

A lighthouse on a rocky island at night under a starry sky. The lighthouse is a stone tower with a lantern room on top, illuminated from within. The sky is dark blue with a visible Milky Way galaxy. The water is dark and calm.

Lighthouse

THE 2019
SHIPPING
FORECAST

Leadership insights from the
New World Talent Survey

Vol. 9



THE 2019 SHIPPING FORECAST

*“To reach a port, we must sail – sail,
not tie at anchor – sail, not drift.”*

Franklin D. Roosevelt



Kathleen Saxton
Founder & CEO
The Lighthouse Company

Welcome to The Lighthouse Company’s annual findings from our ninth successive New World Talent Survey. Devised to further explore and quantify the critical themes and hypotheses which the Lighthouse has identified and observed during the thousands of interviews and hundreds of searches we undertake each year, in partnership with many of the most progressive companies in the media, marketing, advertising and technology sectors.

Conducted in September 2018, these latest results represent the constant watchtower of the collective views, opinions and inner thoughts of over 600 C-Suite contributors, candidates and clients of The Lighthouse Company from across the globe. Combined with the results of the last 9 years of the survey, we have accumulated a wealth of perspectives and quantitative data which allows us to illuminate the accelerating factors, evolving patterns and emerging perils, which often surface during the many encounters we are privileged to bear witness to. In delivering the unvarnished (and at times uncomfortable) results each year, to our extensive audience, we aim to uphold our wider duty of care to the dynamic sectors we serve.

This year, in addition to our annual barometer, which offers a snapshot of the overall health of our industry and leadership outlook, the Lighthouse beam has focussed on three key new areas. Firstly, the identification and appreciation of three emerging types of talent – The Exotic; The Extinct and The Evolved. Secondly, the need for a New Narrative following the #TimesUp and #MeToo movements and finally the danger of the Action of Inaction, where we’ve explored the progress being made towards the broader diversity, equality and mental health agendas.

As Franklin D. Roosevelt wisely said, “Calm seas never made a good sailor”. 2019 is going to be a year when our captains will be expected to bring great courage and skilled sailing to navigate the uncharted and sizeable voyage ahead. Bravery will be required to leave behind familiar shores and to row with confidence and commitment towards the glinting terrain of the future.

Embrace the revolution. And go well.

BEYOND THE BAROMETER

Since the inception of The Shipping Forecast, our annual barometer has always served to gauge the collective atmospheric pressure within our industry, arising from both the professional and emotional sentiments around topics as vast as commercial growth prospects and culture, to technological advances and career prospects.

This year, the results have never before demonstrated such deep levels of conflict as our contributors struggle to relinquish the well acquainted past, in order to fully realise the wonderment of a new world.

PARADOX PARALYSIS

On the face of it, our industry's leadership talent remain content, with 66% of respondents considering themselves in some way fulfilled in their current role. In addition, almost half of our participants are excited about the future growth prospects of their company and 60% of individuals feel their businesses are ready to embrace the new radical future – offering an initially encouraging sense of positivity as leaders look ahead.

However, a sense of paradox becomes apparent when we discover half of our respondents reported feeling happier in either a previous role or at a previous company, with 80% admitting their companies had compromised their core values for short-term wins in the past year. Most notable, was a doubling over the last three years of those

increasingly concerned for the future growth prospects of their organisation.

Additionally, 60% of participants have thought about leaving the industry, leaving their business, or setting up their own company. More disturbingly, 25% of individuals fear redundancy. So there's clearly a concern within the market and a sense of growing paralysis and unrest. This is understandable given we're going through an apocalyptic level of change, but the paradox perception is reality.

RADICAL, NOT RUDDERLESS

The majority of our survey contributors are proud of where they work, yet 43% of respondents felt if their businesses are to reach new shores, they would need dynamically refreshed leadership navigating the voyage. Bravely, 40% of participants admitted harbouring brands, divisions and talent that have become superfluous or no longer additive to the future mission of their business, which no doubt fuels an unprecedented level of anxiety for the industry's emotionally connected leaders.

TRANSFORMATION, NOT TRANSITION

Our annual barometer continues to be concerned with both the best performing organisations and those who lead them. In 2018, it is encouraging to note that whilst there may be continued narrative around turbulence for the media agencies,

three of the top six individuals cited as showing an outstanding ability to lead, reside in two of the largest media networks. Equally inspiring, given no less than three years ago, both television and publishing were being condemned as analogue and legacy businesses, we see three media owner leaders have brought their ambition, foresight and energy to truly transforming (rather than simply transitioning) Hearst, ITV and The Guardian.

CONNECTED, NOT COMPLACENT

It is clear from the results that media owners are masters of their own destiny, taking all four positions of companies our participants would be most inspired to work for. That said, it is interesting to note the unstoppable force of the digital explosion and the monumental revenues diverted to the technology giants, is not translating in our respondent's perception of the company performance or leadership, with businesses such as Facebook and Oath (previously featured in our top 3) garnering significant responses questioning their integrity, humility and vision respectively.

In 2019, businesses need to remain cognisant of the market sentiment and their emotional reputation. Carefully crafted and over-managed communication plays no substitute for the ability to bring the power of the human condition to both collaborate and create honest, transparent and ambitious partnerships.

Individuals who show an outstanding ability to lead



James Wildman
HEARST



David Pense
THE GUARDIAN



Josh Kricheski
MEDIACOM



Carolyn McCall
ITV

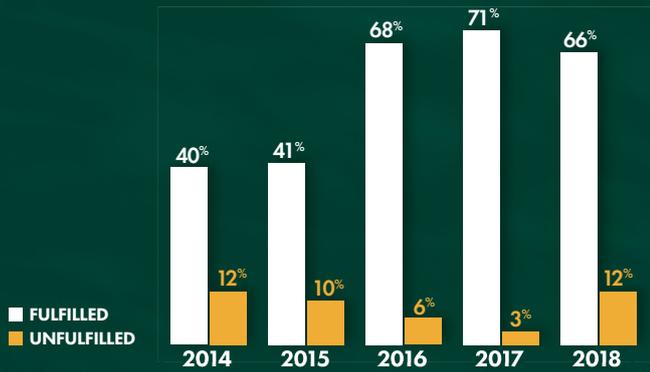


Mark Read
WPP



Mike Cooper
PHD

1 PROFESSIONAL FULFILMENT CURRENTLY



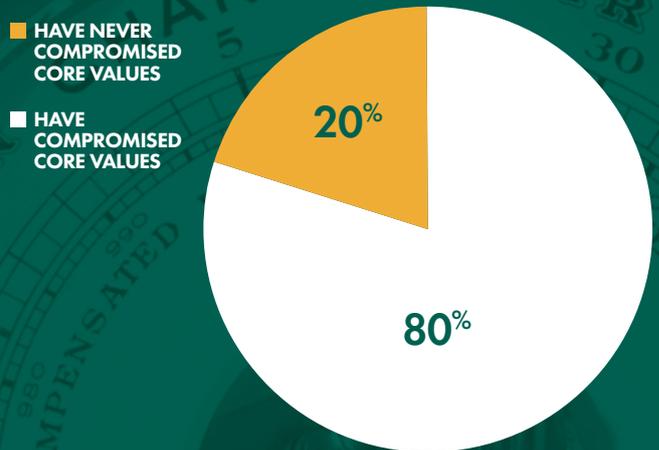
2 FEELINGS ON LIKELY GROWTH PROSPECTS OF YOUR BUSINESS IN 2019



3 WHAT ARE YOUR CAREER THOUGHTS?



4 IN THE PAST YEAR, HAS YOUR BUSINESS COMPROMISED ITS CORE VALUES?



5 BEST PERFORMING COMPANIES



7 MOST INSPIRING COMPANIES TO WORK FOR



6 YOUR ORGANISATION'S GREATEST HIRES





EXOTIC EXTINCT & EVOLVED

At the Lighthouse, we are privileged to hold first-hand insight into the outlook and likely career trajectories of the top quartile of talent within our sector. Coming into view across the last 18 months have appeared three very distinct types of talent which we're introducing in this report as The Exotic, The Extinct and The Evolved – each of which hold clear positions in the future roadmap of our industry.

The Chancellor of the Exchequer declared at Davos 2018 that we are on the brink of a technological revolution. AI is transforming banks and hospitals, robotics remodelling supply chains and big data is revolutionising public services. The advertising and marketing space will be no exception. With further reports citing one in four adults have a mismatch of skills they hold and expertise they will need, over the next 18 months, we could put 25% of our industry on notice, facing extinction. Yet with businesses like Accenture spending hundreds of millions retraining their executives and a growing investment in cutting-edge, cross-sector skills, an exciting future exists for New World Talent who are willing to evolve. Add to that the emerging demand for new found crafts in the coding, analytics, data science, AI and VR spaces and we start to acknowledge a dynamic requirement to entice those we might consider new and exotic talent into our industry.

Different by design, The Exotic bring alternative craft and technology skills, helping shape the future and meet the demands of businesses in ways only

just becoming apparent. The Extinct are becoming greater in number, but the societal focus on retraining brings opportunity for recalibration for those willing to advance again. The Evolved are the guardians of change and evolution – both commercially and culturally. The current demand for The Evolved far outstrips supply and so they become the most highly prized individuals in these changing times.

THE EXOTIC

Our results revealed 97% believe a new breed of exotic talents is required to remain pioneering, yet only 15% of respondents consider themselves Exotic. There is going to be great demand in sourcing, seeking and securing these exotic birds in the year ahead.

Any pioneering leader in these transformational times is aware how crucial it is to actively acquire exotic talents and our survey highlighted the ambitions and associated anxieties being asked by leaders: Who can help me find them? How do I evaluate what a good one looks like? How do I lead and manage The Exotic – given The Exotic may not immediately fit into a legacy management structure or culture? It was evident leaders needed to be breaking their networks in order to encounter more of the new world, given hiring people who look and sound like themselves only delivers one outcome – stagnation.

INVESTING IN THE TRIPLE A THREAT

When asked which skillsets were most desired, many participants reported

a focus on the Triple A Threat of Analytics, Architecture and Artificial Intelligence. Respondents to the survey identified an anxiety around the fundamental risk for any leader and business investing in exotic and progressive skillsets, without necessarily holding a proven model demonstrating how the investment would deliver the required return. However, all the predictors suggest this is an unavoidable investment for any firm dedicated to truly revolutionise, invent and progress.

All hail the exotic birds – they will navigate and bring colour to our future landscape as we discover our new world, new horizons and new operating models, so be ready to receive and adapt for this species. May you be lucky enough to be one, hire one or lead one in the year ahead.

THE EXTINCT

Existentialism has forever been a social anxiety for all, yet the idea of professional extinction can wound the ego and bring a high level of defence and denial. Acknowledging the wisdom and capabilities once so desired are now becoming increasingly redundant in the flux of change (through automation and technological advances), means redundancy and retirement will come sooner for some than anticipated.

Against a back drop of other sectors predicting and experiencing a sizeable impact on workforce as technology advances, we felt it only responsible to investigate the perceptions within our own industry and so this year we asked whether you recognised a category of professionals who were becoming endangered or heading towards extinction and if you were concerned about your own place in your company's evolution.

EXTINCTION FOR OTHERS

According to analysis by McKinsey & Co, approx. 60% of all jobs could have at least 30% or more activities automated. Which means automation will change the majority of occupations to some degree, requiring significant job redefinition and transformation of business processes.

Other sectors bracing themselves for automation related redundancies include retail, pharmaceuticals, banking and finance. Former Citigroup chief Vikram Pandit predicts 30% of banking jobs could be wiped out by AI within five years, UBS has Amazon's digital assistant Alexa on customer service duty, JPMorgan is using robots (the invisible kind) to execute trades and Morgan Stanley has an AI fraud detection team.

Equally, according to Cornerstone Capital Group, nearly half of retail workers risk losing their jobs to robots and other automation technology, with 6 million to 7.5 million retail jobs likely to be automated out of existence in the coming years, leaving a large portion of the workforce at risk of becoming 'stranded workers'.

EXTINCTION FOR OURSELVES

Candidly, 92% of our survey participants held concerns that their company already harbours a number of individuals nearing extinction, yet rather ominously, less than 2% of our respondents believed themselves to be extinct, or nearing this position. A classic "it's you, not me" response.

Lighthouse insight informs us that those facing a potential extinction to be nearer to 30% of individuals across the next five years, something both the industry and each individual should prepare for. It may explain why the earlier barometer showed the true fear of redundancy being closer to 25%; often coming suddenly, which can be emotionally difficult to accept.

Our industry is not invincible, yet there are ways to future proof and elongate your relevance within the market. It's about evolving, retraining, re-evaluating and, most importantly, re-energising, to become what has emerged as the most desired executive we are tasked with finding at the Lighthouse – the highly prized 'Evolved Leader.'



THE EVOLVED: THE ELITE FORCES

Evolved leadership has become a term ever-present in the briefings we attend at the Lighthouse for the numerous C-level searches undertaken in the last year. Not just for the highly visible CEO positions, but across the wider C-Suite we now service from the CMO, CRO and CFO roles we have become so familiar with, to the growing number of CCO, CDO and CTO executives now sought. Clients and partners alike are demanding a clear and transparent understanding of the network agency group capabilities, media owners are seeking to create more direct to consumer pathways and the high profile marketers are now expected to be conversant in all platforms and routes to market.

Hiring clients are ambitious to seek individuals who can cultivate and retain relationships built on offering higher strategic and deeper executional business advice, along the entire customer journey via the complete communications spectrum. It has become increasingly apparent, these are the 'Elite Forces' any management team or executive board now need – to talk cross function, cross platform and cross vertical with ease and authority.

With the likes of IPG acquiring Acxiom, Dentsu now embedding Merkle, ITV offering creative

advertising services along with airtime and The&Partnership delivering a truly full service offering to clients such as TalkTalk, the urgent need for hybrid leaders who can hold not just CMO but CEO level conversations (and to be frank, organically grow the capability spectrum and therefore fees from their clients) is rising fast.

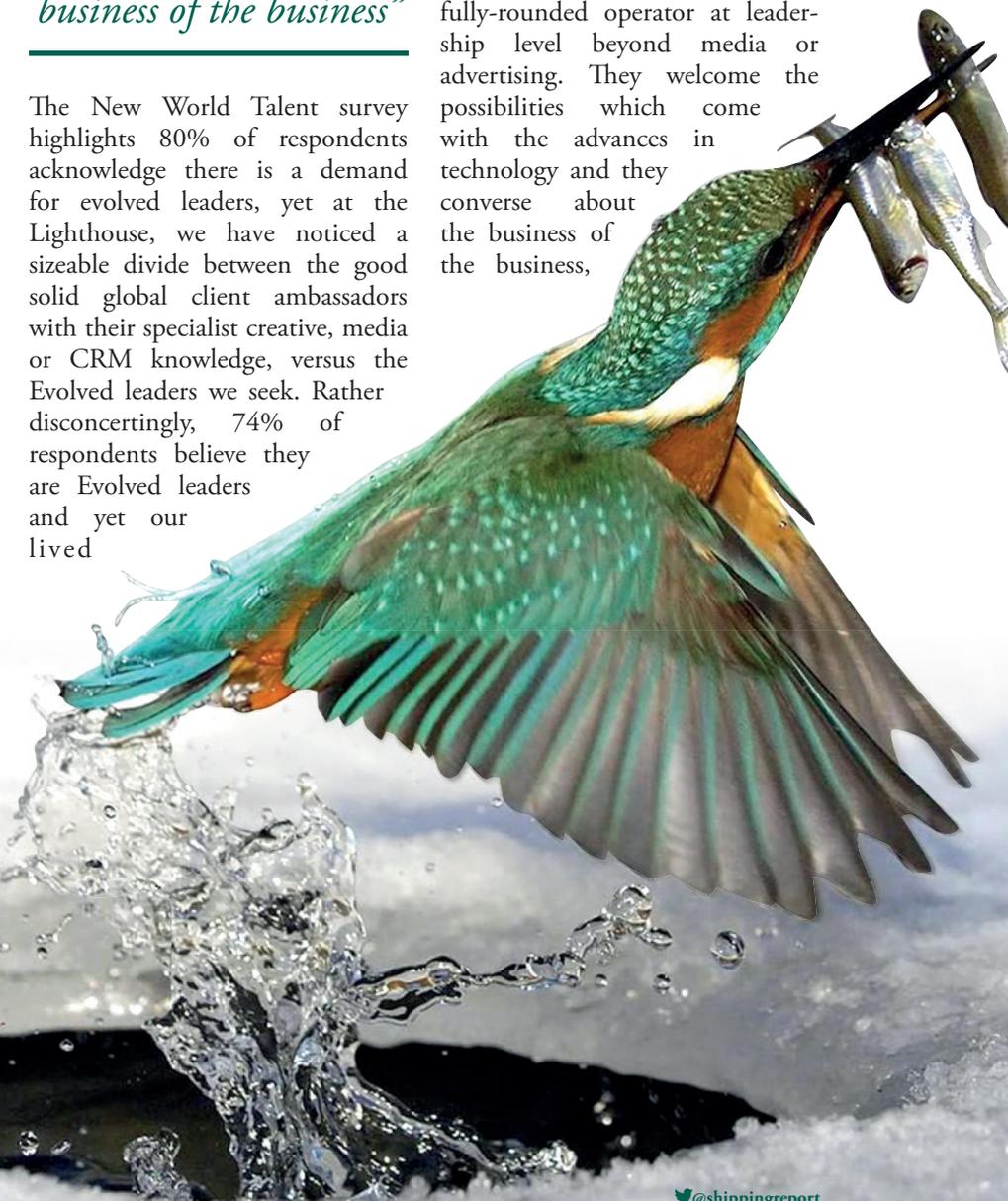
“The evolved welcome the possibilities which come with the advances in technology, they converse about the business of the business”

The New World Talent survey highlights 80% of respondents acknowledge there is a demand for evolved leaders, yet at the Lighthouse, we have noticed a sizeable divide between the good solid global client ambassadors with their specialist creative, media or CRM knowledge, versus the Evolved leaders we seek. Rather disconcertingly, 74% of respondents believe they are Evolved leaders and yet our lived

experience, as leading head-hunters in this space, would gauge 10-15% to be a more realistic number. The self-awareness compass may be a little faulty.

Those who are evolved are engaged and erudite operators whose conversations can elegantly cover both brand strategy and buying capability, the potential societal impact of data breaches, fake news or the metamorphosis of retail – even bringing wisdom and insight to the broader conversations around the future of human consumption and mobility.

They've evolved from being a classic suit, marketing director, data lead, commercial or finance director, brand planner or investment director to being a fully-rounded operator at leadership level beyond media or advertising. They welcome the possibilities which come with the advances in technology and they converse about the business of the business,



not just the sales and marketing or specialisms of their business. They can talk to any client with empathy and insight about the running of their business – something many agency and media owner leaders struggle with if they have never themselves been exposed to matters such as manufacturing, cash-flow or geographical economic impact.

The Evolved are willing to be vulnerable in venturing into the unknown, in being able to sit in the discomfort of accepting whilst they hold world-class specialist knowledge, they start as novices again in other sectors, with an appetite for learning, retraining and acquiring new skills. This takes both healthy self-esteem, combined with great humility. They are embracing this change because the new and broader world view is stimulating, enriching and, to be honest, more fun.

At the World Economic Forum this year, it was concluded that continuous learning lies at the heart of thriving in the context of the Fourth Industrial Revolution. With an estimate that 35% of the skills demanded for jobs across industries changing by 2020, it is clear enabling and empowering workers to transform and update their skills is a key challenge for businesses and markets across the globe.

RETRAIN TO REINVENT

The view from the Lighthouse is of a finite number of Evolved leaders

in our industry right now. There are simply not enough in quantum to purely rely on poaching them from competitors. The survey response clearly demonstrates that in order to acquire these Evolved leaders, you've got to retrain current employees.

The beauty of the candid responses



from our participants in this year's report reveals less than 30% of businesses in our sector are retraining under 10% of their workforce. Many people don't want to be retrained, citing "my personal ego and pride" or "fears of being unable to keep up" as the emotional barriers. This chimes truthfully at the Lighthouse, but given the need for both Exotic and Evolved leaders, strong focus must come. It's important that leaders realise the duty of care to their people who do want to be retrained.

Not only will this reap financial rewards for the company, it will also develop and evolve the culture. The

end result being a workforce fit for the future, rather than harbouring 25% facing inevitable extinction.

INVESTMENT CONUNDRUM

We appreciate, in reality, your highest performing leaders will be focussed on delivering current business. Therefore disrupting their focus with retraining them to further their breadth may present conflict, which results in them potentially not being retrained. This is a somewhat myopic approach, given the need to cultivate management teams to become further evolved.

On the flip side, you're less inclined to invest in retraining those not demonstrating the highest level of promise or ability, for fear of failure and low ROI, and so they slowly become extinct. An evolved leader will find ways of evolving others – they appreciate they have a duty to.

PERSONAL EVOLUTION IS CRITICAL

Be honest with yourself. Take time to work out how evolved you actually are – despite short-term pressures, your evolution is critical. Waste no time deciding if you are simply going to comfortably drift towards the jagged rocks in your familiar craft, taking on water, or whether you're going to seek to acquire the knowledge necessary to adroitly navigate across shipping lanes, bringing longevity and adventure to your voyage.

THE IMPACT OF #METOO ON OUR INDUSTRY BRINGS STRONG OPINION

“ WE WILL NO LONGER ACCEPT THE UNACCEPTABLE ”

“ THERE'S A FEAR OF POLITICAL CORRECTNESS GOING TOO FAR AND PEOPLE NOT WILLING TO SPEAK UP ”

“ WE WILL GAIN A SENSE OF HUMAN DECENCY, RESPECT AND COMMON SENSE ”

“ WE WILL LOSE THE CAMARADERIE, OPENNESS OF COMMUNICATION AND FRIENDSHIP ”

“ NICE TO NOT HAVE THE WHITE MAN DINOSAURS WHO RAVAGE THE LAND ”

“ EQUALITY AND FAIRNESS SHOULD BE INBUILT, NOT A HASHTAG ”

“ IT WILL BE A COMPLETELY DIFFERENT WORLD FOR MY DAUGHTER COMPARED TO MINE ”

“ WE'RE GOING TO LOSE OUR SENSE OF FUN. FUELLING CREATIVITY, SHOULD NOT BE CONFUSED WITH NASTINESS ”

THE NEW NARRATIVE

Time was indeed up last year when the brave and exasperated finally demanded a long overdue change in behaviour from those who had abused their position of power to compromise and, at times, violate people's human rights. Whilst many individuals and organisations made incremental progress to highlight the unacceptable tolerance across the globe, occurrences continued to be reported and frustrations rose. Both #MeToo and #TimesUp created an unprecedented push to tackle the injustices existing within the industry and society as a whole, waiving anonymity to speak up en masse and call out the high profile perpetrators, it encouraged many others to break their silence and a corner was finally turned.

OUT WITH THE SALACIOUS OLD

The Lighthouse research thankfully confirms a lessening tolerance of inappropriate conduct in the workplace, be it derogatory remarks, intoxicated behaviours or stereotyping. The good news is, as an industry, we are experiencing greater awareness of what is acceptable or not. Evidence shows the industry has gained a fairer, more transparent, trusting and respectful workplace which the majority have embraced.

STERILE TO SUBVERTED

Underlying evidence in this year's survey suggests that whilst we have gained much, there is an emerging danger of falling into a parallel state of paralysis – one where we become so fearful of offence, we either say nothing at all or find subverted cohorts in which to speak liberally. Evidence of respondents questioning inner thoughts, or holding a fear of being attacked or exposed for sharing an alternative opinion, was

seen to be creating somewhat sterile environments (reported by both male and female respondents) and early warning signs of growing subverted discussions or cliques where people felt safe to share what might now be seen as controversial opinion.

There is an overall realisation that although we want to be the same, we are in fact not the same, and the future is in our individuality. It is in considering audience, context and appropriateness that we can find a way forward to our new narrative.

FINDING THE NEW NARRATIVE

The entire industry is obsessed with authentic leadership, yet we suspect there are huge compromises to people's authenticity in this space. By example, Trump will be given a unanimous eye roll within a board meeting and yet 63 million people voted for him, with many individuals privately holding elements of admiration for his achievements – an opinion often stifled for fear of disapproval.

As we look towards a new, more inclusive narrative, let's remember it is healthy to hold differing opinions, and whilst imperative and admirable to lobby, campaign and call out unacceptable behaviour, leaving our colleagues feeling at best uncomfortable and at worst no longer able to express healthily opposing opinions needs to be addressed.

We bring to attention the subtle but enlightening responses our survey illuminates, simply as a duty of care, rather than to naively collude in the subversion ourselves. Let us speak our truth – with respect and compassion.

THE ACTION OF INACTION

Concluding the survey this year, we focused on the importance of inclusivity across diversity and mental health. With the survey overwhelmingly pointing to an evolution in our workforce, the need to feel happier and an ambition for greater acceptance of individuality, it seems appropriate to look at what the industry is actually achieving.

THE CONVERSATION HAS STARTED...

For the first time, the survey looked at equality for all levels of diversity, from gender and ethnicity to neurodiversity, those regarded as socially and sexually diverse, along with general mental and physical health. Given we are still correcting the well-documented gender imbalance at senior levels within our industry, catalysed by the inaugural publication of the Government Equalities Office Gender Pay Report, we are painfully aware of the sheer hard work and focus the industry must now undertake to create the inclusive environment we aspire to provide and be part of.

The good news is, nearly 80% of our respondents felt they had made strong headway on the high profile areas including Gender (70%), LGBTIQ (60%) and Ethnicity (50%), with 78% feeling they had made some headway on mental health and wellbeing. Equally encouraging was participants reporting CEOs taking the lead on the diversity agenda (not diverting the issue to HR departments) and that funding was neither preventative nor blocking progress.

A LITTLE LESS CONVERSATION...

However, with credit to the candour of our survey participants,

less than half felt proud of the work that had been done so far within their organisations and 70% of participants felt they had seen too many businesses talk the talk this year, with very little action. This was especially true when we studied the data around the mental health arena.

Delivering a wellness week, training a handful of mental health first aiders, or inviting in motivational speakers on diversity was a common response across the survey and is a start. However hundreds of people the Lighthouse interviewed, felt mental health support was only provided, in practice, for a conspicuous crisis and loose intentions on diversity are creating a silent epidemic of those struggling with feelings of exclusion, anxiety and depression, with no consistent or normalised pathway to support.

Could the clue lie in the data? Less than 20% of leaders were “willing to share a mental illness with colleagues”, maintaining the leadership masking and distancing, whilst paying lip service to the mental health agenda. Can we infer,

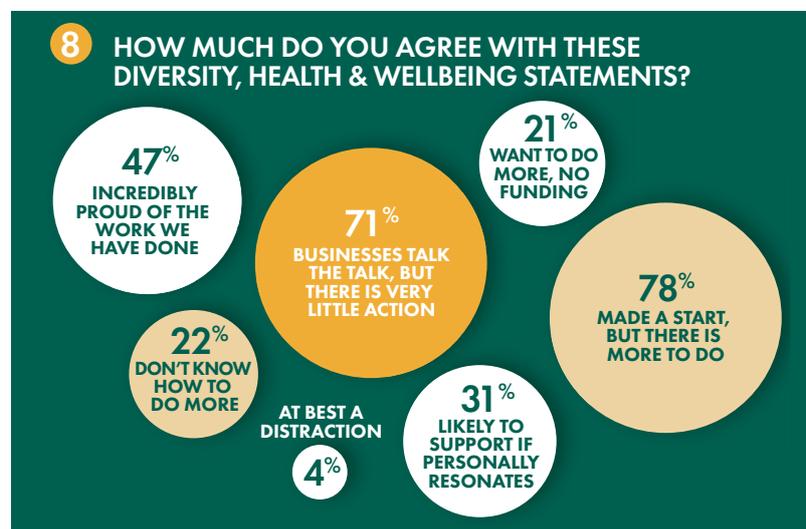
that whilst we are better aware, we are not being honest about the investment and effectiveness required to make change?

Our concern was especially drawn towards the quantum of verbatim answers solely mentioning unconscious bias training. If this is representative of the main activity in any company, it shows an industry still gravely behind the curve. Critical facets of the inclusivity agenda such as disability, age, neurodiversity and social diversity appear to be a far greater challenge with incredibly low scores.

A LITTLE MORE ACTION...

Inclusivity of all types in the workplace is no longer a nice to have, but a must have. When we hear of a company willing to drop a point of margin to invest in meaningful and actionable programmes around both the diversity and mental health agendas, we may start to see the level of change required.

As we write the 2020 forecast in 12 months, we will be seeking to discover behavioural changes in place to dispel the myths and associated stigmas, such as visible conversations, visible role models, focused programmes, in-house therapists and internal mental health groups and a truly top down open dialogue about the spectrum along which we all oscillate, with feelings of inclusion and our own mental health.



Giving their Manifesto speeches at The Shipping Forecast

We are delighted and honoured to welcome ten exceptionally talented leaders to the Shipping Forecast this year, each offering their personal three-minute manifesto, focused on what they feel we ought to be aware of, concerned about or inspired by in 2019. From a poet to a brain surgeon and a teacher to an MP – with some necessary media moguls in between, we hope they offer you a wider and evolved perspective as we collectively look to the year ahead.

These speeches can be viewed at thelighthousecompany.com/new-world-talent-survey



DR COLIN LIGHT

Colin Light is a Partner in PwC's UK Consulting practice with over 18 years global experience, specialising in digital services specifically designing and building new business model services with ecosystem/partnership/JV development for our clients' front-office and revenue growth priorities.

He started off Engineering strategy and start-ups (setting up and running a joint venture between Hutchison and the BBC), and then moved to PwC. He recently returned from China where he led digital consulting services including the establishment of Experience Centres and the rollout of their Business-Experience-Technology (BXT)s.

In his UK role Colin has established the Experience Centre with iconic creative industry hires and integration of existing talent to bring together over 350 experts from ethnographic research to brand/marketing strategy, creative and experience design, and platform-neutral digital technology design/execution.

Colin has specialised in new start-ups or joint ventures, and notably for three of them he was seconded as launch CEO/COO to take from paper to market. He has a Masters and PhD in Electrical Engineering, contributes extensively to international publications and makes press and TV appearances for the likes of Wall Street Journal, Bloomberg, and Financial Times.



ED SMITH

Ed Smith grew up on a sheep and cropping farm in Western Victoria in rural Australia. He has worked and lived in Melbourne, Sydney, Beijing, Luxembourg, London and the Alps in industries as diverse as banking, media, technology, advertising and tourism.

Ed is currently EU General Manager of cross-channel marketing for Amazon. In Australia he led sales and marketing for Foxtel, the local equivalent of Sky. Before that, he was group marketing director for News Corp.

In 2016 Ed moved to London with his family for a change and an adventure. He took a year off and travelled to 100 UK towns and cities, talking with at least five people in each place. He blogged his adventure at talledsmith.com writing and filming as he strove to understand the people of the UK. He has an MBA from Monash university and is a director of the Make-A-Wish foundation.



KATE WARD

Kate Ward is Executive Vice President for Refinery29's international business, the leading digital-media and entertainment company focused on women, where she oversees the company's growth and expansion across both programming and commercial.

In November 2015, Kate launched Refinery29 UK, the company's first international edition, headquartered in London. Since launch, the UK edition has consistently grown its community, with a 50 percent increase in the number of users on Refinery29.uk in 2017 alone, and has been most recently recognised by Digiday's Media Europe Awards as Publisher of the Year. Kate expanded the international offering in 2016 with the launch of Refinery29's German office and .de site. Prior to Refinery29 Kate spent 8 years at the Endemol Shine Group in a variety of roles from Associate Director of Business Development to Head of Commercial and Strategy at Shine TV.

In 2017, Kate was named as one of Ad Age's Class of Women to Watch Europe, and was listed in Management Today's 35 Women Under 35. Kate is also a regular speaker at industry events, and serves alongside other industry experts in various roles including judging The Drum Online Media Awards, and previously sitting on the Advisory Committee of the Edinburgh International TV Festival.



TULIP SIDDIQ MP

Tulip Siddiq is the Labour Member of Parliament for Hampstead and Kilburn, having been re-elected in June 2017.

Joining the Labour Party at the age of 16, Tulip has run campaigns that prioritise the interests of local people since her first election in 2015.

From her stance against Brexit and HS2, to demanding better funding for local schools and health service Tulip is a truly local representative. She is a member of the Women and Equalities Select Committee. She is the Chair of the All Party Parliamentary Group on Childcare and Early Education and the Vice-Chair of the All Party Parliamentary Group against Anti-Semitism.

Tulip is also a governor at Emmanuel Primary School, a trustee of the Holocaust Memorial Day Trust and a patron of the charity Leaders Plus.



Between the grit of East London and the charisma of Essex sits the unassuming town named Ilford, home to the internationally recognised poet, Hussain Manawer. Having been inspired by a school teacher who urged him to enter a poetry competition, he now travels globally delivering raw performances that pack an emotional punch.

HUSSAIN MANAWER

Carving out a new genre of socially conscious art for the masses, the 'Original Mummy's Boy' has just released his latest work 'Homemade', a 4-track poetry grief cycle through Universal Music Virgin Emi. Hussain recently launched the UK's largest mental health festival in partnership with Twitter UK at Hackney Empire and received an Honorary Fellowship from the prestigious Kings College London. His poetry has garnered regular airtime on radio and he has supported Ellie Goulding, iconic actress, Cher, and was requested to curate a poem by London Mayor Sadiq Khan, entitled 'London's Legacy' to celebrate the launch of the first night tube.

Hussain is challenging the stigma existing around mental health. He previously set a Guinness World Record for the 'World's Largest Mental Health Lesson' and appeared at Global Citizen Live alongside the late Kofi Annan, Emelie Sande, Maya Jama and Professor Green.



Sanjay Nazerali is an international media strategist. After graduating from Oxford in 1985, Sanjay started his career in political communications, working with Peter Mandelson and Philip Gould to redefine the Labour Party brand.

SANJAY NAZERALI

Following an MBA at INSEAD, Sanjay went on to lead marketing at MTV Europe, taking the fledgling channel from 17 to 70 million homes. Sanjay then founded a Top 50 international insight agency, The Depot, which he sold in 2006, to join his most beloved client, BBC News, as their first Global Director of Marketing. During his tenure at the BBC, Sanjay's obsession was the opportunity to reinvent news through digital media and technology.

In 2013, Sanjay joined Dentsu Aegis Network as the Global Chief Strategist at Carat. In 2017, he was appointed as Dentsu X's first Global Chief Strategy & Development Officer, responsible for building the network out of Asia. In his role at Dentsu Aegis Network, he is also a member of the World Economic Forum's network of thought leaders.

Outside of work, Sanjay is a trustee of a few charities, including NAZ, a sexual health charity, and Index on Censorship.



Mr Kevin O'Neill is Consultant Neurosurgeon at Charing Cross Hospital, Imperial College London. He qualified in medicine from St Mary's Hospital Medical School and Imperial College London in 1989, having obtained an intercalated BSc in neuroscience in 1986.

KEVIN O'NEILL

Kevin embarked on basic surgical training, obtaining his FRCS in 1994 and then went on to a career in neurosurgery, obtaining his final fellowship in 1998 and becoming a consultant in 1999. He is now head of neurosurgery after specialising in neurovascular and neuro-oncology, where his main research interest is in developing new technologies and treatments.

Mr O'Neill's focus is on brain tumour research. He heads up the brain tumour clinical service at Imperial College and a centre of excellence translation research programme aimed at developing and testing new treatment strategies. He particularly enjoys the application of science and technology to medicine, utilising new technologies and approaches to solving the complexity of disease states of which brain tumours are one of the most complex.



Caroline Casey, an award-winning social entrepreneur, is both an adventurer and a business woman. Subject of the National Geographic Documentary Elephant Vision, Ashoka Fellow, Eisenhower Fellow, Counsellor for One Young World, Young Global Leader of the World Economic Forum, TED speaker, past advisor for the Clinton Global Initiative and unwavering campaigner, Caroline's passion and ambition for leading a life without limits and labels is truly contagious.

CAROLINE CASEY

Since taking a life changing decision at 28 to leave her successful career as a management consultant and travel across India on an elephant, Caroline has been committed to building a global movement on inclusive business to build an equal society for the 1 billion people in the world with a disability. Caroline has set up several organisations and initiatives centred on disability business inclusion. #Valuable, her most recent campaign, launched in August 2017, was a global call to action for business to recognise the value of the 1 billion people with disabilities across their supply chain, reached 810 million people. Now, #Valuable is working with the world's most influential CEOs, brands and platforms to put disability on the global business leadership agenda.



Andria Zafirakou is the 2018 Varkey Global Teacher prize winner 'Best teacher in the World'. Andria, a teacher at Alperton Community School in Brent, is the first ever UK winner of the Varkey Foundation Global Teacher Prize, with a US\$1 million award.

ANDRIA ZAFIRAKOU

Andria was born in north-west London to Greek-Cypriot parents and state-educated in Brent and Camden. She has worked her entire teaching career of 13 years at Alperton Community School and was promoted to Deputy Head of Art within a year of her arrival. She is now Associate Deputy Headteacher leading on staff professional development.

Using the prize money awarded by the Global Teacher prize, Andria has recently founded a charity called Artists in Residence (AiR) with an aim to improve arts education in schools. Andria was recently nominated to be in the top ten of the Evening Standard's Progress 1000 Londoners list.



Sir Martin Sorrell is Executive Chairman of S4Capital, a newly funded vehicle with the objective of building a new age, new era, digital advertising and marketing services platform for clients. S4Capital completed its first acquisition of MediaMonks recently and is scheduled to be reversed into a UK-listed company, Derriston. Derriston has now been renamed S4Capital PLC and has a market capitalization of over €250 million.

SIR MARTIN SORRELL

Prior to this, Sir Martin was CEO of WPP for 33 years, building it from a £1 million "shell" company in 1985 into the world's largest advertising and marketing services company, with a market capitalisation of over £16 billion, revenues of over £15 billion and profits of approximately £2 billion.

He supports a number of leading business schools and universities, including his alma mater, Harvard Business School and Cambridge University and a number of charities, including his family foundation.

TRANSMISSIONS FROM THE TOWER

WATCHTOWER VISIBILITY

groupm GroupM (June 2018) forecasts \$24B in net new advertising investment this year, with total advertising investment to grow by 3.9% in 2019. *(GroupM 2018)*

Zenith Zenith (September 2018) predicts global advertising expenditure growth of 4.6% in 2018, reaching US\$579 billion by the end of this year. This forecast is substantially ahead of the 4.1% growth rate they forecasted last December. They also predict an 8% annual growth in paid-search advertising spend between 2017 and 2020. Social media, however, is growing faster than paid search. In fact, it is growing at twice the rate, by 16% through 2020. *(Zenith Media, MediaPost 2018)*

dentsu AEGIS network Dentsu Aegis Network (June 2018) forecast global advertising expenditure to rise 3.9% in 2018, primarily due to consumer packaged goods companies returning to higher levels of spend and an "uptick" from the FIFA World Cup. Digital advertising spend is expected to rise 12.6% to \$231bn, equalling approx 38% of all media spend, and will be greater than TV for the first time globally. *(Carat, Dentsu Aegis Network 2018)*

pwc PwC's Global Entertainment & Media Outlook 2018-2022 (June 2018) suggests total spending will rise at a compound annual growth rate (CAGR) of 4.4% over the next five years, but with sharp differences among industry segments and sectors within them and across territories. The fastest growth will be in digitally driven segments, with virtual reality leading the way, followed by over-the-top content (OTT). *(PwC 2018)*

IPA The IPA Bellwether Report (July 2018). Growth for the year as a whole is expected in at around 1.1% (revised from 0.8%), while 2019 growth was also upwardly revised to 0.7% (from 0.4%). Ongoing uncertainty around Brexit continues to remain a primary risk. *(MarkitEconomics 2018)*

CREDOS Credos, part of the Advertising Association, reports that almost 6% (556) of every 10,000 LinkedIn members in the London area are employed in the advertising and marketing industry – equivalent to one in every 18 people. The current advertising and marketing workforce in London who have migrated here in the last 12 months is three times as high as the corresponding figure in New York, as well as Paris and Amsterdam. Without such diversity in the workforce, creativity and customer service would suffer dramatically. *(Advertising Association 2018)*

COLLABORATION, COLLISIONS AND CONSOLIDATION

And finally, this year we asked our survey respondents for their view on which companies should merge in the year ahead. Whilst we were amused by some responses, the following eight pairings were the most common conclusions. You predicted well with your first suggestion. The question is, will the others follow in 2019?



The Lighthouse Company is an executive search company specialising in the media, creative, advertising and tech industry. We are also founding partners of Advertising Week Europe, the industry's annual thought leadership event. Our sister company Psyched offers coaching, psychoeducation training and seminars and leadership programmes to individuals and corporate boards.



“ Man cannot discover
new oceans unless he
has the courage to lose
sight of the shore ”





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