. Some committees are of highly official nature to internally analyse various problems.

- Recreation Programmes: For the work life balance and employee stress management there are various programmes facilitated by the company like Social clubs, Health centres, play stations etc…

4.2 FINANCE DEPARTMENT

Departmental Structure
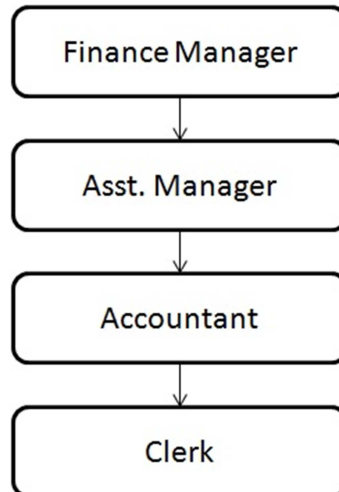
Finance Manager (Principal Partner Finance): Neville Karbhari.

Finance department is the life blood of the business. So in any organization the most important department is Finance Department. Without this department no organization can work smoothly. GroupM and Mindshare also have an efficient department for Accounts and Finance. Finance department is concerned with planning and controlling of the firm's financial resources.

The important objectives of the finance department:

➢ Preparation of corporate plans and budgets.

➢ Financial planning cost control and ensuring uniform and correct observation of financial disciplines of the company

➢ Monitoring the progress of budget achievements

➢ Providing accounting services to all levels ensuring updating of systems procedures for the same.

➢ Advising management on funds utilization and its implementation.

- Vetting of all investment proposals, certain of new assets, new posts etc. From the point of financial feasibility

- Evolve an audit manual

- The finance department performs various functions very effectively .the main functions of the department include:

- To collect all sums due to the company in time as per projects and campaigns.

- To make timely payments to creditors, suppliers, contractors, employees, Government statutory bodies, service providers etc.

- Timely dispersant of salary/wages/perks to employees as per agreement, MOU etc.

- To assist all types of audit work.

- To prepare MIS as required by the management

- To complete all Budget works.

- To manage cash proper to maintain liquidity

- To assist all departments in providing financial administration of all transactions.

- To make proper entries in books of accounts and extracts reports like Trial balance, P&L A/c , Balance Sheet on a time bound basis

Each of the finance activities originate from organisational activities and focus on the production and use of information to meet the following purposes:

1**. Accounting**: to record the financial consequences of organisational activities.

2. **Compliance:** to meet the requirements of governmental and other regulatory bodies.

3. **Management and Control**: to produce and use financial and related information to inform, monitor and instigate operational actions to meet organisational objectives.

4. **Strategy and Risk**: to inform and influence from a financial perspective the development and implementation of strategy, and to manage risk.

5. **Funding**: to inform and engage with investors and funders, both current and potential, to obtain and maintain the necessary financial resources for the organisation.

4.2.1 SIGNIFICANT ACCOUNTING POLICIES

Accounting convention

The financial statements are prepared under historical cost convention on accrual basis of accounting to comply with the accounting standards prescribed in the Companies (Accounting Standards) Rules, 2006 and with the relevant provisions of the Companies Act, 1956.

Use of Estimates

The preparation of the financial statements in conformity with the generally accepted accounting principles requires the management to make estimates and assumptions that affect the reported amount of assets, liabilities, revenues and expenses and disclosure of contingent liabilities as of the date of Balance Sheet. The estimates and assumptions used in the accompanying financial statements are based upon the management's evaluation of relevant facts and the circumstances as of the date of the financial statements. Actual amounts could differ from these estimates.

Revenue Recognition

- Net revenue from all services inclusive of all taxes and duties.

- Revenue from delivery of services is recognized in accordance with the terms of services.

- Dividend income on investments is recognized when the right to receive dividend is established.

Fixed Assets

Fixed assets are stated at cost less accumulated depreciation. Cost includes all costs relating to the acquisition and installation of fixed assets. Cost of internally generated fixed assets includes costs directly attributable to the construction of the asset including materials, labour and overheads.

Depreciation

Depreciation on all fixed assets is provided under the straight-line method at the rates specified in Schedule XIV of the Companies Act, 1956.

Impairment

Consideration is given at each Balance Sheet date to determine whether there is any modification or impairment of the carrying amount of the fixed assets. If any condition exists, an asset's recoverable amount is estimated. An impairment loss is recognized whenever the carrying amount of any asset exceeds recoverable amount.

Investments

Long-term investments are stated at cost less provision for diminution, which is made to recognize a decline, other than temporary, in the value of such investments. Current investments are stated at lower of cost and market price.

Foreign Currency Transactions

Foreign currency transactions are recorded at the monthly average rates of exchange. Monetary assets and liabilities at the year-end, denominated in foreign currency, are translated at the exchange rate prevailing on the balance sheet date. Exchange difference arising on actual payment / realisation and year end restatement referred to above are dealt with in the profit and loss account.

Taxation

Provision for current tax is made based on the liability computed in accordance with the relevant tax rates and tax laws. Provision for deferred tax is made for timing differences arising between the taxable income and the accounting income computed using tax rates and laws that have been enacted or substantively enacted as of the Balance Sheet date. Deferred tax assets are recognized only if there is virtual certainty that they will be realized and are reviewed for appropriateness of their respective carrying values at each Balance Sheet date.

Employment Benefits

Short term employee benefits are recognized as an expense as per the Company's scheme, based on expected obligations on undiscounted basis

i) Provident Fund

This is a defined contribution plan and contributions made to the Regional Provident Fund Commissioner in accordance with the Employees Provident Fund Rules are charged to Revenue.

ii) Superannuation

This is a defined contribution plan. The Company contributes a sum equivalent to 15% of eligible employees salary to a Superannuation Fund administered by trustees and managed by a private insurance company. The Company has no further obligations for future superannuation benefits other than its annual contributions and recognizes such contributions as an expense.

iii) Gratuity

This is a defined benefit plan. The liability is determined based on the actuarial valuation using projected unit credit method. Actuarial gains and losses, comprising of experience

adjustments and the effects of changes in actuarial assumptions, are recognized immediately in the profit and loss account.

iv) Compensated Absence

This is a defined benefit plan. Expenses are recognized in the period in which the employee renders the related service.

4.3 BUSINESS PLANNING DEPARTMENT

This department is mainly concerned with the achievement of daily and monthly targets and project planning, implementation and the monitoring of various plans. This wing also integrates Client relationship and works closely with Client Leadership & Exchange Department and Marketing department.

Leader, Managing Director: Ravi Chander Sethu Rao

Objectives:

- Analyse the goals of the clients

- Analysis of the plans and strategies of competitors

- Preparation of a best suitable strategy and campaigning plan for the client as per the needs.

- Allocation and implementation of the media investment plans

- Monitoring of the various projects and campaigns.

Procedure:

- Client Leadership, Exchange and Marketing Departments acquire various projects of Clients

- The various requirements of Clients are analysed and processed under the departments for feasibility

- Various media analysing software's are used to analyse the campaigning strategies of the competitors.

- A new media investment plan is framed as per the analysis and studies.

- The campaign plan is prepared based on the media trends, ratings, and by considering various strategies.

The plan is further discussed with the clients as well as various media for the negotiation processes, allocations and implementation of it.

4.3.1 MEDIA ANALYSERS

A subsection of the Project Planning department, the media analysers as the name suggests, is the section which monitors the media activities and trends across the desired geographical locations according to the plan.

Objectives:

- To understand the current trends, competitors' strategies etc…

- To identify the best media

- To align the media plan with the outstanding media based on ratings and the probability of success.

4.3.2 MEDIA PLANNERS

As the name suggests, the core process in this wing is to strategically plan the most successful plan which yield maximum results. According to the various details available from the media analysis the media planning process starts. This is mainly based on the below mentioned facts:

- Buying power of the Advertiser / Client

- Industry recognition, brand value, Existence in the market

- Previous media investment history, involvement of the client / advertiser

- Strategies and plan of the competitors and their campaigns

- Rating and popularity of the media and its segments

4.3.2.1 Media Monitoring

This is not a detailed step but it involves activities like the allocation of various media plans, implementation of the plans and monitoring of the media profiles and trends.

4.3.3 BUSINESS PLANNING

Business Planning at Mindshare delivers fact based strategic advice to the clients, asking and answering the big questions. It combines three skill sets, Data and Analytics, Insights and Strategy.

a) **Data and Analytics**: The data and analytics teams are experts in collecting, analysing and presenting data in a relevant way to deliver budget allocation, return on media investment, channel choice and consumer journey analyses.

b) **Insights:** The insights team invest in all the leading edge audience research studies both online and offline. In addition, they globally fund two core studies to inform a broader view of channel selection.

i) **Mindreader** – an online study that investigates digital consumers from around the world

   Link: http://mindreader.mindshareworld.com/

ii) **Culture Vulture** - their quarterly review of global trends. **Link**: http://www.mindshareworld.com/s/CultureVulture

Mindshare also invest in common tools to apply the insights they gather

❖ Journey Planner, Mindware+, Encounters, 3D etc…

c) Strategy

The strategy team develop frameworks for the application of all the company's knowledge to answer clients' strategic questions. Mindshare apply its own integrated process or work with their clients, other agencies to deliver a bespoke process that goes from analysis and insights to invention and placement. Strategy has two core outputs: Marketing challenge frame work and Journey planning guidelines.

4.4 RESEARCH AND DEVELOPMENT DEPARTMENT

Research and development department is mainly involved with the design and development and the betterment of existing systems and procedures. The company R&D facility operates over a wide range of Media research and applications of modern information technology systems. The facility is a self-contained centre with multi-disciplinary team of professionals who are experienced in the media investment management.

Head of Research Department: Mr.Sunder Muthu Raman

Research Facilities are available at Mumbai, Bangalore, and Delhi.

The R&D department is mainly concerned with implementing three types of systems:

a) Existing systems and procedures available in the industry.

b) Existing systems which can be implemented into much advanced research systems for media investment management.

c) Developing highly advanced procedures and systems for the compliance of better and advanced Media Investment management solutions.

The major phase of Research and development are:

Planning and defining project: This stage is the initial stage in the long process of R&D. The initial stage is concerned with identifying what kind of project is to be made and its feasibility in implementation.

Identifying the various aspects: This includes the strategies, technologies of competitors, threats, strength, objectives, scope etc…

Development & Implementation: By doing various studies and research process the optimum methods and procedures are developed into practice.

4.6 CLIENT LEADERSHIP & EXCHANGE MANAGEMENT DEPARTMENT

CLIENT LEADERSHIP DIVISION

(Act as Business partners and trusted advisers)

Client Leadership is responsible for the delivery of Mindshare as a whole to its clients. Within the Client Leadership team structure, a team leader takes the role of their clients' trusted business partner. Supporting this lead role is a handpicked team of people with the specific skills and talents to meet the clients' particular needs. Client leads help the client across their marketing process.

Challenge   Ideas   Journey   Exchange

THE EXCHANGE DIVISION

(Bringing the strategy to life)

Working together with Client Leadership, Business Planning and Invention, The Exchange team converts Business Planning and Invention ideas and frameworks with recommendations across all paid, owned and earned channels, both online and offline. The Exchange team determines the structure of the media solution and knits the plan together and refines budget allocation across paid, owned and earned channels. Once the plan is approved, the exchange team will buy and adapt the plan, ensuring best in class quality and pricing and ensure that media owners deliver on all their guarantees on an on-going basis.

INVENTION DIVISION

The Invention division undertake one of the very important roles in the company. Across Mindshare, there are over 300 Invention "co-creators" who have specialist skillsets in ideation

development, so they are often found collaborating with other agencies, publishers, and artists to ensure client's benefit from the best creative thinking available.

Entertainment, Sport and Partnerships

Specialists in creating, commissioning and controlling branded entertainment, sports and partnerships. It helps in building strategies and enabling the clients to maximise and monetise their sponsorship rights.

Content Creation

Content creation teams are also content creation and distribution specialists with the ability to execute as well as developing ideas. They know what is possible within a budget and who to work with to produce commercial content that delivers messages across all media channels.

Social Marketing

MindShare's network of social marketing professionals spans the globe, and is built around central strategic excellence, local knowledge and insight, coupled with best in class technology and media partnerships. Specialists in the company help clients create earned media value through:

❖ Strategy Development – leveraging data from buzz & social platforms to generate unique insights and actions.

❖ Connecting audiences – through community management & influencer outreach

❖ Inspiring conversations – through content development and promotion.

Need for Invention division

Today we connect with more people than ever before and trust each other's recommendations far more than those of the media. It makes advocacy the lifeblood of brands,

and therefore people, the most powerful medium of all. It means that the most powerful ideas of all must be: "Ideas You Love to Share". "Ideas You Love to Share" begins and ends with media. They are designed to become part of popular culture; be highly engaging; useful, entertaining and thrive in social media. This demands a new breed of creative. Creative experts can fuse an incisive understanding of media, and its ever-changing technology, with bold imagination.

4.6 MARKETING DEPARTMENT

Departmental Structure
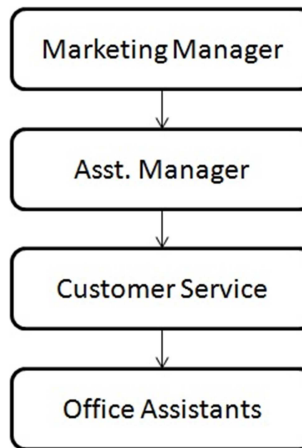
Mindshare, GroupM and WPP are well established companies. GroupM is synonymous with Media Investment Management. In the media investment management sector the first name which comes into the global arena is GroupM companies. Therefore the efforts for marketing are much reduced for the company. Marketing department is not prominent in the branch offices like Cochin, Chennai etc… But the Global team works in India headquarters at Mumbai. The Client Leadership and Exchange department is also undertaking various roles of Marketing department including brand awareness, client negotiations etc…

Functions of the marketing department:

 ➢ Campaigning, Creating Brand Awareness.

 ➢ Promotional activities for increasing the brand reach and awareness.

 ➢ Participation in industrial exhibitions to showcase the capabilities and skills.

 ➢ Sending catalogues, brochures, etc… to companies directly for direct marketing.

 ➢ Advertisement, educating the clients regarding the services to create awareness.

 ➢ Building brand image in Industrial directories, Technical magazines, Websites.

- Foreign investments and involvements to spread the scope and reach of organisation.

- Customer services and feedback enquiry to increase customer satisfaction and to improve services.

- Negotiating activities, strengthening deals and assuring deals to ensure the business growth and active market participation.

- Market promotion/enquiry handling to resolve various queries a customer can have.

- Advertising, to actively maintain the brand awareness and to persuade clients

- Personal visits, to improve client relations and to have a direct marketing.

- Enquiries and order processing and appropriate reply ensuring the service, terms or other details.

- Reviewing customer complaints and taking necessary steps to resolve the complaints to protect the brand value and image

- Questionnaire reviews and surveys to analyse the various aspects to improve services for making better brand image

- Presentation of reports and action plans. Preparation of various marketing plans and to build the organisation as a recognised trusted brand in the market

4.7 IT DEPARTMENT & MAINTANENCE SERVICES

All the departments are equipped with a computer with internet connectivity. Executives are trained in using computers for report formation and e-mail communication. The company has many websites: www.wpp.com, www.groupm.com, www.mindshareworld.com etc… are the global websites of the concerned companies. Also the various company subsidiaries, regional and country branches etc… maintain their own separate websites. Through which clients can view various services, research reports, information regarding offices, contacts and also resolve queries.

Also the company makes use of many data systems, communication systems, media planning software etc… The company has implemented a systematic ERP system, Management information system (MIS). There are various software systems and data systems exclusively owned by Mindshare. Also there are many resources shared across GroupM. And they also make use of common tools.

Examples of the specialised IT systems & tools:

1.   GroupM intranet:

i)   *mconnect*, for communication, data transfer, sharing etc…

ii)   *Cisco Jabber,* Employee interaction via internet.

2.   TAM (Television Audience Measurement) by TAM Media Research.

TAM runs the central, industry authorized, TV viewership cell for the media industry. TAM has been reporting TV Viewership data for Terrestrial TV Homes, Cable & Satellite TV Homes and the Digital TV Homes. For this, TAM proactively introduced the internationally acclaimed, highly advanced platform neutral digital TVM5 people meter.

3. RAM (Radio Audio Measurement): to track Radio Listenership for the Indian Radio Broadcast Industry. RAM measures Listenership trends both In-Home and Out-of-Home - In Car, At Work, College, School etc. RAM offers a new level of insight into radio listening behaviour with the most accurate and reliable ratings estimate available.

4. TAM Sports: This specialized division evaluates returns from standard commercial TV advertising, TV product placement, Media coverage/PR in Rupee/Dollar terms as well as Audience exposure in terms of TV Viewership of the particular sporting event.

5. Media Research tools:

- ❖ Media Express
- ❖ MAP
- ❖ IRS
- ❖ TGI
- ❖ Metis
- ❖ AdEx
- ❖ Mindware+
- ❖ Figaro
- ❖ Mpulse

6. Information systems

HR department has various IT enabled systems like, attendance information system, employee data base, payroll management systems etc… Finance department and various Accounting and financial activities are also based upon IT enabled systems.

IT department plays various roles in the management, installation, maintenances, monitoring and upgradation processes of all the IT enabled systems, softwares etc…

Other IT oriented requirements of the company.

- Information integrity.

- Reduce data redundancy.

- Induce traceability and user accountability.

- Adopt a common standard with state of the art technology.

- Need for common data base.

CHAPTER 5

ANALYSIS

(SWOT ANALYSIS,

PORTER'S FIVE FORCES MODEL

AND

MC KINSEY'S 7s MODEL)

5.1 SWOT ANALYSIS

The overall evaluation of the company's strength, weakness, opportunity and threat is called SWOT analysis. This type of analysis is designed to help identify several areas of a business that may need improvement and other areas where the company may be able to improve upon. A company should consider this analysis to be one of the most important steps to becoming one of the leading stores and schools of this nature in the area.

Strengths

1. The company has good brand image all over the world.

   A strong brand name is a major strength of Mindshare. This gives Mindshare Worldwide the ability to charge higher prices for their services because clients place additional value in the brand.

2. Financial leverage allows Mindshare to use their balance sheet to expand their business and increase their profits

3. Pricing Power:

   Customers typically rebel against price increases by switching to competing products, but if a company has pricing power, customers will continue using the services. Mindshare has the ability to charge its clients higher rates.

4. Company is using most modern technology.

   Superior technology allows Mindshare to better meet the needs of their customers in ways that competitors can't imitate.

5. Locations, brand reach are another major competitive advantage.

   Having the right location is essential to Mindshare Worldwide. Location matters, because it helps consumers to utilize Mindshare's offerings.

6. Best Corporate governance

   Strong management can help Mindshare Media reach its potential by utilizing strengths and eliminating weaknesses.

7. The company employs highly skilled professionals. Good employee-employer relation is maintained.

8. Innovative culture and creating benchmarks in the areas of business.

9. Company ensures job security to employees.

10. Size and company growth advantages.

    Size advantages lower Mindshare's risks. The larger Mindshare gets, the more resources they have to pursue new markets and defend themselves against rivals.

11. Economies of scale

    It is the cost advantages that Mindshare obtains due to size. The greater the volume, the greater the advantages it has. There are many global and regional brands under mindshare, and it increases the negotiating power with media and vice versa.

12. Lower operating costs.

    Lower operating costs lead to higher profits for Mindshare. A low cost leader can undercut rivals on price. Since the company approaches the media with a large number of client plans.

13. Healthy financial structure.

14. Customer Loyalty and customer satisfaction.

15. Well established planning & research facilities.

16. Great Negotiation and buying power as a holding company and group and as individual company.(Part of GroupM & WPP)

17. Highly efficient management employed across the world, who is experts in regional markets.

18. Extensive data and knowledge on Indian market and its various regional markets.

19. A good support from the government, clients, and partners since the corporate governance is excellent.

20. The organization looks after the welfare measures of its employees.

Weakness

1. Internal competition from subsidiary and sister companies. Under the GroupM umbrella, companies like Maxus, MediaCom, and MEC pose great threat to Mindshare as competitors.

2. Organization structure is very complex with limited horizontal integration.

3. Follows a contemporary system structure. Departments are spread across various places.

4. Lack of specific departments in all branches. The company has its core departments centralized.

5. Overdependence on media research reports of third party services and tools.

6. No lateral entry to induct skilled and specialists to top slots; only filled by promotions.

7. An employee from a rival internal company can be inducted into various subsidiary branches. This may lead to information leakage and threat to confidentiality of strategies.

8. Tolerance to the subsidiary internal rival companies of GroupM regarding the data exchange and business.

9. Bad acquisition can hurt Mindshare by increasing their costs and reducing the value of their combined businesses. Acquisitions can also distract from the core business and merge cultures that don't complement each other

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10. Online presence. The online market is essential for displaying information and selling products. A weak online presence can result in lost opportunities for Mindshare

Opportunities

1. They have a good market in foreign countries. Emerging markets are fast growing regions of the world that enable Mindshare to quickly expand

2. Development of Client and media network.

3. Mindshare has potential to attract any major global player for a takeover or collaboration. The synergy will help Mindshare to get wider global market reach in addition to changing market dynamics.

4. Entering into newer and related industries involving marketing communications like, digital, search, online etc… to expand their business and diversity their customer base.

5. Employing more youth for a steady organizational change.

6. Implementing new technology will help Mindshare to better meet their customer's needs with new and improved services. Technology also builds competitive barriers against rivals.
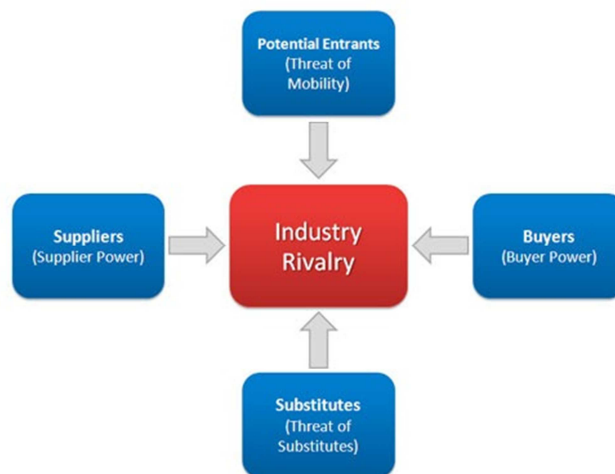
Threats

1. Losing the leadership position due to lack of innovation, Change in the competitors strength etc…

2. Rapid change and obsolesce of technology.

3. The chances in the government policies affect the smooth functioning of the organization.

4. Mergers & Acquisitions by rival companies to form giant companies with more negotiation power. Example: Publicis-Omnicom Merger.

5. Intense competition can lower Mindshare's profits, because competitors can entice consumers away with superior products.

6. International competitors are numerous and difficult to combat, because they can have many competitive advantages that give them an advantage over Mindshare. Many of the global players have already established their firms wherever Mindshare has presence.

7. Mature markets and saturated markets are highly competitive. In order for Mindshare to grow in a mature market, it has to increase market share, which is difficult and expensive.

5.2 PORTER'S FIVE FORCES MODEL ANALYSIS

Michael Porter's five forces model is one of the most recognized frameworks for the analysis of business strategy. Porter used theoretical frameworks derived from Industrial Organization economics to derive five forces which determine the competitive intensity and therefore attractiveness of a market. This theoretical framework, is based on 5 forces, describes the attributes of an attractive industry and thus suggests when opportunities will be greater, and threats less, in these industries.

Michael Porter's five forces model

Threat of New Entry

➢ Yes, there are threats of new entrants since it is a creative industry. Cost of entry is very less.

➢ Profitable markets that yield high returns will draw firms. This results in much new entrance, which will effectively decrease profitability.

➢ The capital requirements in the initial stage are high for the organization because the procurement of fixed assets is high.

➢ Media Investment Management is a sector with great prospects and market potential. This invites the threat of new entrants.

Bargaining Power of Suppliers

➢ Mindshare has many substitutes, so the bargaining power of supplier is high.

➢ Suppliers, partners and clients may refuse to work with the firm. They may charge excessively high prices for unique resources.

➢ The Switching cost from one supplier to another is low.

Bargaining Power of Buyers

➢ Buyer volume or clients are very high and is fragmented all over the world.

➢ The ability of clients to put the firm under pressure and it also affects the clients' sensitivity to price changes.

➢ The switching cost of clients is very low, so the bargaining power of buyers is high.

➢ The market is available with various substitute services and also tight competition with competitors.

Threats of Substitutes

➢ Lots of substitute firms are available in the markets that are competing with Mindshare. They have better brand image as well like Mindshare and all are globally placed.

➢ The switching cost for the clients is very less, so threats of substitutes are very high.

➢ Because of the lower media rates due to the combined buying power of GroupM companies compared to other companies in the market, the company can withstand in this field.

➢ Relatively some companies are there who provides similar services or media rates, so there is a threat of substitute.

➢ But the brand image of Mindshare is very high and WPP as a parent company provides services in all areas of marketing communications. Hence clients will have more affinity towards Mindshare compared to substitutes.

Competitive Rivalry

➢ For most industries, this is the major determinant of the competitiveness of the industry.

➢ The intensity of competition is very high for Mindshare and rapidly increases.

➢ The Competition happens both internally and externally. GroupM sister companies like Maxus, Mediacom and MEC pose internal competition while Publicis, Lowe Lintas (IPG), Mudra Communications (DDB Mudra), Omnicom, IPG etc... pose threat from externally.

➢ Sometimes rivals compete aggressively and sometimes rivals compete in non-price dimensions such as innovation, marketing, research, network, acquisitions etc.

➢ The industry growth rate is moderate and challenging.

5.3 MC KINSEY'S 7S FRAME WORK

        The 7-S model posits that organizations must be approached holistically in order to be understood; organizational elements (the 7-Ss) must be in alignment with each other for the organization to succeed, and organizations must fit or align with the external environment. The seven basic elements that are important for organizational effectiveness are: strategy, structure, systems, staffing, skills, style, and shared values. These elements are discussed below:
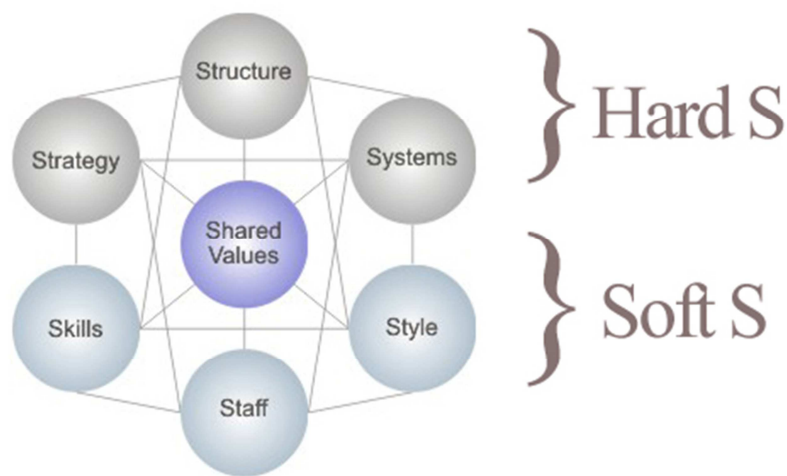
Mc Kinsey 7s Frame Work

Structure:

- The company follows a mixture of flat and contemporary system structure. It is a mixture of open system grouping by markets as well as functions.

- Each section has highly qualified Managers or Group Leaders.

- A good coordination is maintained among different departments.

- Decision making and controlling is centralized.

Strategy:

- Improving communication within the various departments.

- All departments are mutually connected using integrated internal network "mconnect"

- Customer Focus and increasing customer involvement, customers are considered as "strategic business partners".

- The organization follows Six Sigma Service quality implemented in 2003.

- Ensure consistency and assure quality and customer satisfaction to increase the share in all markets.

System:

- Sets example in driving quality for achieving world-class customer satisfaction.

- The company is using high quality technology and IT systems for planning, research, and processes to comply best service.

- Focuses on research as a tool for progress.

- Flexible working conditions and work-life balance.

- Dress code and flexible but better HR policy.

Shared values:

- The organization is responsible for the actions and focus on how each person can contribute to the success of the organization.

- They strive each day to constantly improve the quality of the services provided to the clients.

- Equal opportunity for all level of employees to express their ideas.

- Core principles of trust, professional capability, and honesty of purpose.

Skills:

- Expert managers, group leaders and well trained employees.

- Effective coordination among teams and between the departments.

- Trained in most advanced technology. Company employs highly skilled professionals from MBA domain and train them with the media research tools.

- Since the company is related with a creative industry, skill sets related to advertising and media creativity are employed more.

Style:

- Good employee-employer relation

- Transparent organization among employees working style.

- A kind of senior dominance is felt physically though it's not affecting the output level.

- Participative but authoritative style is followed since it is a contemporary system structure. A free reign of employees is felt giving opportunities to independent thinking of staffs:

  Number of employees in various Mindshare India Offices (Approximate)

Mindshare Mumbai (India-HQ)	230
Mindshare Delhi	122
Mindshare Bangalore	37
Mindshare Chennai	30
Mindshare Cochin	04
Mindshare Kolkata	10
Mindshare Hyderabad	03
Supporting Staff	120

CHAPTER 6

FINDINGS, RECOMMENDATIONS AND CONCLUSION

6.1 FINDINGS AND SUGGESTIONS

Human Resource Department

1. Good coordination exists between the departments that help the work completion faster.

2. There is a very low attrition rate among the employees due to better scale of payment.

3. The company offers better working environment with industries best facilities and infrastructure.

4. Strikes, lockouts are less compared to other companies due to the better relationship between the workers and managers.

5. Offer opportunities to make or continue a career in our core services like media planning and negotiation, or in specialist fields such as econometric modelling, new business, digital communication, sponsorship, entertainment, non-traditional marketing and multicultural services.

6. Looking for creative, energetic people to join, since media investment management and marketing communications are creative tasks.

7. Employees receive an excellent compensation and benefits package.

8. Offer a team-based environment, a cooperative culture, an informal and pragmatic approach to work and access to a variety of training and development programmes.

Suggestions:

1. Refreshment & Recreation facilities for reducing work stress are not available in the Cochin office. It shall be designed and implemented.

2. A HR department is necessary for the real time personnel management in all offices.

Finance Department

1. The organisation is in a good financial position and also proper utilization of fund.

2. Market Leader based on profits & operating margins. Encourage acquisitions, take overs and foreign investments.

3. Growth numbers in the range of 14 percentages and net revenue to the tune of Rs.38,000 Crores plus.

4. Advertisers' willingness to deploy budgets around the media of television, print, radio and digital give a wider financial scope for all investments

5. Return on investments is highly optimistic.

6. On the growth pattern to be expected by the industry in 2012, Media investment is expected to grow in double digits.

7. Each of the finance activities originate from organisational activities and focus on the production and use of information to meet the following purposes:
   Accounting, Compliance, Management and Control, Strategy and Risk, Funding related to financial means.

Suggestions:

1. Financial leverage of the company is an advantage, it should be properly utilised in diversifying the business for better growth.

2. Regional competitions can be cut short by take overs and acquisitions. Since the company is having a good financial position, strategic plans to take over regionally strong players can be considered.

Business Planning Department

1. This department is mainly concerned with the achievement of daily and monthly targets and project planning, implementation and the monitoring of various plans.

2. Business Planning at Mindshare delivers fact based strategic advice to the clients.

3. Business Planning combines three skill sets, Data and Analytics, Insights and Strategy.

4. Develops frameworks for the application of all the company's knowledge to answer clients' strategic questions

Suggestions:

1. Employees should be provided with more training in advanced technology. The training facilities are available only in three locations in India. It should be implemented in all offices.

Research and Development Department

1. Research and development department is mainly involved with the design and development and the betterment of existing services and systems.

2. The R&D division of the company has successfully developed new systems, tools, methods and research wings to help in the media investment management and to solve all related questions.

3. Research is a perfectly blended and ever happening process in the media investment management.

4. The basic objectives of the companies mission depends upon extensive research related to media and media activities in all areas covering clients, audience, advertisers, competitors etc…

Suggestions:

1. Research is the core process of Media Investment Management. But research activities for the development of better systems, technologies etc… are not happening at all offices.

2. By setting up research facilities in all offices the depth and progress of research activities can be increased.

Client Leadership & Exchange Management Department

1. Client Leadership is responsible for the delivery of Mindshare as a whole to its clients.

2. Within the Client Leadership team structure, a team leader takes the role of their clients' trusted business partner to promote their business efforts.

3. The Exchange team converts Business Planning and Invention ideas and frameworks with recommendations across all paid, owned and earned channels, both online and offline Medias.

4. Exchange team determines the structure of the media solution and knits the plan together and refines budget allocation in the Media.

Suggestions:

1. Client Leadership department can undertake the marketing functions for the company since they interact directly with clients.

2. Active participation and innovative plans in the line of direct marketing will gain more clients and thereby increase the business growth.

Marketing Department

1. The company has good brand image all over the world.

2. Company has existence in almost all major countries, 113 offices across 82 countries.

3. It is the number one media investment agency in India, Asia Pacific and third globally. Considering the country wise scenario it dominates majority of the markets.

4. In the media investment management sector the first name which comes into the global arena is GroupM companies. Therefore the efforts for marketing are much reduced for the company.

5. The Client Leadership and Exchange department is also undertaking various roles of Marketing department including brand awareness, client negotiations etc…

Suggestions:

1. There is no independent marketing department in the regional offices like Cochin, but a Marketing department can help in brand awareness, business growth etc…

2. Marketing department should be set up independently to undertake various marketing activities for the company to achieve more clients.

3. Mindshare is started newly in states like Kerala; hence the advertisers are not aware of the possibilities of a Media Investment Management company. Therefore Marketing department should actively involve in the promotions.

IT Department & Maintenances Services Department

1. The information system used by the organization is very advanced.

2. ERP, MIS, data bases and other specialised media research tools are supported by the IT department.

3. Maintenances department monitors the overall mechanical, electrical, electronic, network and systems failures of the company and undertake tasks like installations, repairs, upgradations etc…

4. There are various software systems and data systems exclusively owned by Mindshare. Also there are many resources shared across GroupM. And they also make use of common tools.

Suggestions:

1. Official website needed to make more attractive and should be added more advanced information in a creative way.

2. Official website of Mindshare is average in design compared to the competitors' websites. It should be a perfect blend between information source and creativity.

3. Various processes related to installations, upgradations etc… are done by the employees from the other branch offices. Since the company makes use of highly advanced research tools, softwares and equipment the company offices should be self-sufficient with IT personnel.

4. Certain maintenance works and process require personnel with expertise but many a times these processes take lots of time to happen. Therefore necessary actions should be taken. For example appointing a full time professional in all offices.

6.2 RECOMMENDATIONS

- The company is globally recognised and a leading company in its own. There should be CSR initiatives to be executed in the regions where it works. Company has 113 offices in 82 countries. Therefore the company can do great CSR activities for the betterment of the society and environment.

- Employer- employee relationship has to be strengthened to ensure good working environment in the organization.

- Company shall modify the present compensation scheme to catch the employee's dedications to the organization.

- The organization shall take interest in providing promotional opportunities, better working atmosphere so as to retain existing employees for a long period.

- Employees should be provided with more training in advanced technology. The training facilities are available only in three locations in India. It should be implemented in all offices.

- Employees should be shifted to different sections on a periodic basis so that they can gain knowledge in all the areas.

- Refreshment & Recreation facilities for reducing work stress are not available in the Cochin office. It shall be designed and implemented.

- Official website needed to be made more attractive and should be added more advanced information in a creative way.

- Official website of Mindshare is average in design compared to the competitors' websites. It should be a perfect blend between information source and creativity.

6.3 CONCLUSION

The organization study carried out in Mindshare Worldwide Pvt Ltd, Cochin, A GroupM Company under WPP Plc. was successful in achieving the specific objectives. It helped to familiarize with the organization structure and its functioning. It also helped to familiarize with the different departments in the organization and their functions and activities including documentation. The study helped to understand how the key business processes are carried out in an organization and how information is used in organization for decision making at various levels. The study was successful in understanding the extent of technology adoption including latest tools, software, research tools, Information Technology integrated systems, data bases, application of ERP, Six Sigma, MIS in the organization for various functions/activities. This study helped in improving practical knowledge. The organization study was beneficial as it helped to gain confidence and awareness. I also understand that there is a significant difference between theoretical knowledge and practical experience. Management knowledge has to be applied in a very unique way in each organisation to get the optimum result.

6.4 LEARNING EXPERIENCE

As a part of MBA, Bangalore University Course structure, I have to undergo a one month internship after the second semester, which gives me a chance to explore my skills and suit myself in the work environment. The objective of the internship is to benefit both the students working as interns as well as the company for which the students are working. The students get to learn the subject more theoretically and while doing an organisation study they can learn practical aspects and experience it, whereas the companies could add value to their services through the creativity and the innovative skills possessed by the new generation. The internship periods, also helps a student to judge himself, whether, he would be able to adjust in the corporate environment or not. The organization study at Mindshare Worldwide Pvt Ltd, Cochin has given me the opportunity to gain valuable industry related experience that would allow me to expand my career options. The skills and knowledge I gained at Krupanidhi School of Management was quite different from the experience I gained at Mindshare. I was able to utilize and engage the knowledge and skills gained at KSM in a more practical approach at Mindshare. The guidance, support, feedback and useful suggestions provided by my Project guide helped me to successfully complete this study. The organization study definitely broadened my mind. What stood out during the study period at Mindshare were the dedicated staff and great support and interaction in great working environment.

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www.nielsen.com – The Nielsen Research firm

www.magnaglobal.com - The Magna Global Research firm

www.wikiwealth.com – Wiki Wealth Website

www.adage.com – Advertising Age Online Magazine & Research Firm

www.adbrands.net – Advertising Brands Website, News Portal

www.adnews.com.au – Advertising News website

www.marketingmagazine.co.uk – Marketing Magazine Website

www.campaignindia.in – Campaign India Magazine & News Daily Online Portal

www.wikinvest.com – Wiki Invest Website

www.exchange4media.com – Exchange for Media portal

www.indiantelevision.com – Indian Television News Website

www.brandrepublic.com – The Brand Republic Website

APPENDIX

PRINCIPAL SUBSIDIARIES, DIVISIONS AND INVESTMENTS OF WPP

Company	Category
9ine Sports & Entertainment	Sports marketing
10AM Communications	Advertising
141 Premiere Sports & Entertainment	Direct, digital, promotion & relationship marketing
1861united	Advertising
24/7 Media	WPP Digital
41?29!	Direct, digital, promotion & relationship marketing
171	Advertising
A	
A.Eicoff	Direct, digital, promotion & relationship marketing
Acceleration	WPP Digital
Actionline	Direct, digital, promotion & relationship marketing
Actis	Direct, digital, promotion & relationship marketing
Added Value	Data investment management
Addison Group	Branding & identity
Adgistics	Technology marketing
ADK	Advertising
AdGooroo	Data investment management
AdPeople Worldwide	Advertising

Advertures	Advertising
Affectiva	Data investment management
Agency M	Media investment manager
AGENDA	Direct, digital, promotion & relationship marketing
All Global	Healthcare communications; Data investment management
All Global Viewing	Healthcare communications; Data investment management
all access ltd	Direct, digital, promotion & relationship marketing
Alpha Salmon	Direct, digital, promotion & relationship marketing
Always Marketing Services	Branding & identity
Antidote	Advertising
APP (Agência Portuguesa de Produção)	Advertising
aqua	Direct, digital, promotion & relationship marketing
argonauten G2	Direct, digital, promotion & relationship marketing
Artistree	WPP Digital Partner company
avh live communications	Event/face to face marketing
AxiCom	Publc relations & public affairs
B	
B to D Group	Branding & identity
B|W|R, An Ogilvy PR Worldwide Company	Sports marketing
Barrows	Direct, digital, promotion & relationship marketing
Bates CHI&Partners	Advertising

BAV Consulting	Advertising
BCG2	Direct, digital, promotion & relationship marketing
BDG architecture + design	Branding & identity
Benenson Strategy Group	Data investment management, Public relations & public affairs
Berlin Cameron United	Advertising
Bienalto	Direct, digital, promotion & relationship marketing
Big Idea Group	Direct, digital, promotion & relationship marketing
Bisqit	Branding & identity
Blanc & Otus	Public relations & public affairs
Blast Radius	Direct, digital, promotion & relationship marketing
Blaze Advertising	Advertising
Blue Hive	Advertising, Direct, digital, promotion & relationship marketing, Media investment management
Blue State Digital	Digital
BLUMBERRY	Direct, digital, promotion & relationship marketing
BPG Group	Advertising
BPRI	Consumer insight
BrandAmp	Media investment management
Bravo	Demographic marketing
Brierley+Partners	Direct, digital, promotion & relationship marketing
bsb comunicacion	Advertising
BTS United	Advertising
Buchanan Communications	Public relations & public affairs

Burrows	Direct, digital, promotion & relationship marketing
Burson-Marsteller	Public relations & public affairs
C	
Carl Byoir & Associates	Public relations & public affairs
Carnation	WPP Digital
CASA	Direct, digital, promotion & relationship marketing
Catalyst	Direct, digital, promotion & relationship marketing
CBA	Branding & identity
C-Section	Advertising
Celsius International	Direct, digital, promotion & relationship marketing
Center Partners	Data investment management
Chemistry	Advertising
CHI&Partners	Advertising
Chime Communications Plc	Advertising; Branding & identity ; Corporate/B2B; Healthcare communications; Media investment management; Public relations & public affairs
CIC	Data investment management
Clarion Communications	Public relations & public affairs
Clickworks	Advertising
Clockwork Capital	Media & production services
Cohn & Wolfe	Public relations & public affairs
Cole & Weber United	Advertising
Coley Porter Bell	Branding & identity

Commarco	Direct, digital, promotion & relationship marketing
Compas	Media investment management
Compete	Consumer insight
Comwerks	Direct, digital, promotion & relationship marketing
Communicator	Specialist communications
Contract Advertising	Advertising
Converge Technologies	Digital
CSM Media Research	Data investment management
CTR Market Research	Data investment management
D	
Data Intelligence	Media investment management
DAVID	Advertising
Dawson	Advertising
DCSNET	Advertising
deepblue networks	Direct, digital, promotion & relationship marketing
Deliver (Hogarth)	Direct, digital, promotion & relationship marketing
Dentsu, Y&R	Advertising
Designkitchen	Direct, digital, promotion & relationship marketing
Designworks	Branding & identity
Dewey Square Group, LLC	Public relations & public affairs
dialogue	Direct, digital, promotion & relationship marketing
Diamond Ogilvy	Advertising

DSBK Activate	Advertising
Digit	Direct, digital, promotion & relationship marketing
Digitab	Data investment management
Digital PR	Public relations & public affairs
Digitaria	Digital Marketing & Technology
Direct Impact	Public relations & public affairs
Dovetail	Branding & identity
DT Digital	Direct, digital, promotion & relationship marketing
Dynamic Logic	Data investment management
E	
eCommera	WPP Digital Partner company
EffectiveUI	Data investment management, Digital
ETECTURE GmbH	Direct, digital, promotion & relationship marketing
Encompass	Event/face to face marketing
Essence Communications	Public relations & public affairs
Etcom	Demographic marketing
EWA Bespoke Communications	Direct, digital, promotion & relationship marketing
F	
F.biz	WPP Digital
Fabric Worldwide	WPP Digital
facts and fiction	Event/face to face marketing
Feinstein Kean Healthcare	Healthcare communications

(FKH)	
Firefly	Consumer insight
Fitch	Branding & identity ; Corporate/B2B; Event/face to face marketing
Food Group	Corporate/B2B; Foodservice marketing
Forward Worldwide	Direct, digital, promotion & relationship marketing
Foster	WPP Digital
Futurecom interactive	Direct, digital, promotion & relationship marketing
G	
G2	Direct, digital, promotion & relationship marketing
G2 Knowledge Consulting	Direct, digital, promotion & relationship marketing
G2 MarketData	Direct, digital, promotion & relationship marketing
GCI Group	Public relations & public affairs
GCI Health	Healthcare communications
George Patterson Y&R	Advertising
Geppetto Group	Youth marketing
gkk DialogGroup GmbH	Direct, digital, promotion & relationship marketing
Global Counsel	Public relations & public affairs
Globant	Digital
GMI	Data investment management
Grape	WPP Digital
Grass Roots	Direct, digital, promotion & relationship marketing; Event/face to face marketing

Grey	Advertising
Grey Alliance	Sports marketing
Grey ArtM	Branding & identity, Direct, digital, promotion & relationship marketing
Grey Group	Advertising; Direct, digital, promotion & relationship marketing; Healthcare communications; Public relations & public affairs
Grey Healthcare	Healthcare communications
Grey 141	Advertising
GroupM	Media investment management
Group SJR	Public relations & public affairs
H	
H-art	Media investment management
HeathWallace Ltd	Direct, digital, promotion & relationship marketing
HERING SCHUPPENER	Public relations & public affairs
HighCo	Direct, digital, promotion & relationship marketing
Hill+Knowlton Strategies	Public relations & public affairs
Hogarth Worldwide	Specialist communications
HS Ad	Advertising
I	
I-Behavior	Direct, digital, promotion & relationship marketing
i-Cherry	Direct, digital, promotion & relationship marketing
IBOPE Media Information	Information, insight & consultancy
iconmobile	WPP Digital Partner companies

IdeaWorks	Data investment management
IEG, LLC	Event/face to face marketing
Ignite	Event/face to face marketing
Imagina Group	Media & production services
IMRB International	Data investment management
Intermarkets	Public relations & public affairs
IPAN Hill and Knowlton	Public relations & public affairs
iPremium Service	Direct, digital, promotion & relationship marketing
Ireland/Davenport	Advertising
J	
JAN Kelley Marketing	Advertising
JayGrey	Advertising
JMI	Sports marketing
Johannes Leonardo	Advertising
john st.	Advertising
Joule	Media investment management
Jumptap	WPP Digital Partner companies
JWTAction	Data investment management
JWT	Advertising
JWT Inside	Advertising; Employer branding/recruitment
K	
k102	Advertising

K&L Advertising	Demographic marketing
Kantar	Data investment management
Kantar Health	Data investment management
Kantar Japan	Data investment management
Kantar Media	Data investment management
Kantar Operations	Data investment management
Kantar Retail	Data investment management
Kantar WorldPanel	Data investment management
Kassius	Direct, digital, promotion & relationship marketing
KBM Group	Direct, digital, promotion & relationship marketing
Kinetic	Media investment management
KKLD*	Direct, digital, promotion & relationship marketing
KR Media	Media investment management
KSM	Advertising
L	
LaComunidad	Digital, direct, viral, ecommerce & crm
Lambie-Nairn	Branding & identity
Landor Associates	Branding & identity
LDV United	Advertising
Lightspeed Research	Data investment management
LOb Conseils	Healthcare communications
Lorien Consulting	Data investment management; Corporate/B2B; Demographic marketing

Lunchbox	Advertising
M	
M/SIX	Media investment management
Madhouse India	Media investment management
Mando	Direct, digital, promotion & relationship marketing
Mango Marketing Services	Advertising
Maxus	Media investment management
Maxx Marketing	Direct, digital, promotion & relationship marketing
MEC	Media investment management
MEC Access	Direct, digital, promotion & relationship marketing
MEC Interaction	Media investment management
MediaCom	Media investment management
MediaCom Interaction	Direct, digital, promotion & relationship marketing
Menacom	Branding & identity ; Media investment management; Public relations & public affairs
Meritus	Media investment management
metagate	Media & production services
Metro	Media & production services
MetropolitanRepublic	Advertising
Millward Brown	Data investment management
MindShare	Media investment management
mInteraction	Media investment management
MJM	Corporate/B2B; Event/face to face marketing; Healthcare

	communications
Motivator	Media investment management
Mutato	Direct, digital, promotion & relationship marketing
Mutual Mobile	WPP Digital
MONDAY	Advertising
N	
NATIONAL Public Relations	Public relations & public affairs
NATIVE	Advertising, Digital
Neo at Ogilvy	Branding & identity ; Direct, digital, promotion & relationship marketing
O	
Ogilvy & Mather Worldwide	Advertising
Ogilvy CommonHealth Worldwide	Healthcare Communications
Ogilvy Government Relations	Public relations & public affairs
Ogilvy Noor	Advertising
Ogilvy Primary Contact	Corporate/B2B
Ogilvy Public Relations Worldwide	Public relations & public affairs
OgilvyAction	Direct, digital, promotion & relationship marketing
OgilvyOne Worldwide	Direct, digital, promotion & relationship marketing
Ohal	Data investment management
oOh!media	Media investment management

Outrider	Media investment management
P	
PACE	Real estate marketing
Palisades Media Ventures	Public relations & public affairs
Parson Latinoamerica SA	Advertising
PBN H+K Strategies	Public relations & public affairs
PeclersParis	Branding & identity
Penn Schoen Berland	Branding & identity ; Corporate/B2B; Public relations & public affairs
PLAY Communication	Experiential marketing
Plush Films	Media & production services
POSSIBLE	WPP Digital
PPR	Public relations & public affairs
Prime Policy Group	Public relations & public affairs
PRISM	Sports marketing
Pro Deo	Event/face to face marketing
Proclivity	WPP Digital
Promo Interactive	Advertising
Proof Integrated Communications	Public relations & public affairs
Public Strategies Inc	Public relations & public affairs
Q	
QGA Public Affairs	Public relations & public affairs

Quasar	Digital
Quisma	Direct, digital, promotion & relationship marketing
R	
Real Media Group	WPP Digital
Red Cell	Advertising
Red Dot Square Solutions	Data investment management
Red Fuse Communications	Advertising
RedWorks	Advertising
RessourcenReich	Direct, digital, promotion & relationship marketing
RLM Finsbury	Public relations & public affairs
RMG Connect	Direct, digital, promotion & relationship marketing
Rockfish Interactive	WPP Digital
RPCA	Public relations & public affairs
RTC	Direct, digital, promotion & relationship marketing
S	
Salmon	Digital
Santo	Advertising
SAY Media	WPP Digital Partner companies
Scholz & Friends	Direct, digital, promotion & relationship marketing
SCI Scientific Communications & Information	Healthcare communications, Specialist communications
SCPF	Advertising

Shift	Advertising
Smollan Group	Direct, digital, promotion & relationship marketing
Smollan Headcount	Direct, digital, promotion & relationship marketing
SocialMedia8	Social media & conversational marketing
Soho Square	Advertising
Sonic Boom Creative Media	Direct, digital, promotion & relationship marketing Public relations & public affairs
Spafax	Direct, digital, promotion & relationship marketing
spring GmbH & Co	Data investment management
Sprint Production	Media & production services
Sra Rushmore United	Advertising
SRDS	Data investment management
Strike Media	Digital
Studiocom	Direct, digital, promotion & relationship marketing
Sudler & Hennessey	Healthcare communications
swat marketing	Branding & identity
Syzygy	WPP Digital
T	
TAM Media Research	Data investment management
Target McConnells	Advertising
TAPSA Y&R	Advertising; Direct, digital, promotion & relationship marketing; Media investment management
tattoo	Direct, digital, promotion & relationship marketing

<u>TAXI</u>	Advertising
<u>Team Detroit</u>	Advertising; Branding & identity ; Media investment management
<u>Teledirect</u>	Direct, digital, promotion & relationship marketing
<u>tenthavenue</u>	Direct, digital, promotion & relationship marketing
<u>Testardo Gram</u>	Advertising
<u>The Brand Union</u>	Branding & identity
<u>the campaign palace</u>	Advertising
<u>The Data Alliance</u>	WPP Digital
<u>The Farm</u>	Media & production services
<u>The Focus Network</u>	Data investment management
<u>The Futures Company</u>	Data investment management
<u>The Glover Park Group</u>	Public relations & public affairs
<u>The Jupiter Drawing Room</u>	Advertising
<u>The Media Innovation Group (MIG)</u>	WPP Digital
<u>The Midas Exchange</u>	Media investment management
<u>The Partners</u>	Branding & identity
<u>The Social Partners</u>	Advertising
<u>The Store</u>	WPP knowledge communities
<u>These Days</u>	Direct, digital, promotion & relationship marketing
<u>The United Network</u>	Advertising
<u>TNS</u>	Data investment management

TNS Employee Insights	Data investment management
TNS Gallup	Data investment management
TNS-BMRB	Data investment management
TNS Infratest	Data investment management
TNS-RMS	Data investment management
Triwaks Public Relations Consultants	Public relations & public affairs
TRU	Data investment management
True Worldwide	Advertising
U	
United Visions GmbH	Media & production services
UniWorld Group	Demographic marketing
V	
VBAT	Branding & identity
Verticurl	Direct, digital, promotion & relationship marketing
ViralTracker	Viral and online video measurement
Visible	WPP Digital Partner companies
Visible World	WPP Digital Partner companies
VML	Direct, digital, promotion & relationship marketing
W	
Wexler & Walker Public Policy Associates	Public relations & public affairs
WG Consulting	Healthcare communications

Who Digital	Direct, digital, promotion & relationship marketing
Wild Tangent	WPP Digital Partner companies
Wing	Demographic marketing
Wire and Plastic Products Ltd	Manufacturing
Wunderman	Direct, digital, promotion & relationship marketing
Wunderman Dentsu	Direct, digital, promotion & relationship marketing
Wunderman MENA	Direct, digital, promotion & relationship marketing
Wunderman World Health	Direct, digital, promotion & relationship marketing
X	
Xaxis	Media investment management
XM-JWT	Advertising
XM Asia Pacific	Direct, digital, promotion & relationship marketing
Y	
Y&R	Advertising
Yolk	Advertising
Young & Rubicam Group	Advertising; Branding & identity ; Direct, digital, promotion & relationship marketing; Healthcare communications; Public relations & public affairs
Young & Rubicam Brands Geneva	Corporate/B2B

Principal Companies and subsidiaries under WPP Plc. Source: WPP official website (www.wpp.com)

PRINCIPAL SUBSIDIARIES, DIVISIONS AND PARTNERS OF GROUPM

GroupM Global Companies
o   Maxus Global
o   MEC Global
o   MediaCom
o   Mindshare Worldwide
o   Catalyst
o   Xaxis
GroupM Regionals Companies
o   Asia Pacific: Interactive Television Pvt Ltd and Meritus
o   North America: Catalyst, IEG, M80 and Outrider
o   Europe, Middle East & Africa: H-art-Italy, Interactive Marketing & Technology, LaComunidad, Media Basics BV, Promedia, Quisma and Reddion BV.
GroupM Partners
o   Platforms: Liveworld, Realtime Worlds and iconmobile
o   Insights: Compete, Cymfony, Visible Technologies and Dynamic Logic
o   Analytics: ZAAZ
o   Technology: 24/7 Media, MIG–(b3/Zeus), Proclivity Systems, Invidi and Visible World
o   Creative Development: Agenda, Aqua, Blast Radius, Bridge Worldwide, Deliver, Quasar, Schematic and VML/GT

Principal Companies and subsidiaries of GroupM. Source: GroupM official website (www.groupm.com)