

**2015-2016 YEARBOOK**  
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**CONFERENCE**  
**FOR (UN)**  
**CONVENTIONAL**  
**THINKERS**





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# 2015 STREAM STATISTICS

**2,000+**  
PARTICIPANTS

**8,000+** TWITTER FOLLOWERS

**150+** BRANDS

AirAsia  
Airbnb  
Alibaba  
Allianz  
Audi  
Avon  
AXA  
Bank of America  
Bayer  
British American Tobacco  
British Petroleum  
British Telecom  
Citi  
Coca-Cola  
Colgate-Palmolive  
Danone  
Dell  
Deutsche Lufthansa  
Diageo  
Dolby  
Dow Jones  
Emirates  
Estée Lauder  
Ford

Formula 1  
Facebook  
Gatorade  
GlaxoSmithKline  
Google  
Heineken  
IBM  
IKEA  
Intel  
Johnson & Johnson  
Kellogg  
LEGO  
Lexus  
Lloyds Banking  
L'Oréal  
Marriott  
Mattel  
Microsoft  
MillerCoors  
Moët Hennessy  
Mondelēz International  
Nestlé  
News Corp  
Nike

Nikon  
PepsiCo  
Procter & Gamble  
Puma  
PwC  
Red Bull  
Rolex  
SABMiller  
Samsung  
Shell  
Sony  
Standard Bank  
Starwood Hotels and Resorts  
Telefónica  
Telkomsel  
Tesco  
Twitter  
Unilever  
Viacom  
Virgin Media  
Vodafone  
Yum!

**240,000+** WPPSTREAM.COM VIEWS

**170+** CEOs

**500,000+**  
G+ VIEWS

**200+** CMO, CDO AND  
MARKETERS

**10+** EVENTS

**50+** COUNTRIES

Albania	Hong Kong	Spain
Argentina	Hungary	Sri Lanka
Australia	India	Sweden
Austria	Ireland	Switzerland
Bangladesh	Israel	Taiwan
Belgium	Japan	Tanzania
Botswana	Kenya	Thailand
Brazil	Lithuania	The Netherlands
Chad	Malaysia	Turkey
China	Morocco	Uganda
Czech Republic	Nigeria	United Arab Emirates
Denmark	Pakistan	United Kingdom
DR Congo	Philippines	United States
Ethiopia	Portugal	Vietnam
France	Qatar	Zambia
Germany	Russia	
Ghana	Singapore	
Greece	South Africa	

**65+** PARTNERS

**30% FEMALE 70% MALE**

**110,000+** YOUTUBE VIEWS

**NET PROMOTER SCORE AVERAGE: 8.5%**

# THE RESULTS

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“STREAM IS AN EYE OPENER FOR ME. THIS IS THE REAL WORLD AND ONCE YOU WORK IN THE CORPORATE WORLD, IT’S EASY TO LOSE TOUCH, EVEN INTEREST... AND END UP BEING SOMEWHAT SELF CENTERED. STREAM IS A REFRESHING INTERLUDE, IN A FORMATTED YEAR OF REVIEWS AND MEETINGS. NO AGENDA! FREE FLOWING DISCUSSIONS! STUFF THAT HAS NOTHING TO DO WITH MY JOB OR MY INDUSTRY – THAT IS WHAT’S INSPIRING. I WOULDN’T WANT TO ENDURE THREE DAYS OF MARKETING OR FMCGS. I WANT THREE DAYS OF RANDOM THOUGHTS, UNUSUAL ENCOUNTERS AND A GREAT VIBE”.

“STREAM WAS ONE OF THE MOST INNOVATIVE AND INSPIRING EVENTS I’VE ATTENDED IN THE LAST DECADE. FROM A RELATIONSHIP BUILDING PERSPECTIVE, I MET AND ENGAGED WITH PEOPLE THAT I NORMALLY WOULD NEVER HAVE THE OPPORTUNITY TO CONNECT WITH IN THAT ENVIRONMENT. PEOPLE FROM THE AGENCY IN DIFFERENT PARTS OF THE WORLD THAT OFFERED FRESH PERSPECTIVES, TO INNOVATORS FROM ISRAEL, TO PEER COMPANIES”.

“MEETING A LARGE GROUP OF PEOPLE THAT ARE PASSIONATE, SMART, AND ENJOY WHAT THEY DO, IS INSPIRATIONAL. IT RECHARGES THE BATTERIES. MAKES ME WANT TO GO FIND MORE OF THEM. I CAN BE PRETTY INTROVERTED SO BEING IN A LARGE GROUP OF PEOPLE LIKE THAT, AND KNOWING ABSOLUTELY NO ONE, WAS QUITE INTIMIDATING FOR ME. HOWEVER, WHEREVER I SAT, FOLKS WERE INCREDIBLY KIND AND WELCOMING. FRANKLY, BY THE SECOND DAY I MADE A CONSCIOUS EFFORT NOT TO GO TO A LOT OF THE DIGITAL EDUCATION DISCUSSIONS. I FOUND THE “OFF TOPIC” DISCUSSIONS TO BE VERY REWARDING. I’M BIG ON CONNECTING DOTS THAT ARE EITHER FARTHER AWAY OR DON’T APPEAR TO BE RELATED, STREAM INTRODUCED ME TO A LOT OF NEW DOTS”.

“PRIOR TO STREAM OUR MEDIA REPERTOIRE WAS RESTRICTED TO TV AND PRINT. POST STREAM WE SPEND OVER 30% OF OUR ANNUAL MARKETING BUDGETS ON DIGITAL. THE INTERACTIONS AT STREAM HELPED ME TO ANSWER AND VALIDATED THE NEED FOR OUR COMPANY TO EMBRACE DIGITAL INTO OUR MARKETING STRATEGY AND MIX. THERE HAS BEEN NO LOOKING BACK”.





I HAVEN'T ENJOYED  
SOMETHING THIS  
MUCH, OR LEARNT  
SO MUCH IN A TWO  
DAY PERIOD FOR  
A DECADE.

RICHARD BROOKE, UNILEVER

DAVID ROWAN  
EDITOR, WIRED UK

"The greatest,  
most dynamic network of creative,  
business and tech influencers  
on this side of the Atlantic,  
brought together in an atmosphere  
which brings out their **best**.  
A format that works  
and spreads knowledge  
and connections.  
Plus lots of new  
friends"



# STREAM CANNES

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# AGENDA

Matthew Weiner, Creator, Mad Men in conversation with Martin Sorrell, CEO, WPP and Edward Menicheschi, CMO of Condé Nast & President of the Condé Nast Media Group.

## Lunch on the Terrace

### Part One

#### **The Future of News and Storytelling:**

Shane Smith, CEO, VICE, Mark Thompson, CEO, The New York Times & Katharine Viner, Editor-in-Chief, The Guardian

#### **Life Lessons from YouTube's Most Glamorous Couple:**

Jim Chapman, YouTube Creator, Tanya Burr, YouTube Creator & Mark Read, CEO, Wunderman

#### **Oh the places you'll go! The Future of Hospitality:**

Jonathan Mildenhall, CMO, Airbnb & Karin Timpone, Global Marketing Officer, Marriot International

#### **Smoke + Mirrors: the Future of Music:**

Alex da Kid, Music Producer

### Part Two

#### **What Obama Selfie Videos Can Teach Us About Modern Media:**

Jonah Perretti, Founder, BuzzFeed

#### **Ask yourself, what could be true in 5 years:**

Matt Brittin, VP, EMEA Business and Operations, Google

#### **Martin Sorrell grills Henry Blodget about the future of media. Henry then grills Martin about the future of marketing:**

Henry Blodget, CEO, Business Insider & Martin Sorrell, CEO, WPP

#### **Now you see me. Now you don't. The future of Holography:**

Kudo Tsunoda, Corporate VP, Microsoft

### Part Three

#### **The Future of Mobile:**

Chris Cox, Chief Product Officer, Facebook

#### **Collectively, Towards a #newnormal for Sustainable Living:**

Keith Weed, CMO, Unilever

#### **Smoke + Mirrors: the Future of Music:**

Alex da Kid, Music Producer

Jeff Weiner, CEO, LinkedIn & Martin Sorrell, CEO, WPP in Conversation

#### **Closing Thoughts:**

Dick Costolo, CEO, Twitter





**WHO  
CAME**

**STREAM CANNES 2015:  
30 BRANDS  
30 AGENCIES  
30 TECHNOLOGY &  
MEDIA COMPANIES**

BARBARA PELHAM, DAVID PEMSEL, MELISSA BARNES, ALI DIB, BOB SAUERBERG, BRIAN O'KELLEY, BRIAN STEMPECK, BRUNO FIORENTINI, DAVE DUGAN, GREG COLEMAN, JAMES GOVER, JAMES ROSENTHAL, JANN SCHWARZ, JAY SAMPSON, JEFF GREEN, JIM SINK, JIM BANKOFF, JIM WILLIAMS, JP MAHEU, LEE BROWN, MICHAEL RUBENSTEIN, OWEN HART, RICHARD HARTMAN, SARAH PERSONETTE, SCOT MCLERNON, WARREN PETERSON, WENDY WATSON, DAVID ROTER, MARTIN ROTHMAN, NEIL LINDSAY, ANDY BURNETT, JAMIE N COMMONS, CECILIA ATTIAS, DAN SIMMONS, JONATHAN BLODGET, JONAH PERETTI, EDWARD MENICHESCHI, BRENT HOBERMAN, JOE MARCHESE, YONCA GONZALEZ, VARDI, ALEX DA KID, MUSTAFA KIRAL, JEFF BROWN, MICHAEL KASSAN, KUDO TSUNODA, LINDA YACOBSON, BORNE, QUENTIN BERNARD, PHILIPPE VON STORCH, ALICIA NAVARRO, ALEX LJUNG, SY LAU, THALIA CHRYSTIE, MARK THOMPSON, SYDNEY EMBER, JOE RIPP, JAMES WOOD, BILLIE WHITEHOUSE, CRISTIANA FALCONE-SOUSA, JAMES CHAPMAN, AOIFE DOWLING, JESSIE BAKER, LUCY BURNETT, EMILIA MAGGI, RICHARD KENNY, ROSE WILKINSON, STEPHEN WATSON, JONATHAN MILDENHALL, CHRISTIAN DEURINGER, THOMAS WATSON, DANIELLE BIBAS, FERNANDO ACOSTA, LOU PASKALIS, ZAID AL QASSAB, CALEB HUNT, DERMOT BODEN, DIEGO COSIO BARTO, MARK INGALL, ALLISON DEW, STEPHANIE BELL, SYL SALLER, GARBHAN O'BRIC, SIMON TILDEN, BETH REILLY, KATIE VANNECK-SMITH, WILLIAM LEWIS, JOHN RUDAIZKY, ROGER SCARLETT-SMITH, LORRAINE TWOHILL, FABIEN PETIT, FLORENCE BOUQUIER, BRIAN KING, KARIN TIMPONE, BRUCE MCCOLL, LORRAINE BARDEEN, GANNON JONES, QUIQUE PENDAVIS, CHRIS DUNCAN, MIKE COOKSON, MARC SCHROEDER, KELLY VANASSE, JOHN MANG, KATHRYN STRANG, ANDY GRIFFITHS, SALMAN AMIN, MALENA CUTULI, DAVID BUNCH, DEAN ARAGON, PABLO VIDAL, ANNE-MARIE LABERGE, MICHAEL WEGE, KEITH WEED, LUIS DI COMO, MARC MATHIEU, AHAD AFRIDI, ANNA BATESON, SHANE SMITH, MARTIN SORRELL, SCOTT SPIRIT, MARK READ, RICHARD ATTIAS, JONATHAN LENSON, ANDREW CREIGHTON, ALINA KESSEL, JEREMY NATHAN, STEPHANOS KLIMATHIANOS, STEPHAN PRETORIUS, REI INAMOTO, PEDRO REISS, STEVE HARDING, DAVID PATTON, ALEXANDER JUTKOWITZ, DOMINIC PROCTOR, IRWIN GOTLIEB, ROB NORMAN, GUSTAVO MARTINEZ, STEFANO ZUNINO, LOIS JACOBS, LINDSAY PATTISON, CHARLES COURTIER, STEPHEN ALLAN, MARC DE SWAAN ARONS, NORM JOHNSTON, KHAI MENG THAM, MILES YOUNG, BRIAN FETHERSTONHAUGH, RORY SUTHERLAND, SHANE ATCHISON, SIMON BOLTON, JOHNNY HORNBY, ELLA KIERAN, TAMARA INGRAM, GEORGE ROGERS, GYVE SAFAVI, JOHN O'KEEFFE, MARK POVEY, CHRIS WADE, PETER DART, TOM BEDECARRE, MEL EDWARDS, LINCOLN BJORKMAN, MARK GREYER, DAVID MOORE, TONY GRANGER



**THE BEST PARTY YOU DIDN'T GET INVITED TO UNDOUBTEDLY, WPP STREAM, THE "UNCONFERENCE" HOSTED BY WPP CHIEF SIR MARTIN SORRELL TAKES THE CAKE IN THIS CATEGORY. BRANDS AND AGENCY FOLKS GATHER ON A SMALL ISLAND OFF CANNES FOR THE DAY ON TUESDAY TO "DEBATE THE FUTURE OF DIGITAL." YOU CAN'T LEAVE, AND THERE ARE NO PLANNED PRESENTATIONS. AN EXEC WHO HAS BEEN IN THE PAST SAID THAT INSTEAD, PEOPLE COME AND WRITE DOWN WHAT THEY WANT TO SPEAK ABOUT ON A BIG BOARD. THEN, PEOPLE CAN CHOOSE WHICH TALK THEY WANT GO TO. THERE'S A PARTY THAT EVENING TOO — ALSO INVITE-ONLY. NUMEROUS WPP-OWNED AGENCY EXECS WERE OVERHEARD COMPARING NOTES ON WHETHER THEY WERE INVITED OR NOT.**

**DIGIDAY**



# THE GLAMOUR OF ADVERTISING HAS GONE - AND THAT'S A GOOD THING

**If you're in advertising, every year you have a schedule filled with conferences, meetups, and shindigs. The two top tickets are always Stream and Cannes, and they couldn't be more different.**

Shane Atchison, CEO, POSSIBLE

Stream is an unconference hosted by Sir Martin Sorrell that takes place on the beach in Marathon, Greece. It consists of a limited number of people talking about whatever they feel like, with no schedule or structure. Cannes is the opposite: an opulent, carefully scripted gala attended by industry honchos and celebrities (not that Kim Kardashian necessarily counts, but this year one of our people got photobombed by her.)

Every year, however, these events seem more and more disconnected from the rest of the world. They're lavish, but outside their little bubble, no one pays much attention to them. Ask anyone who won the Grand Prix this year, and you'll get a blank stare.

It didn't used to be that way. Twenty years ago, if you wanted to make a movie about cool people, you picked an ad agency. In advertising, you expected to find beautiful men and women in gorgeous offices doing brilliant things. They lived in swanky apartments, ate at expensive restaurants, and partied like rock stars. Nothing was cooler than Madison Avenue.

What's happened? A lot of changes and most of them, surprisingly enough, for the better.

First, we've become geeky. If you throw a brick through an agency office, you have a good chance of hitting a PhD statistician or a .NET programmer. Our creative directors spend as much time looking at spreadsheets as they do colour palettes. That's because advertising today is not just about doing something creative, it's about doing something that works. If you want to know what works, you need people who can write code and pore through reams of data.

We're also less sure of ourselves. In the old movies, advertising people brimmed with confidence. And why not? Doing a 30-second TV commercial was easy. Today, we have to reach a 21-year-old male who spends most of his screen time on Snapchat and Tumblr. If you know how to do that, I want your email address. In addition, data has taught us that we're not always right. In the old days, you had no idea if your idea sucked or not. Now, you find out pretty fast. That's made us more humble.

It's also made us more interested in doing things that make a real difference. If you look at the winners at Cannes these days, many fall into a category we call "cause marketing." The idea is that a brand partners with an organization doing good in the world, and then uses advertising to get more people involved. That makes us do-gooders, not bad boys.

When people are cynical about that, I point to a project my agency did for Microsoft OneNote. It highlighted an organization called Limbitless Solutions that makes cheap, robotic arms for kids who lost or were born without one. During the campaign, Iron Man star

Robert Downey, Jr. jumped on board, and Limbitless got a 1000x increase in donations and 600 requests for arms from kids from around the world. Think what you want, but when 600 kids get robot arms, advertising is doing something right.

Finally, we don't drink as much. At least not during working hours. A person who can be extraordinarily creative and knock back cocktails at breakfast is awesome. Hannah Hart is building an empire on the concept. But if you've got a data scientist doing a regression analysis of traffic patterns, I'd advise stopping her at the second martini. Of course, we still party like irresponsible teenagers after hours—the industry hasn't changed that much—but the 9-5 timeslot has gotten pretty dry.

Which brings us back to Stream and Cannes. Stream might seem like a hard sell; its annual gathering takes place in low-budget hotel in Greece. There are no headline speakers, no cool super-yachts, no red carpet, no guarantees. But what it lacks in luxury, it makes up for in class. Where else can you meet 300 digital geeks who in their own way are pushing the boundaries of what we can create using new digital tools?

From a personal perspective, I've never cared about being cool, so the de-coolification of advertising hasn't bothered me. Advertising is still the most fun profession in the world. The offices are fantastic, the people are inspiring, and we know how to have a good time. It's a bit like the character in Spinal Tap who says "As long as there's, you know, sex and drugs, I can do without the rock and roll." As long as we've got everything else, I can do without the cool.







**“If at first, the idea is not absurd,  
then there is no hope for it.”**

**Albert Einstein**

# KIM KARDASHIAN AL GORE STING

- all in a week's work at Cannes

Rob Norman,  
Chief Digital Officer, GroupM

It's exactly 900 meters from the Hotel Martinez to the Hotel Majestic Barriere along the Cannes Croisette. In normal conditions it's a 10 minute stroll but the Cannes Lions are anything but normal conditions. Then, 45 minutes is a safe estimate as you greet half the people you have ever met, are greeted by people who seem to think they have met you and share brief exchanges with any number of people who are looking over your shoulder in the hope that someone more interesting comes in to view.

The long meander along the Croisette offers a new perspective on how Cannes has changed over the years. In some ways it puts one in mind of June 1944. The vast American battalions of Google, Microsoft and Facebook have landed on the beaches. Google and Facebook have pushed inland to occupy the Hotel 5 and The Majestic. The small boat flotilla of the adtech industry is tied up at the Palais Pier while the agency community, Cannes' original audience, hunkers down at the Carlton and all meet face down at the Gutter bar.

Away from the Croisette, a short boat ride away, Tuesday afternoon is WPP Stream Cannes. This year Mad Men creator Matthew Weiner visited the advertising asylum along with the CEO's of Vice, The New York Times, Business Insider, BuzzFeed, Linked In and Twitter, the editor of the Guardian, the CMO of

Unilever, Chris Cox from Facebook, remarkable You Tube creators and friends from Google and Microsoft and from across the world of WPP and its clients. How do you sum up the wisdom of that crowd? It's easier than you may think.

Content is still king, but people serve many different kings. Distribution is democratic, consumers want their content where and when they want and creator royalty knows it has no choice but to grant the wish or risk dethroning.

The world is increasingly live and connected.

There are no barriers to market entry for creators or distributors. Celebrity has never been as easy to achieve, and to lose. In our present everyone can be famous for two seconds.

We may finally have happened on a generation that wants to save the planet rather than just talk about saving the planet.

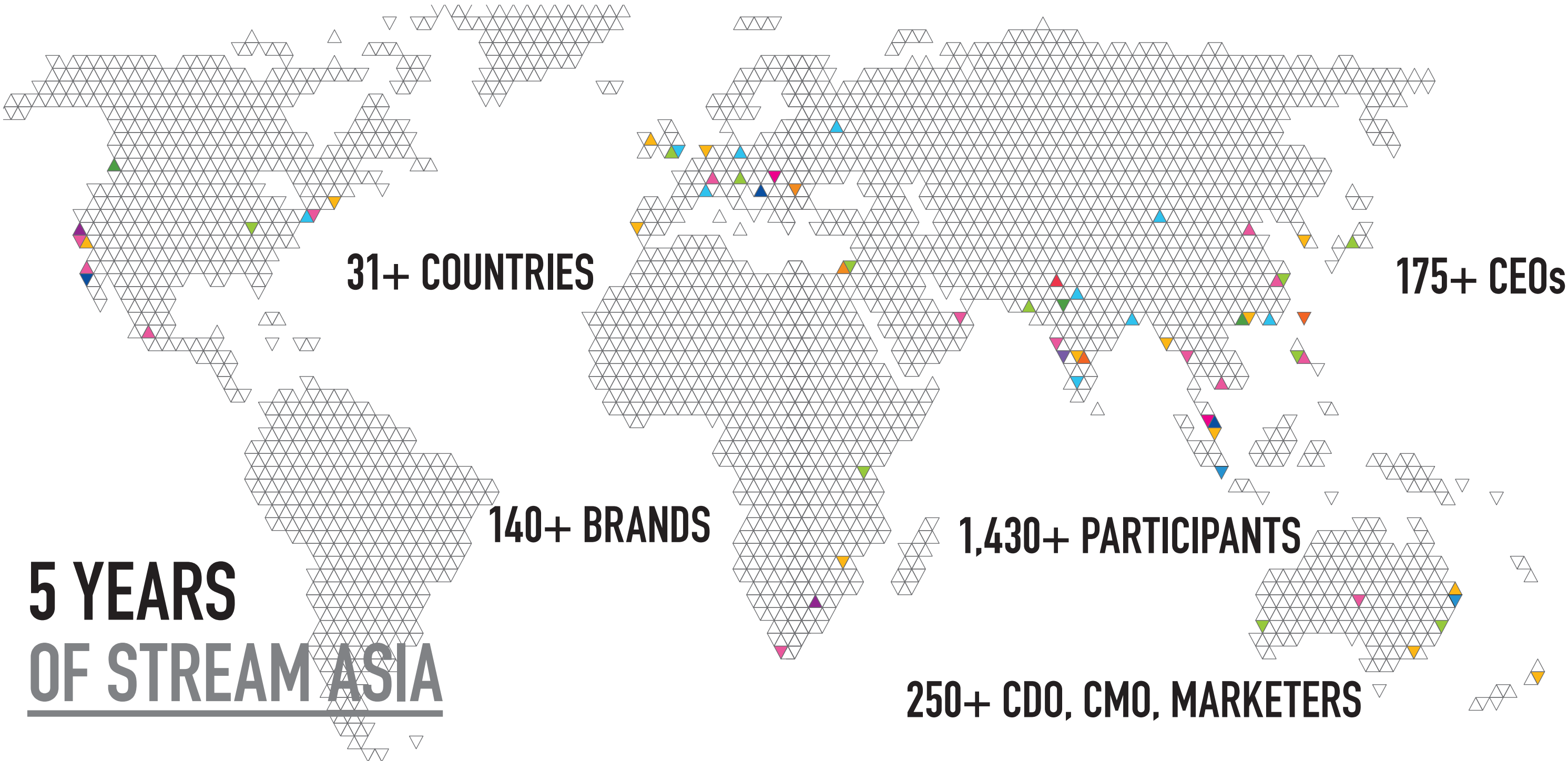
Technology is increasingly putting intelligence in everything and the interfaces to both devices and content is set for the next step change into immersive experiences.

Stream does not have a monopoly on remarkable experiences at Cannes. Where else can you to spend a week in the company of Al Gore, interviewed by Sir Martin Sorrell; Evan Spiegel, interviewed by Joanna Coles and no less than Kim Kardashian (superstar and super brand) in the company of Dana Anderson from Mondelēz? If you were very lucky you might also have been entertained by Sting, who, to the relief of all concerned, including his hosts Bob Pittman CEO of iHeart Radio and MediaLink's Michael Kassan, chose a set of Police hits over a lute and a concept album.

The Cannes Lions is a festival of creativity. The dialog at Stream showed three things about creativity; it's alive and well, it's delivered in every imaginable context and form, and that technology is its greatest enabler since the invention of the pencil.



# STREAM ASIA



"LIKE A MINI-APAC-CES" KENNETH LOU, NOVELSYS

"WPP HAS BROKEN THE CODE AND FOUND A WAY TO ALLOW FOR AMAZING, DISRUPTIVE ENGAGEMENT" ARYEH STERNBERG, NEWS CORP

"THE BEST INDUSTRY EVENT I'VE ATTENDED" HUANG XIANG, IDG CHINA

"AN OUTSTANDING EXPERIENCE, I CAN'T STOP RAVING ABOUT IT." JULES LUND, SCA

"A THOUGHT PROVOKING, MUST-ATTEND EVENT" SWATI RAI, FACEBOOK

"BEST ASIAN DIGITAL KOOL AIDE" CHLOE SASSON, GOOGLE

ACREWHITE, ADEXTENT, MOON ACTIVE, MR.MD, ORANGE, TIGER LONDON, APPNEXUS, AUDIENCE 360, COMSCORE INC., FACEBOOK, FAIRFAX, GOOGLE, HDTMEDIA, HOOTSUITE, INMOBI, LINKEDIN, MCN, MEC, MEDIAMOTIVE, MIAOZHEN SYSTEMS, MICROSOFT, MINDSHARE, NEWS CORP, NINE ENTERTAINMENT, PLAY COMMUNICATIONS, SINA MEDIA, SINA WEIBO, THETRADEDESK, TWITTER, YOUPIA, ADNEAR, ADOTAI, ASTRO MALAYSIA HOLDINGS, BRAND BRAND NEW MEDIA, BRANDABLE, BUNDSHOP, CHINA BROADBAND CAPITAL, CONDE NAST, CROFT GAMES, DOUBLEDUTCH, ENSTYLEMEN, MARCH, GOODSTUPH, GRAYMATICS, HAMPTON GROUP, JAM VENTURES, KELLY SUPPORT GROUP, MINFO/ GUANXI, MINISTRY OF TRANSPORT, S NEWTON CIRCUS, NOISE STREET, NOVELSYS, NUGGET THERE MEDIA, PAOFIT, PIXELS, PROJECT 30, QUANTUM GROUP, SHANKAI SPORTS INTERNATIONAL, SINGAPORE VENTURES, SPLIT WORKS, SPOILT, SQREEM, STATION12 ASIA, TECH IN ASIA, TMESIS CONSULTING, HANDMEDLEY, TOUCH SURGERY, UNRULY MEDIA, VEGA ZAISHI WANG, VICE, VIDDEE, VOCANIC, WANDER, WHATS NEW ASIA, ZANADU, ZIPDIAL, ALIBABA, ALLIANZ, ANZ BANKING GROUP, BATJ, CAMPBELL SWIRE, CHANGI AIRPORT GROUP, DANONE, DIAGEO, FALCON HOUSE PARTNERS, FORD MOTOR, GLAXOSMITHKLINE, HILL'S PET NUTRITION, IBM, IDG, INTEL, JOHNSON & JOHNSON, KIMBERLY CLARK, L'ORÉAL, LINING, MATTEL, MOET HENNESSY, MONDELEZ INTERNATIONAL, NESTLÉ, NIKON, PROCTER & GAMBLE, PEPSICO, POLESTAR, QBE, SAMSUNG, SCHNEIDER ELECTRIC, SHANGRI-LA HOTELS, SHISEIDO, SIME DARBY, SITECORE, SIXT-SINGAPORE MOBILITY CORPORATION, SONY, STARWOOD HOTELS AND RESORTS WORLDWIDE, TESCO THAILAND, TOTAL OIL ASIA PACIFIC, UNILEVER, WIPRO LIMITED, ADK, BATES CHI & PARTNERS, BIENALTO, BRAND UNION, BURSON-MARSTELLER, CIC, COHN & WOLFE, ENCOMPASS, FITCH, GEOMETRY GLOBAL, GREY, GROUPM, GROUPM CLICKMEDIA, GROUPM ESP, GROUPM INTERACTION, HEATHWALLACE, HILL+KNOWLTON STRATEGIES, HOGARTH, J. WALTER THOMPSON, JWT, KANTAR, KINETIC WORLDWIDE, LANDOR, MAXUS, MEDIACOM, METALWORKSBY MAXUS, MILLWARD BROWN, MIRUM, OGILVY & MATHER, OGILVY PR, OGILVYONE, POSSIBLE, RED FUSE, SJR GROUP, THE DATA ALLIANCE, THE PARTNERS, TNS, VML, VML QAIS, WPP, WPP DIGITAL, WPP TEAM P&G, WUNDERMAN, XAXIS, Y&R

STREAM ASIA 2015:  
100+ BRANDS  
90+ AGENCIES  
250+ TECHNOLOGY  
& MEDIA COMPANIES

# SCALABILITY AND CREATIVITY CAN BE FRIENDS

*Scalability is the ability of a system, network, or process to handle a growing amount of work in a capable manner or its ability to be enlarged to accommodate that growth. - Wikipedia*

Alexander Warsop, AppNexus

If there's one thing you learn very quickly when attending a WPP Stream "Unconference," it's that creativity is the lifeblood of Advertising. The cream of WPP's immense talent pool along with their clients and partners arrived ready and able to tackle the challenges of the day—subjects ranging from "How to bring mothers back into the workforce" (teach them to code!), to "Does Facebook owe you a make good!?" (Maybe).

WPP Stream was designed to bring together the great and the good of advertising and technology from across the globe and the Stream team pulls this off every time with aplomb.

Ditching the typical event format of vacuous conference halls and death by PowerPoint, Stream bans PowerPoint (almost) and favours rather more exotic locations. This time it was Phuket, Thailand, which had me and my team a little worried about our discussion topic of choice... Scalability.

## SAYING NO

Marketers globally are looking to their agencies for advice on how to define, quantify and capitalize on the opportunity that technology brings to their brands and campaigns.

Real time, programmatic, addressable, whatever you want to call it, it's here and like many, I don't doubt that in the very near future, all advertising will be delivered via some kind of programmatic method. Refreshingly, this topic didn't dominate the discussion boards. There seemed to be a general acceptance that advertising is changing, and we, the attendees, as managers, brand owners, strategists and

business leaders need to equip our organizations to handle the new rules.

In a past life, I worked in jobs at media companies that demanded a lot of creative thinking. Every single RFP that I worked on required "a fresh approach" or the dreaded "media first." Regardless of our enthusiasm to win the pitch and run the activity, partnerships were inherently unscalable from our point of view.

Because of this, the work my team produced was based mostly on ideas that were relevant to one particular brand at one particular point in time. Generally speaking, by their very nature these ideas did not have a broader application and all too often they saw us barely break even on a campaign. But it was all worth it because hitting the obscure and often unquantifiable KPIs this time around would "ensure the client considers you for their next campaign, which will be huge!".

AppNexus is committed to helping our customers operate at massive scale when advertising across the Internet on any screen. We don't own or operate any media assets, we don't have an editorial team or produce any content, and so, creativity here takes on different forms. For instance, we apply a lot of creative thinking to how we organise our teams, how we learn from and teach our customers and how we build our technology.

Upon joining AppNexus, it took me about a year to really understand the difference between the RFP process in the media world vs. the technology world. In technology, rushing to say yes and close a

deal can often do your partners more harm than good. Sometimes saying no gives you the space to focus on solving problems at scale and over the long term. This is a crucial lesson to learn if you want to be a valuable partner to your client.

It's AppNexus' job to focus on the tech and build the scaled infrastructure that ensures maximum stability and offers our customers the ability to "listen" and respond to the opportunity to show an ad in real time, wherever those customers may choose to do business. We let our clients who operate in the media space take the lead on the creativity when it comes to advertising and content (like WPP on the agency side or Fairfax and Mi9 on the Publisher side). We provide the technical consulting, training and support so they can concentrate on what they are good at.

So, would anybody, especially a bunch of creative geniuses at Stream, really want to hear from a technology company on how to put scalable processes at the heart of their business? When it's 35 degrees in the shade, the bar is open and the pool is ready and waiting?

## APPARENTLY THE ANSWER IS "YES!"

Our discussion on Scalability was in the afternoon on the Saturday when I dare say one or two people were nursing a hangover, and yet everyone that attended was from the creative side of the house. Brands and agencies, all of them contributing.

My favourite quote of the week was from someone who works for Wunderman in Japan who attended our discussion. He said that, as his clients become more and more demanding for ever more "brilliant ideas" it has become "critical for his agency to learn to listen to and nurture every single idea, no matter where it comes from in the organization".

Ideas are fragile and can be all too easily dismissed, overruled or even ignored in the first place. Regardless of what your organization produces—ideas or scaled advertising technology—the speed at which all businesses are expected to operate and the quality of the product their customers expect them to produce requires that we optimise our organisations for scale.

The principles of operating at scale are just as important for nurturing and sharing ideas and talent as they are for deploying data centres and load balancers to enable the delivery of advertising.

With that in mind, our continuing partnership with Stream makes perfect sense. Much like our broader partnership with WPP, they bring the creativity and the advertising specialists and we bring the technical expertise. Together we deliver outstanding results for brands.





### 2015 A.D. (Ali's Done). Is the China Internet Party Over?

The initial success of Alibaba's Sept 2014 IPO, the largest in history, was emblematic of the massive promise of the China internet story. Is its jarring 35% descent since peaking in November cautionary that our best days are behind us? Is China internet still investable? What should you do with your holdings? Alan Hellawell | Deutsche Bank

### Chemistry between Video and E-Com

In China, the unprecedented cooperation between the 1st video company Youku Tudou and the 1st e-commerce platform Alibaba gave huge rooms for innovative business models. Let's talk over what would happen by all the opportunities, and see how the chemistry bring about towards internet users, the media as well as advertisers. Leo Liang | Youku Tudou Inc.

### A digital "Breaking Bad": the future of the dark internet

If Walter White had survived, it would be now running a Silk Road type operation instead of fighting for street corners. Learn how websites like Silk Road, Agora and Evolution are changing the economic model of illegal activities throughout the world and how this could lead to a better world (or worst one, depending on your ethical point of view).

Luca Deplano | Shangri-La Hotels

### What will the "post-Phone era" look like and why the porn industry will lead the way?

The post-PC era is upon us now... and soon the leading handsets of today will become obsolete. What's coming? ...Apple Watch, Hololens/Oculus, smart jewellery, stick-on sensors, smart clothes, smart cars, smart-homes, smart sex-toys, ultra-intelligent machines, smart OS... How will it change the way we interact with each other, devices, and society. What opportunities will this create? How can we make money from these changes? The porn industry has traditionally been an early adopter of new technology/media, what can we learn from viewing these changes from their perspective. Alvin Graylin | mInfo/Guanxi

### Why Chinese fashion has not influenced the world yet?!

Chinese is a long history country with very rich culture and arts, however the modern Chinese fashion has been heavily influenced by western culture and countries, why? Why Chinese fashion industry has not make the voice in the world yet? What's the thoughts in your mind for this phenomenon? Any of your suggestion of how to change this situation and improve it? Tracy Huang | Enstylement

### Digital Leadership: Is your management board digital?

How do you get buy in, support and advocacy from senior leaders to implement your digital idea? Leadership defines the tone, investments and direction of an organization. Interesting, innovative and engaging ways to get your management board to become digital evangelists! Manoj Coelho | Johnson & Johnson

# OVERHEARD

### No more SoLoMo! We are MoSoCo in China!

Chinese shoppers are restless! They shop anything, anytime, anywhere and they want to shout about it too! Chinese consumers don't have the patience to wait for brands to take their time to sort out their retail distribution. The Chinese consumers have the same wealth as their western counterpart, more so in most cases. They are entitled to enjoy the same choice of brands. They want brands to chase them and chase them quick. Any slow speed, arrogance and complacency by the brands, say bye bye to your consumers. Chinese shoppers are restless! Bessie Lee | WPP

### Jack, Jeff, and Lei Jun: The Future of Asian eCommerce

Alibaba's world record IPO has drawn the world's attention to Asia's fast-developing eCommerce landscape. In China alone, 304 billion USD of transactions occurred online in 2013. That's 8% of all retail sales. (By comparison, the USA managed 6%.) Stats and stocks aside, the rise of eCommerce presents a classic "crisis-opportunity" situation for retailers across the region. Let's talk about what's driving the growth of eCommerce in Asia, what's holding it back, what the landscape will look like in the coming years, and how brands can prepare themselves accordingly. Maz Karimian | MEC

### Isn't it Time for a Fitness Currency?

The world's gone nuts for fitness tracking apps, platforms and devices. Almost every tech brand is piling in, in one shape or other (pun fully intended). Yet other than the specifics of counting steps & heartbeat, the only general measure widely used still seems to be calories. If so, that's not only nuts, it sucks! There has to be something better. And if there is, can't we do something to encourage its adoption? Marc Hardy | Paofit - Digital Fitness

### The Apple Car - Brand Bravery or Brand Bullshit?

As Apple marches towards a nose bleeding 1 trillion dollar valuation the company's ambitions have suggested a desire to build an Apple Car?! While some of us are still waiting for their much rumoured Apple Television set this has caused some scratching of heads. Car manufacturing is way out of Apple's competency and a pretty complicated & low margin business so why the heck would Apple suggest they want to build cars? Ken Mandel | JAM Ventures & Joe Nguyen | comScore

# AT STREAM ASIA

### Building a Smart Nation

Let's discuss "A nation where people live meaningful and fulfilled lives, enabled seamlessly by technology, offering exciting opportunities for all. We should see it in our daily living where networks of sensors and smart devices enable us to live sustainably and comfortably. We should see it in our communities where technology will enable more people to connect to one another more easily and intensely. We should see it in our future where we can create possibilities for ourselves beyond what we imagined possible." Singapore Prime Minister Lee Hsien Loong, 24 November 2014. Daryl Arnold | Newton Circus

### What about Grandma? How the Digital Divide Impacts the Elderly

A study in the UK warns that lack of access to the Internet will cut off 700,000 elderly pensioners from government services in communities within 15 years, increasing the number of older people who report 'feeling lonely' by 40 percent. Meanwhile some organizations are creating new frameworks for connected aging, making technology an integral part of how we care for older adults in the future. What are your ideas to promote digital inclusion and ensure there's no grandma left-behind? Jennifer Poulson | Hill+Knowlton

### The Online / Offline Collision

The three stages of the Internet have been described as follows: 1) Offline comes online (Amazon, Yahoo, AOL) 2) People start to connect online (MySpace, Facebook, Twitter, Instagram, WeChat) 3) People use online to connect and engage offline (Airbnb, Uber, Square, etc.) Let's discuss the opportunities in this new world in which the physical and digital worlds are colliding. Lawrence Coburn | DoubleDutch

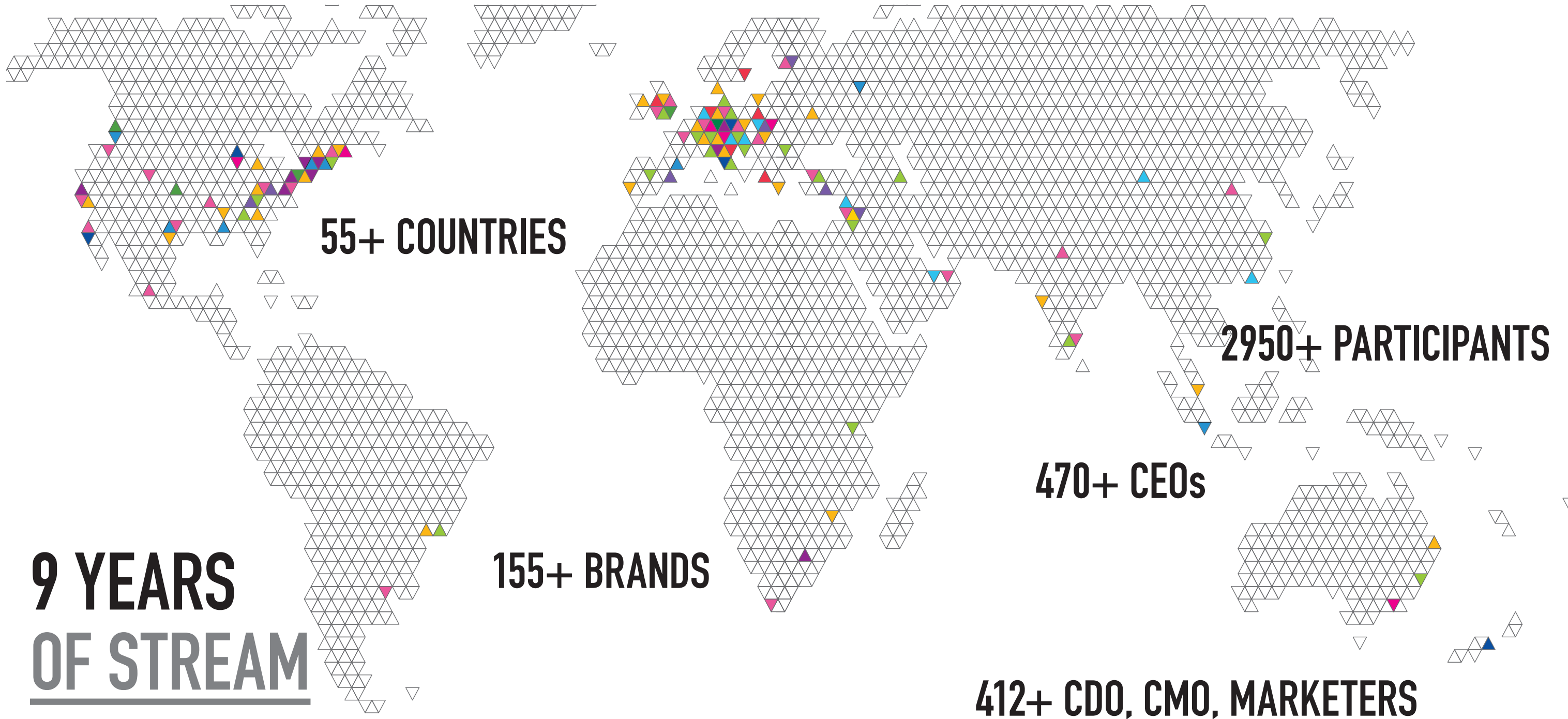
### By 2050 you will STARVE if food production does not get disrupted

First... world population will increase by ~35% to +9 Billion by 2050. Second... agriculture farming needs to increase by 100% to feed these people, but annual growth is only about 1.2%. Third... in fact let's not wait till 2050 as India by 2030 will only have enough domestic food production for 65% of their population. In Africa it will be 25%. Do the math. How do we feed the world for our children and grandchildren? Christian Cadeo | Hampton Creek

For the full article visit [WRPStream.com](http://WRPStream.com)

# STREAM GLOBAL

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## **Is Google a Major Threat to Ad Tech Innovation?**

Over the last decade, Google has built and acquired an impressive array of ad tech tools, which combined now constitute one of the major ad tech stacks in our industry. However, over the last two years there have been multiple instances of Google exerting their market power to capture share from adjacent areas. These include tying spend via their systems to a credit program, prohibiting DMPs from operating on Google's ad network and most recently, restricting programmatic access to YouTube solely to Doubleclick Bid Manager. These moves serve to strengthen Google's market power, limit choices for brand marketers and eliminate viable competition and thus, innovation from occurring.  
**Chip Scovic | TubeMogul**

## **The Ethics of Machine Intelligence**

This is not a session about preparing ourselves for an age of sentient machines. Instead, it will challenge us to consider contemporary instances of inadvertent discrimination caused by new machine learning technologies. We'll ask where and why we should keep a human in the loop, not only to improve algorithmic accuracy but also to use technology to shape the society we want to become.  
**Kathryn Hume | Fast Forward Labs**

## **Constructivists to Bauhaus. Can agencies ever become Creative Movements?**

History tells us that out of moments of great change come disruptive 'Creative Movements', all with their own strong and unique beliefs and culture. They are formed of their time and are relevant for that time. Great political change created the Constructivists, industrial change the Bauhaus and technological change created a 'Creative Movement' and culture called Google. What they all had in common is they all became magnets for like-minded people, all had creativity at their core and all were interested in embracing and exploring change and disrupting the status quo. How can we develop our own 'Creative Movement' for today's world?

**Simon Shaw | Hill+Knowlton Strategies**

## **The future of manufacturing - matching your customer needs 100%**

On-demand manufacturing is growing fast and disrupting more and more industries every day. The change economics of demand discovery, production and distribution, together with hyper-targeting of the consumer needs, and the creation of smart products, are pushing manufacturers to explore radically new ways of creating and capturing value. In this sessions we'll try to see how it change the value chain up side down.

**Itai Preis | Specificare**

## **How to spot an Unconscious Bias**

Spotting and rectify an unconscious bias in yourself or your company can be difficult. From gender to race... how diverse are you really? Join this discussion where I'll share insights on tackling racial bias in the police force... and debate what more (using tech?) can be done Can we find a way to help us 'reverse prime' police officers to stop a race-poverty and poverty-crime correlation in some communities appearing like a race-crime link?

**Tor Garnett | Police Now**

## **Do the Greeks really want to turn their country into Venezuela or Argentina?**

For anyone interested, we can have a discussion on the historical and ethno-psychological bases for the rise of populism and the schizophrenic recent election results. Moving forward, what is the optimistic scenario for Greece within Europe?

**Andreas Stavropoulos | DFJ**

## **Story telling in Virtual Reality**

In this discussion I'd like to share with you some ideas about telling stories in virtual reality. Creatives around the world are trying understand the potential VR has in creating new cinematic vocabularies. I'll be presenting work done in the field and look forward to spark a discussion with ideas and insights from the group.

**Daniel Landau | Midrasha Faculty of the Arts**

## **Knowledge management is dead? Can machine learning and other current technologies drive knowledge spread across the organization**

Does your work colleague share their knowledge? Do you? Does it affect the organization? How much time is needed to find the expert inside the organization? Is he the real expert or are there any hidden ones? Why do we need knowledge spread? What are the benefits to the organization? How can you leverage machine learning, pro active approaches and other current technologies to drive knowledge spread across the organization - Relevant, right for me and just in time.

**Ofir Krakowski**

## **How do we fix maths Education?**

Why is maths so despised in the classroom, but so sought-after outside? Why does it seem so irrelevant at school, but so important outside? We've got answers at computerbasedmath.org and it's all about computers doing their stuff, fitting maths with coding. Help us fix the subject of maths in your country, and around the world like we've started to in Estonia, Sweden and around Africa.

**Conrad Wolfram | Wolfram**

## **Technology as policy?**

How will innovative technology influence the 2016 Presidential election. Yes, social media - Twitter, Facebook, Instagram blah blah blah - will play a role. But how about technology as policy? Is Donald Trump the Uber candidate? Will Hilary Clinton make robots the enemy of working Americans? Will the left of the Democratic party discover the sharing economy as an alternative to unregulated capitalism? And will 2016 be the year that Silicon Valley embraces a free marketeer like Ted Cruz or Rand Paul? Questions, questions, questions. And we'll provide answers, answers, answers.

**Andrew Keen | Author**





I TRIED FINDING A BORING PERSON  
DURING THE CONFERENCE;  
I'M HAPPY TO SAY I FAILED

DOUG MACDONALD, QATAR AIRWAYS





**IF I HAD TO  
DEFINE WPP IN  
ONE WORD, IT  
WOULD STILL BE  
TALENT**

Sir Martin Sorrell



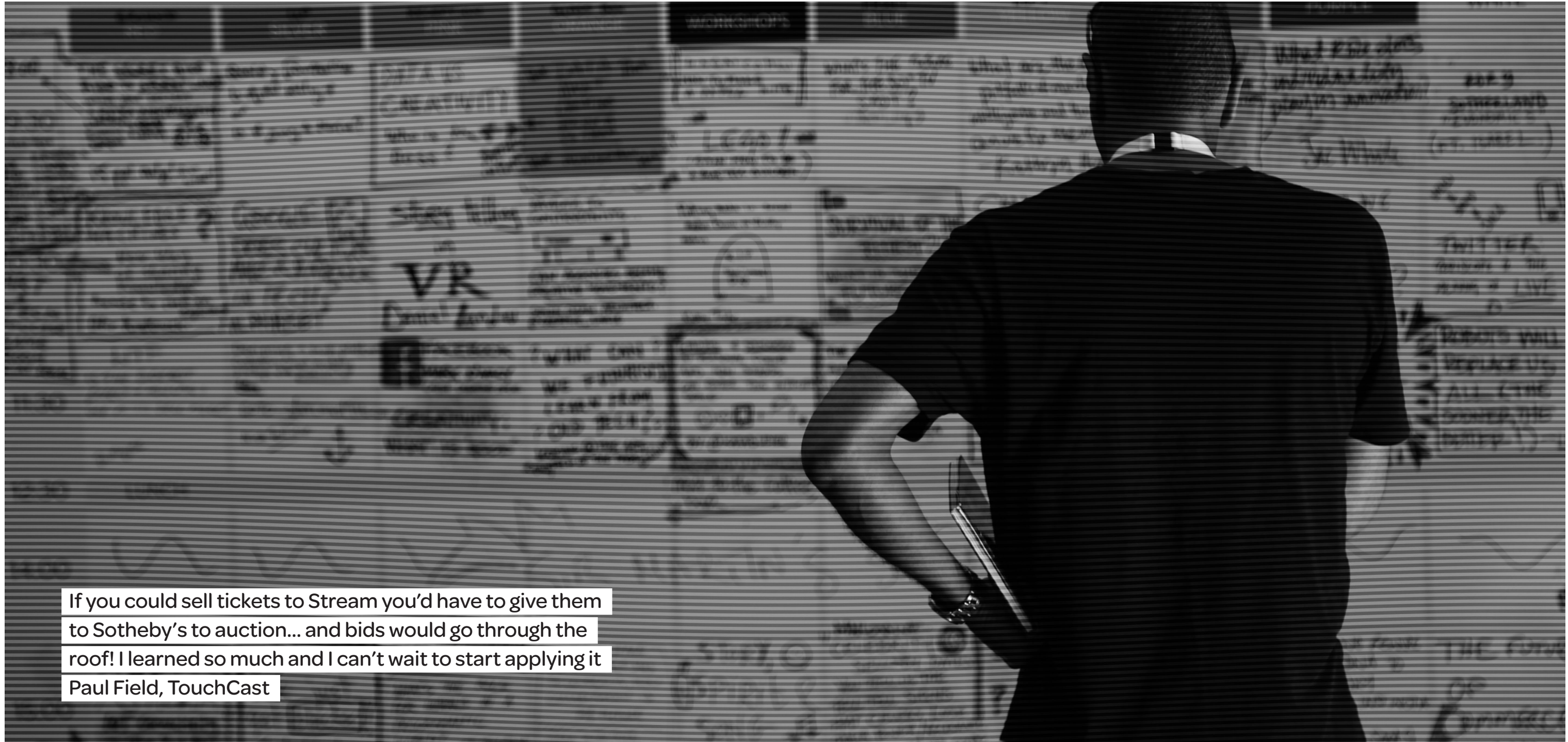


**“It was one of the best things I have done for many years and I return to work feeling inspired. I met some amazing new people and reconnected with others I haven’t seen for a while. The whole experience defines serendipity! I will recommend it to all my key clients for next year”  
Danny Josephs, WPP Team News**

**“Another flawless Stream. We’re privileged to attend” Dave Dugan, Facebook**

**“Another amazing Stream! It really is quite a unique event” Scott Lyons, Ford**

**“The event was flawlessly run and filled with such incredible talent. Most importantly, I left feeling incredibly inspired and energized”  
Keri Carmen, The Estée Lauder Companies**



If you could sell tickets to Stream you'd have to give them to Sotheby's to auction... and bids would go through the roof! I learned so much and I can't wait to start applying it  
Paul Field, TouchCast

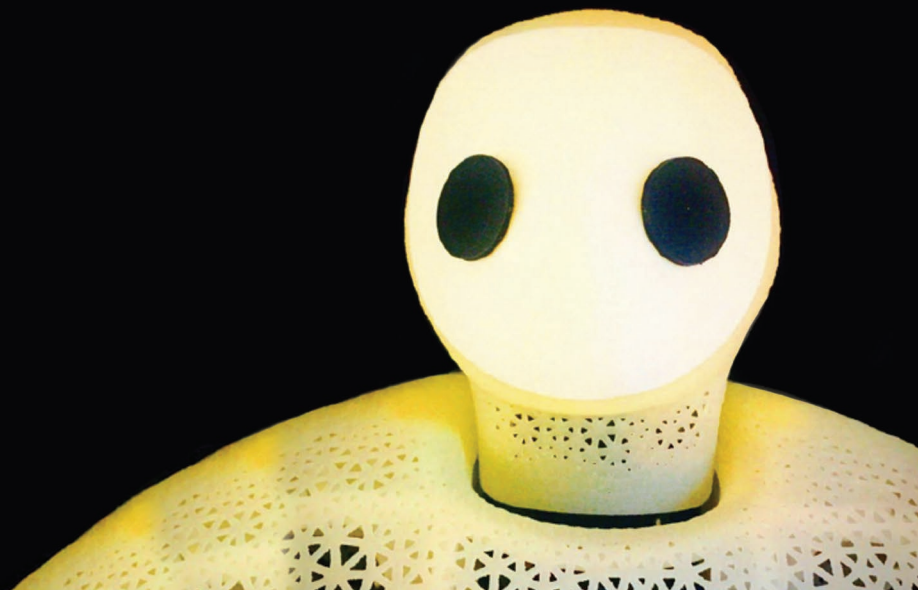




**“You guys have found out a magic formula of just putting a ton of amazing people in one location and let the magic happen. Congratulations on the courage to do what matters and the seamless execution. I can hardly remember a similar level of inspiration and felt truly honoured to be part of it”**  
Robert Lang, Socialbakers



# WHO CAME



**STREAM 2015:**  
**150+ BRANDS**  
**150+ AGENCIES**  
**400+ TECHNOLOGY & MEDIA COMPANIES**

.FTX GAMES, INSIGHTEE, 41? 29!, 500 STARTUPS, ACCELERATION, ACCION, ACQUIA, ACREWHITE, ADOBE, AIRBNB, AKQA, ANDREESSEN - HOROWITZ, AOL, APPNEXUS, AUDI, AVOCARROT, AVON, BAYER, BBC, BE-GOOD, BENENSON STRATEGY GROUP, BEOBANK, BLABLACAR, BLUE STATE DIGITAL, BUNION, BURSON-MARSTELLER, BUZZFEED, CANDYSPACE, CAPTAIN, COCA-COLA, COGNIFIDE, COMMARCO, COOL HUNTING, COOL SECRET, DANONE, DELL, DEUTSCHE LUFTHANSA, DE LAUDER, EVRYTHNG, FACEBOOK, FAST FORWARD, MYPAST, FITCH, FORD MOTOR COMPANY, FOR, SCREEN, FUSION, GATORADE, GINGER SOFTWARE, STEAM, GLOBANT, GOOGLE, GQ, GREY, GRO, YSALE, HASTE MEDIA, HEINEKEN, HELLAS DIRE, WILTON, STRATEGIES, HOGARTH, HYDRATION, IB, NMOBI, INNOVID, INSTAGRAM, INTEGRATIONSH, SOCIETY, INTERNATIONAL RESCUE COMMITTEE, J, PUNKS, JOHNSON & JOHNSON, JUN GROUP, KANO, K, E-NAIRN, LANDOR, LAYER3TV, LEGO, LEXUS EUROPE, N, LLOYDS BANKING GROUP, LOOP, L'ORÉAL, LOTTO LAB, MACHINIMA, MAILONLINE, MANCHESTER CITY FOOTBALL CLUB, AND SPENCER, MASLOW CAPITAL PARTNERS, MAXUS UK, MB VERMEER, MEC, MEDIACOM, MEMBRAIN, METAPACKET, MIC, MICROSOFT, MIDBURN, MIDRASHA FACULTY OF THE ARTS, MINDSHARE, MIROMA VENTURES, MIRUM, MIT ENTERPRISE FORUM GREECE, MOBILE WORLD CAPITAL, MOBILTRON, MODE MEDIA, MOOR, MTV WORLD, MUTUAL MOBILE, MYSHOWCASE, NEOWORKS, NEWS CORP, NEWS UK, OGILVY & MATHER, OGILVYONE ATHENS, ONE RAGTIME, OREL VENTURES, OURBOOX, PCH INTERNATIONAL, PERCOLATE, PLAYBUZZ, POLICE NOW, POSSIBLE, PROCTER & GAMBLE, PUBLIC HEALTH ENGLAND, Q VENURES, QATAR AIRWAYS, RED BULL, REFINARY29, REUTERS TV, RICHARD ATTIAS & ASSOCIATES, ROBOSAVVY, SABMILLER, SALMON, SAMSUNG, SCIENCE, INC, SFBI, SHEKNOWS MEDIA, SHELL, SKIMLINKS, SMOLLAN, SOCIALBAKERS, SOURCEPOINT, SPAFAX, SPECIFICARE, STANDARD BANK GROUP, SUPERAWESOME, SWEET TECH STUDIO, SWIFT + POSSIBLE, SWIFTKEY, TESCO, THE DATA ALLIANCE, THE DRUM, THE ECONOMIST, THE FRONT MEDIA, THE HOME DEPOT, THE HUFFINGTON POST, THE INFLUENCERS, THE JUTLAND CENTENARY INITIATIVE, THE PARTNERS, THE TRADE DESK, THRILLIST, TIGER LONDON, TINDER, TINYCLUES, TMRW, TOUCHCAST, TRUFFLE PIG, TSO IMAGING, TUBEMOGUL, TWITTER, ULTRO LABS, UNCLEGREY, UNILEVER, UNIVERSITY OF OXFORD, UNRULY, UPSTREAM SYSTEMS, UPWORTHY, VASTARI, VERIZON, VICE, VIDEOLOGY, VIRGIN MEDIA, VISUAL COUNTRY, VML, VODAFONE GROUP, WARNER BROS TV, WATTPAD, WEF, WOLFRAM, WONDERMENTO, WPP, WPP DIGITAL, WPP GOVERNMENT PRACTICE, WPP TEAM NEWS UK, WUNDERMAN, XAXIS, Y&R, Y&R LABSTORE, YAHOO!, YILDIZ HOLDING, YUM!, YUME



# RETHINKING MARKETING IN THE DIGITAL AGE: LESSONS FROM WPP'S ANNUAL STREAM (UN)CONFERENCE

Hugh McGilligan, Partner at Millward Brown Vermeer

It's part hackathon, part Burning Man (it can't be a coincidence that the event ends with an enormous beach-side inferno). Drones abound, PowerPoint is banned, egos frowned upon, and Chatham House rules apply – WPP's Stream truly is an "un" conference.

The 350+ invitees to the (un)conference participate in a wide variety of activities, most notably discussions. Topics are crowd-sourced from attendees, who then conduct informal sessions on subjects that, this year, ranged from the future of the 30-second advertising spot, to whether media could stop war, to the singularity that will evolve from Artificial Intelligence and Virtual Reality and what it means for humanity. While the subject of the conference is definitely not marketing, when one of the hosts is the most powerful man in the business, conversation naturally skews towards the topic. While many of the discussions are about digital technology, they focus on how it can be better used to connect with, influence, and improve the lives of people – whether consumers, Syrian refugees, or citizen-communities.

Stream discussions brought into sharp focus the massive disruption digital technology is inflicting on both marketing and business, blurring the edges of traditional categories and rewriting the rules of engagement. Nimble start-ups use this disruption to grow exponentially, while established firms struggle to reinvent themselves to the new realities. As technology becomes strategy, most organizations are left asking how

to best make use of these new tools and the implications of their adoption on their businesses and the structure of their teams.

For marketers, it is apparent that while digital technology has fundamentally altered what we do to drive awareness, interest and loyalty, for most brands how the marketing function is organized and behaves hasn't shifted for decades. The potential impact of digital and technology is enormous, yet most organizations still conceive them as just another media channel.

So, what can marketers learn from this nexus of the great and the good from brands, marketers, technologists and intelligentsia?

- **Brands must be nimble:** Successful brands adopt structures and processes that reflect the new realities of doing business. Gone are the days of hierarchical organigrams and command-and-control policies. Winning brands promote a more fluid organization, focused on delivering a consistent total customer experience around their brand positioning. It was clear at Stream that successful established brands mirror what's happening in smaller, more nimble tech start-ups. Networked structures prosper; they bring together teams and external partners across functions, break down silos and create teams of specialists to build brand experiences. Global centers of excellence are disbanded to create local communities of expertise, immersed in the business, and spread across the globe. Winning brands have adopted processes that recognize where and how the actual

work happens. Over-achieving brands ensure the correct decisions are made by, first, creating strategic clarity and simple guardrails of a clearly-articulated positioning and then pushing decision-making rights to the lowest appropriate levels.

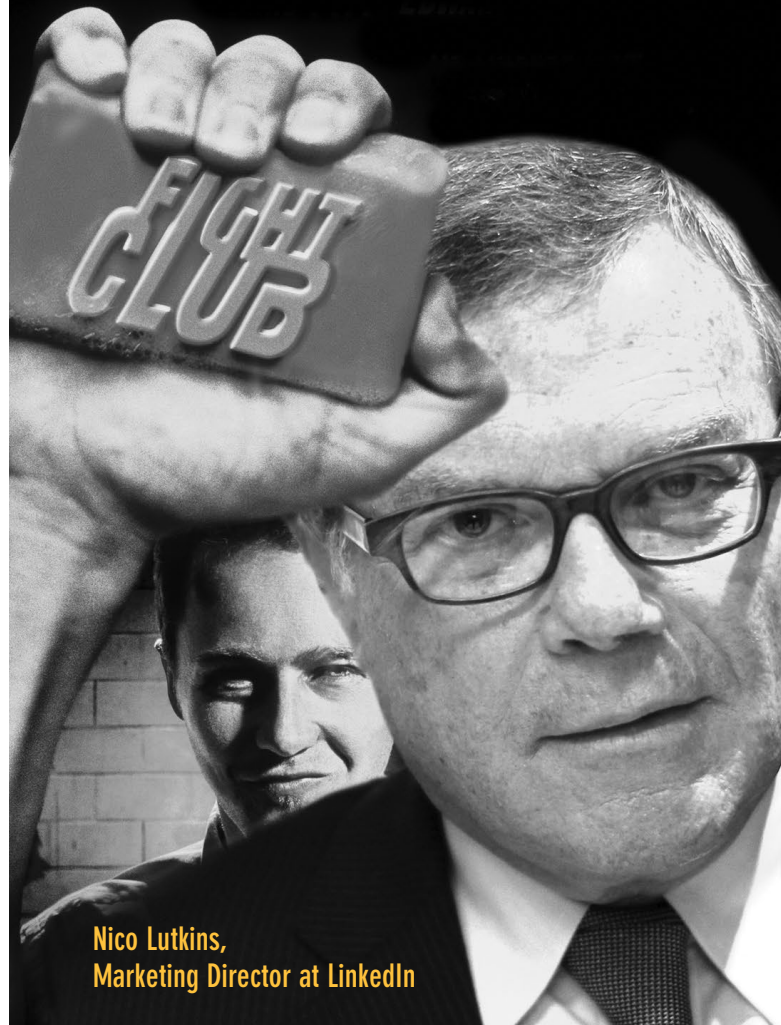
- **The war for talent is real and about to get much worse:** Not only does a nimble, distributed management model make for better brand experiences, it also attracts and retains the best talent. Top talent – of all ages and at all levels – will no longer accept roles that where they simply execute what they're told. And, the "networking" at Stream makes it super clear that the war for talent is very real. What's more, it's global, and the world is flat. Brands must recognize that their futures rely on attracting the freshest talent from diverse backgrounds, and that the most attractive candidates are also being wooed by start-ups, tech and finance. The next generation of CMOs is just as likely to have STEM degrees as Arts qualifications. Brands must create an environment in which young, ambitious polymaths can thrive. Those that are successful create a culture of innovation, risk-taking and curiosity and must demonstrate a commitment to these values from the very top.

- **Don't let the perfect be the enemy of the good:** The proliferation of new tools and solutions is overwhelming, but all drive faster and faster decision making. Marketers need to adopt the "constant beta" mantra of Stream's tech participants. Brands need to stop waiting for "perfect", jump on board now, experiment, and iterate as they go – capturing and codifying what works, and investing training to share best practice.

To quote a Stream participant, "**The pace of change will never be as slow as it is today.**" Marketers need to adapt quickly to these new realities. Re-engineering an organization's operating model is a terrifying prospect, but without these changes across structure, people, processes and tools, established brands will be left behind. The good news is that there has never been a better time to act.



# 9 LESSONS FROM WPP STREAM: KEY TAKE-AWAYS FROM MARKETING'S EQUIVALENT OF FIGHT CLUB



Nico Lutkins,  
Marketing Director at LinkedIn

The first rule of WPP Stream is: You Do Not Talk About WPP Stream. Well... not really, of course, or I wouldn't be writing this post. But there is something very Fight Club about this anarchic 'unconference', which all takes place in a reality of its own making.

Every imaginable rule gets hurled out of the window, attendees define and lead the discussions they want to see happen, and many of marketing's and advertising's smartest people deliberately lose touch with the everyday to give themselves the opportunity to think differently. Unless you've been there (and until last weekend I hadn't), it's actually a very tricky thing to describe.

If you set off for Stream with clear goals about what you wanted to learn from it, you'd probably be disappointed. Delivering against your objective list isn't what this thing's about. But the unstructured, free-flowing nature of it all means you are guaranteed to come away with insights and ideas that you never knew you were looking for. Here are the key ideas I took away:

## 1) GIVE UP CONTROL FOR MORE MEANINGFUL CONTRIBUTIONS

The first lesson of Stream comes from the nature of Stream itself. It seems insanely risky for a group like WPP to go to the expense of putting on an event, flying lots of people out to Greece for the weekend (that's where this year's Stream took place), and then making no attempt at all to control the agenda. I went to one break-out discussion on the future of ad agencies that seemed deliberately designed to question WPP's own business model. But there's a lot of method to this apparent madness. When you empower people to set the agenda, you change their mindset from a passive what-can-you-do-for-me-today to an active how-can-I-make-something-happen. It helps to get full value from those around you. And when you combine it with a positive environment, you find that the vast majority of people use their initiative in a supportive way.

## 2) CULTURE IS AN OUTPUT, NOT AN INPUT

This was summed up perfectly in one of my favourite quotes from the weekend: "culture is an output, not

an input" (I didn't make a note of who actually said it – so apologies if you're out there feeling uncredited). We've been trained to think of the culture of the workplace as something extremely difficult to change that defines everything you do as an organisation. In fact, it's something you should be planning and designing on an almost continuous basis. That's certainly what Stream itself has done.

## 3) IT'S NOT JUST TECHNOLOGY THAT MAKES A BUSINESS AGILE

In a discussion around creating a digital-first culture, someone made the point that it's not about digital versus analogue, but about collaborative versus hierarchical. Today's agile businesses aren't defined just by their use of technology; they're defined through a flat structure that empowers collaboration and enables them to make the most of that technology. There's no point investing in the latest tools if you're going to imprison them in a slow-moving, hierarchical structure.

## 4) DISRUPTION IS NOW STANDARD

All of this matters now more than ever because disruption has become a constant in business. In the 1920s, the average lifespan of a company in the S&P 500 index was 67 years. Today, they stick around for an average 15 years, and by 2020, 75% of the current S&P 500 will have been replaced by new businesses we haven't heard of yet. In this environment, the ability to challenge yourself and keep pushing for better is an essential part of business survival.

## 5) PLANNING AROUND SKILLS IS THE REAL DRIVER OF INNOVATION

I sat in on an interesting discussion about whether governments or competition are the real driver of innovation. And it brought out how important skills-based planning is to the ability to compete effectively. This has been the most important contribution of government planning in a market like Germany, which has deliberately staked out a position around high-end engineering – and built an education system around delivering those skills. One speaker revealed how planners for the HS2 rail link in the UK have already identified a likely shortfall of the required engineering skills – and are looking to develop new curriculum models to fill the gap.

## 6) TALENT DOESN'T ONLY FLOW TOWARDS DIGITAL

We've become used to talented people from old-school brands and bricks-and-mortar businesses being poached

by big tech companies. It was interesting to be reminded that talent can flow in the opposite direction as well. It was announced last month that Apple executive Tim Rogers is joining LVMH – proof that disruptive digital thinking is becoming highly prized by any business.

## 7) AD BLOCKING HAS TO BE SEEN AS AN OPPORTUNITY

It was inevitable that ad blocking would find its way into the Stream discussions – but I felt myself walking away with a strong sense that this has to be seen as an opportunity rather than simply a threat. Let's remember that the launch of game-changers like Netflix and iTunes drew plenty of angry commentary at the time – with lots of people determined to fight the new business models tooth and nail and try to get the genie back into the bottle. We all saw how sustainable an approach that turned out to be – so let's not bury our heads in the sand this time around. Ad blocking came about because consumers weren't satisfied with their digital experiences. We have to see this as an invitation to create better experiences of brands online.

## 8) THE TERM PROGRAMMATIC NEEDS OUTLAWING

It's become one of the most telling examples of digital technology that's insufficiently focused on the consumer. Programmatic was supposed to be about greater efficiency, transparency and control for advertisers – and more relevant experiences for audiences. Instead bad practitioners have allowed those goals to be turned on their head, blinding the industry with jargon whilst delivering automation focused far too much on the lowest common denominator. A good place to start the reinvention of Programmatic will be to stop calling it Programmatic – and to start focusing our terminology around what we actually want it to achieve.

## 9) MARKETERS DON'T JUST NEED ANOTHER DASHBOARD

The future of marketing will run on data – and intuitive, purpose-built dashboards are a valuable means of turning that data into action. LinkedIn has designed dashboards that do precisely that – ensuring the analytics from Sponsored Updates are accessible and actionable, for example. Dashboards are great – but that doesn't mean businesses should restrict their use of data to what their existing dashboards tell them. They have to make room for the more creative use of data as well. Don't just use the numbers for incremental improvements and optimisation. Find ways for them to inspire breakthrough thinking as well.

# GOVERNMENT OR COMPETITION: WHO TAKES THE LEAD ON INNOVATION TODAY?

Bob Burgoyne

Global Product Development Director, Social, TNS

Last month, I was lucky enough to host a discussion at WPP Stream – and I chose a subject that I find absolutely fascinating: the question of who drives innovation forward. I set up the debate by asking whether it's governments or competition amongst businesses that makes the biggest contribution to generating new ideas. But I was very surprised by the turn the debate took. This is the kind of subject that used to divide a room along ideological lines: those who put their faith in nimble, innovative free markets versus those who maintain that really big, bold projects simply won't happen without government support. What struck me is how out-dated these arguments feel today (and how few of them were aired in our discussion). When you look at the evidence, the roles of governments and free markets actually look very similar. The big question is: is this similarity really a good thing for innovation?

These days, governments no longer have a monopoly on the scale and resources that are required to fund innovation on a grand scale. The likes of Google and Apple, not to mention Unilever, P&G and major pharmaceuticals, have revenues that exceed the GDP of many countries. It's perhaps not surprising that these are the businesses developing so much of the innovation that affects our daily lives: from self-driving cars to automatically restocking fridges, to important new drugs – or simply more relevant ads.

And the impact of major businesses doesn't end with the innovation they fund directly. Their business models also create an environment that incentivises innovation amongst others (something else that we used to think of as the government's job). Just think of all the SEO businesses that have appeared as a result of Google –

or the opportunities that result from contactless payments. The scale of today's major technology businesses creates standards, vital in setting the parameters for innovation. And their habit of buying the most innovative businesses that spring up around them provides a powerful financial incentive for others to push the boundaries within those standards.

All of this feels like big, blue-sky innovation – and the impact of these businesses is ambitious and impressive in terms of the resources flowing towards new ideas. But as they start to resemble governments in their role, they can have the same potentially negative effect of tilting the playing field towards innovation in particular areas. At the end of the day, Google's business model thrives on data – and it prioritises innovation that will provide it with more data. Pharmaceutical businesses prioritise drugs that will have enough of a market to justify their R&D expenditure. These aren't innovation foundations; they are businesses that focus on ideas that create value for their own business model.

This brings me to the question of what innovation really means today. Is it about boosting the bottom line and delivering commercial success and increased GDP – or does its role need to be broader? Should it be focused on outcomes – or do we need innovation for innovation's sake? One of the strongest themes to emerge from the discussion at Stream was a belief that innovation shouldn't be focused solely, or even primarily, around profit. The goal of true innovation should be human betterment, whether that presents an obvious revenue opportunity or not.

Perhaps the faith we should have in the free market is that it will find a way to turn any game-changing idea into a profitable and sustainable business model, which ensures that the world gets to feel the benefits. But the free market is far less likely to come up with those ideas to begin with. Consider some of the ideas now fundamental to businesses like Google and Apple, and it's striking how few of them had an obvious commercial application at the time: the telephone, the internet, GPS. Could any business at the time have seen the value in experimenting with such things? Crick, Watson and Franklin weren't motivated to discover DNA because they were dreaming of building a vast genetics business. They had no way of conceiving that such a thing might be possible before they'd actually made the discovery. Can we realistically expect today's giants to see the value of projects so far from left-field that they have no conceivable value to their business model?

This is where the role of government comes in – and it's this role that most of the participants in my discussion instinctively focused on. As big businesses increasingly take on the innovation characteristics of governments, then governments need to focus their own role on filling the gaps. Their budgets may be constrained, but they can still be smart about how they deploy them – and if anything they might need to be even more open-minded about what constitutes worthwhile innovation than they were in the past. Private companies and competition may supply the majority of the innovation that affects our lives today, but every now and then we need a breakthrough idea that resets the parameters of what's possible. It's what keeps humanity moving forward. Surely that's something we'd all want to vote for?



# THE NEUROBIOLOGY OF STORY-TELLING

by Paul Field, CEO EMEA, TouchCast

Molly was the best big sister. What she loved to do more than anything was share her passion for books, so whenever her younger sister Isabella woke early, while their parents were still asleep, Molly would get into bed with Isabella, cuddle up and read aloud.

In March 2010 Molly was diagnosed with a brain tumour. It was inoperable and incurable, and six months after her diagnosis Molly died. She was eight years old.

In those last six months - every day more precious than the one before - Molly wrote a book. It was about a little girl called Ella Rose and she dedicated it to Isabella.

After her death Molly's family were supported by Haven House, a children's hospice which, as well as caring for terminally-ill children, looks after families after their child has passed away.

Haven House gave Molly's family enormous comfort and today Molly's book *The Adventures of Ella Rose* is still in print, raising money for the hospice.

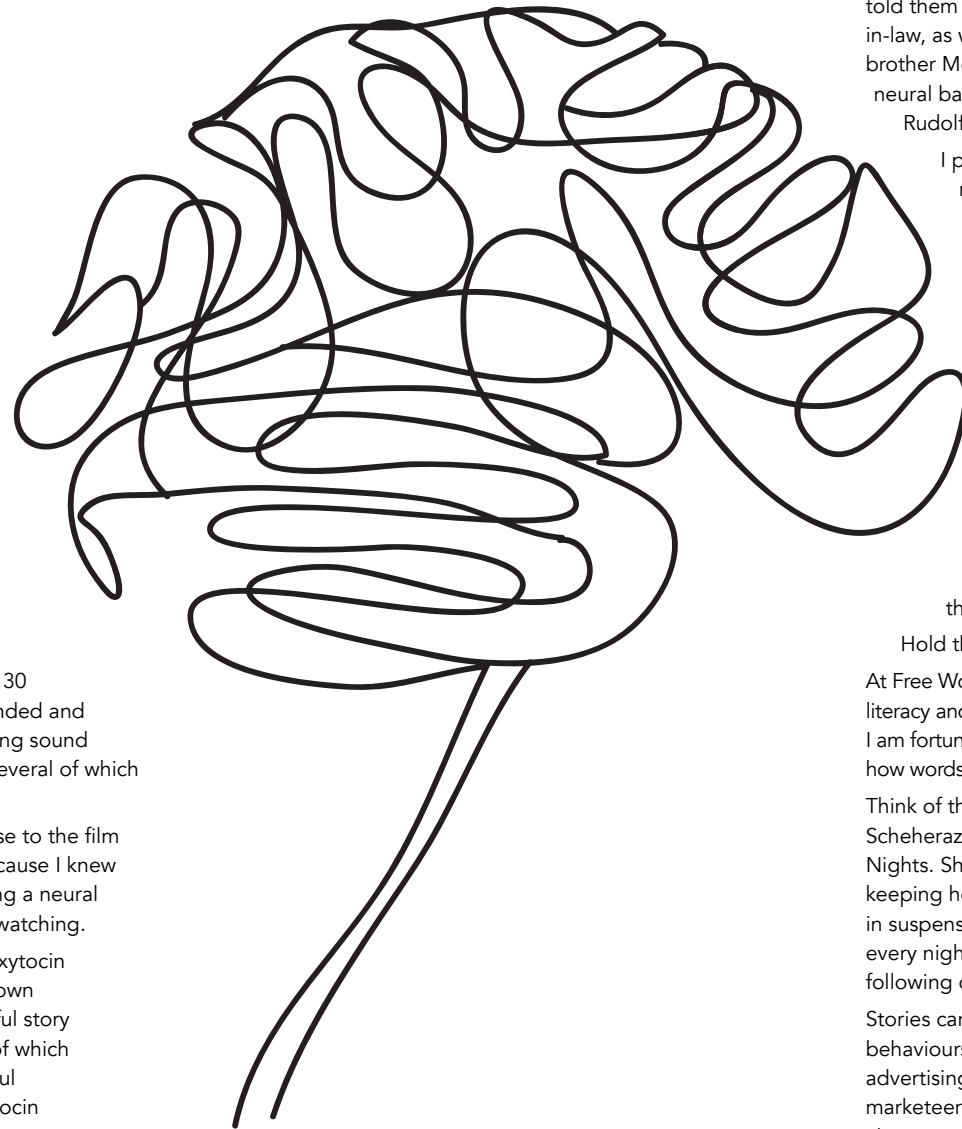
I've never before had the opportunity at a conference to conduct a scientific experiment - probably a good thing as I've no scientific qualifications - but at WPP Stream anything goes. This is why it's billed as the Unconference for Unconventional Thinkers.

After around 30 people turned up to my Stream Discussion on the neurobiology of storytelling, I showed them a video about Molly's immense courage and the fortitude her sister has shown having retained strong memories of Molly.

All that broke the silence for 30 seconds after the film had ended and before I spoke was the sniffing sound of tears being suppressed, several of which were mine.

This deep emotional response to the film was what I had expected because I knew oxytocin would be performing a neural ballet in the brains of those watching.

Neuroscientists tell us that oxytocin is produced when we are shown compassion or told a powerful story that follows a dramatic arc, of which more later. Researcher Dr Paul Zak has discovered that oxytocin induces empathy, which in turn motivates cooperation and generosity.



What happened next didn't surprise me - and it was exactly what Dr Zak's lab experiments have demonstrated.

I explained that Molly was my niece and the devastation caused by her loss is felt as acutely today as it was when she died. As I told them more about my brother and sister-in-law, as well as Isabella and Toby, the little brother Molly never got to meet, it was if the neural ballet was now being performed by Rudolf Nureyev.

I predicted they would remember the name of Haven House. Dopamine is another chemical the brain releases when exposed to an emotional story and this makes it easier to recall and with greater accuracy later.

I also suggested some of them would even make a donation to support Haven House because Dr Zak's lab experiments have revealed people in a high state of empathy are more likely to give money to a cause related to the person or situation with which they empathise.

Hold this thought.

At Free Word, which promotes literature, literacy and freedom of expression, and where I am fortunate to be a trustee, we talk about how words change lives.

Think of the legendary figure of Scheherazade in *One Thousand And One Nights*. She saves herself from execution by keeping her murderous husband the King in suspense with a different gripping tale every night which she always concludes the following day.

Stories can change our attitudes, beliefs and behaviours, so it's not surprising as traditional advertising loses market share to digital that marketers and brand creatives are all talking about storytelling. But here's what I told my

Stream audience, many of them marketers and brand creatives.

Most storytelling in the digital age sucks.

I think the technology behind the construction and delivery of a story is being placed before the story itself. The tech could be a VR headset, a live streaming app, or a drone shooting time lapse video. I'm all for enhancing a story using technology but I'm against taking a piece of tech and building a narrative around it.

Storytelling always starts with the story and I told my fellow Streamers they must understand the origins and science of storytelling... if their clients are to get a decent ROI on their spend.

You see, before the internet, before film, books, even pens and paper, humans told stories using nothing but our bodies and imaginations. The earliest cave paintings reveal we told stories about our fears and beliefs, and these were passed down from generation to generation. Stories are intrinsic to who we are and how we think. We use them to create memories and give meaning to our lives.

The psychiatrist Victor Frankl was a survivor of Auschwitz. He observed the prisoners who were most vulnerable to illness and death were those who had who had forgotten the people, places and events which made up their identity before they were herded into the death camp. On the other hand, those who clung onto a strong narrative memory of their former identity were the most likely to survive.

If stories can save your life, there's no doubt they're a powerful tool for marketers and brand creatives. How then do we tell them?

Two days before Stream I had dinner with Dan, a friend, and he told me about his mother. Dan's in his mid-50s and has two sisters who are older and a younger brother. Their mother had been a loving parent who only wanted the best for them when they

were children but she could be difficult and was always eccentric.

About a decade ago Dan's mother disappeared. She hadn't been answering calls and when Dan went to her home to investigate he found it had been sold and she was gone. Without explanation, she'd liquidated all her assets, amassing around £500,000. She was 70.

A fruitless search began. Private detectives were hired but no one knew where to begin looking. Her bank accounts had been closed and credit cards cancelled. Five years later Dan got a call from the police who told him they had his mother. She'd been sleeping on a park bench and was penniless.

Emotionally she was spent too, but lucid enough to tell Dan that she had enjoyed the previous five years staying in 5-star hotels and dining in the finest restaurants. She'd been mainly in France, dividing her time between Paris, Provence and Mediterranean hot spots like Cannes and Monaco. But there was no apology, she told them she didn't owe them an explanation, even when Dan and his siblings pooled their resources to get her into a home where a couple of years later she died.

Dan's family spent many hours discussing whether her behaviour was rooted in her childhood when she felt she had been overshadowed by her younger sister whom she had regarded as being smarter, more attractive and more loved by their parents. Disappearing gave her the freedom to be the special one. But this was speculation. Dan knows there will never be clear answers.

Gustav Freytag, a 19th century German playwright, suggested there was a common pattern in popular stories. It's referred to as the Freytag Pyramid or Dramatic Arc, and Dan's story follows this. Imagine a roller coaster and the car begins on the left with the Exposition. This is where the scene is set and characters are introduced. Next on the

track is the Inciting Incident where something happens to begin the action, usually a single event. In Dan's case it's his mother vanishing.

Then the car starts to climb as the story builds and gets more exciting. Freytag called this Rising Action. In Dan's case it's as the search begins and private eyes are dispatched.

The car reaches the top of the roller coaster. This is the Climax. The moment of greatest tension or the most exciting event. In Dan's case it's the shocking reunion with his mother and the revelation of where she's been.

As the car starts to head down to the ground, we encounter events that happen as a result of the Climax. The confrontations about why Dan's mother had walked out. Freytag calls this Falling Action. We move down to Resolution when the principal character solves the main problem or conflict. In Dan's case it's his mother telling him she owes no explanation and Dan accepting this. Finally we reach the Denouement. This is the ending of the story and of course in many novels or movies the storyteller can leave something hanging. This often guarantees the second book or sequel. In my view, Freytag's Pyramid goes a long way to show why so much digital storytelling sucks.

When Snow Fall from the New York Times debuted in December 2012 it was heralded as the benchmark for multi-media storytelling. The delivery - text interspersed with video, audio, map and images - felt as beautiful as it did natural but this wasn't what made Snowfall a landmark.

No, at the heart of its daring delivery and all those smooth transitions was a jaw-dropping story. An avalanche! 16 skiers engulfed! One of them - an attractive and smart woman - was described as 'mummified by snow'!

The UK's Daily Telegraph followed Snowfall with a six-part series on the West Bank called Meet The Settlers. The multi-media delivery

mimicked Snowfall in every way but I for one struggled to read it and had no emotional response and felt no empathy as I'd done with Snowfall. The Settlers was like a visually-interesting Wikipedia entry.

Other so-called great examples of digital storytelling have also fallen short. Sortie en Mer is a film about someone on a yacht falling overboard, made ostensibly to promote the wearing of lifejackets. I recall only hitting a key on my Mac over and over to stop drowning. I had to watch it again recently to try to remember any of the dialogue, what the characters looked like, or simply what the story was.

The marketeers or creatives behind these digital spectacles probably didn't paid attention to the Dramatic Arc, let alone science. Neuroscientist Dr Paul Zak highlights the importance of Freytag's Pyramid in his extensive lab research on humans which show that character-driven stories consistently cause oxytocin synthesis.

He also reports that tension in a story produces cortisol which increases attention, a scarce resource in the brain. This explains why we love stories of triumph over tragedy, of rags to riches and of ordinary people doing extraordinary things, especially where risk-taking is involved.

Stories are better remembered and therefore more likely to motivate you if they are personal and emotionally compelling.

I work at a video start-up called TouchCast, a pretty cool platform for interactive storytelling and last year my eldest daughter Olivia, 11, validated the way we approached a documentary series we produced for the BBC called Story Of Now. Think of 20 interactive Ted Talks, shot beautifully on location, each presented by some of the smartest and most insightful people on the planet, and throw in Idris Elba as the curator. The brief from the BBC was to deliver 20

five-minute stories, but each had to have an hour of interactive content inside it. TouchCast enables you to add anything from the web to a video, so technically there was no challenge. The hard part was figuring out how to tell each story so that it could be enjoyed as a linear experience or an interactive one.

Olivia watched our film on morality and was absorbed by The Trolley Problem, a dilemma philosophers have been wrestling with for years. Would you pull a lever that would send a tram hurtling towards one person if it diverted it away from five people on the track who would all be killed with certainty were you to not pull the lever? Olivia went to school the following day and told her classmates about the Trolley Problem.

Olivia had had a deep emotional response to a story, a strong memory had been formed, her decision - to not pull the lever - gave meaning to her life by taking a particular moral stance. And then she had re-told it, in turn forming memories and giving meaning to her peers.

Job done.

So if I were a marketeer using stories to persuade or win hearts, I'd start with the brain first.

To prove my point, I ended up Discussion at Stream with a question. Forty minutes after the audience had watched the film about my niece Molly I asked them to say out aloud the name of the hospice that had supported our family.

In unison, they all shouted Haven House.

**“IT WAS BY FAR THE BEST CONFERENCE I’VE BEEN TO SINCE THE CHELMSFORD WARHAMMER CONVENTION IN 1994”** MARK ADAMS, VICE



# HOW TO RUN THE CONFERENCE OF THE FUTURE

Sarah Drinkwater, Head of Campus at Google

This year, I've been lucky enough to go to three things that are just too fine to be graced with the name "conference". Think "conference" and you can't help but think of overly long shiny paper schedules, mega-complexes outside garden cities, limp egg-and-cress sandwiches.. nothing that even compares to a three-day gathering of food for thought like WPP Stream (the others were the Do Lectures and my own team's #Trailblazers).

So how can our get-togethers be more like Stream and less like bad sandwiches? There's no magic ingredient, but here are a few things my favourite events in 2015 had in common:

## It's all about the people

WPP Stream pulled together a truly global group from many industries, from Silicon Valley investors to Guardian maths writers, VR storytelling startups to Singapore ad agencies. There's so much benefit to be had from discussing topics many of us care about, whether it's human-centred design or civility in internet comments, with those outside of our direct industry. We used to call this "fresh eyes" in magazine land, and it's the whole ethos behind the open space in Campus London, the building for startups I head up; someone who hasn't obsessed over your startup for weeks may be able to see it more clearly.

## Get lost

You've got your smart people. The next thing to do is take them out of their natural habitat. Location matters. Maybe it's just me, but I find it hard to think differently when there's a Pret winking at me through the window; it's just too routine. Here's where Stream excelled: not only did we go to Greece, but an hour outside of Athens, to a Butlins holiday resort that felt like the beautiful end of the world.



## Tight logistics, loose schedules

This is where it's hard to get the balance right. Logistics are the easiest part. People should know where they need to be and when, seamlessly. You want there to be great food, always. The wifi should be just good enough for basic emails and Instagram but not good enough for conference calls. Many conferences I've been to think, reasonably, that people coming want to take the most inspiration home, so stuff their agendas with keynotes, breakfast briefings, roundtables and panels. That never works for me. Stream had a few set sessions — like a fireside chat with Sir Martin Sorrell — and then, amazingly, a huge whiteboard where anyone could propose and lead 50 min topics. We got 30 seconds to pitch the whole group our discussion topic, then you went to what you liked.

Think presentations on improving maths education, entrepreneurship debates, drone demos, and panels on the unfair advantages female founders have. The lack of expectation kept it just loose enough for open, honest discussion. We were all in, no matter what the group size.

For me, the pitch was the best. A stream within a Stream (so Inception!) where anyone could sign up to a group and spend 36 hours working up a tech-for-refugees idea which got pitched on the main stage. I lucked out with an amazing group from Possible, Vice, Ford, Danone and more, who spent time researching how Uber pay their drivers to a soundtrack of the Aegean Sea. I watch entrepreneurs pitch all the time, but it's been years since I truly did it myself: it gave me a real jolt of empathy to go through the wording, the practice, the nerves and exhilaration all over again.

## A little bit of chaos

My new friend Usha turned a corner and found Yossi Vardi kickstarting an enormous game of pass the parcel. Helen and I took part in PowerPoint karaoke — like Exquisite Corpse with a deck of random pictures (she won but I'm not bitter). Eze came up with the idea for a secret bike ride and procured 15 bikes overnight. Trust in people and good, random things happen.

## The space between

Whether it's Stream or a more conventional conference, the conversations you have in between what's been planned are always my favourite. You talk to someone on the dancefloor and realise you have a mutual friend in Tehran. A group of you watch a bonfire building competition and come up with a theory that many women in tech in leadership roles are first born. I may have come home late on a Sunday from Stream, but I felt more fired up than ever on a Monday morning.

So: Don't overplan. Take your time on finding the right people, and trust they'll power the conversations. Spend time on logistics, but allow for a little chaos. Get these five things right and, when people leave, the world seems a little bit smaller, but what they can do in it seems even larger.



## THE DIALOGUE INSIGHTS FROM WPP'S STREAM 2015: THREE MARKETERS SHARE UNCONVENTIONAL THINKING FROM AN UNCONVENTIONAL CONFERENCE

WPP's annual Stream event is billed as the (un)conference for (un)conventional thinkers. Hosted over three days in Greece by Sir Martin Sorrell and Yossi Vardi, it attracts 300 leaders and rising stars from the technology, marketing and media industries. So what goes on out there? Three guests who have just returned tell us what they learned at Stream 2015...

### CONNIE SOLHEIM LYKKE. MARKETING MANAGER AT LEGO GROUP

The unconference format was a wonderful way to meet new people from the myriad of companies present at Stream. There was an exciting and eclectic mix of professionals from tech companies to agencies and brands. I was really impressed how everyone contributed to the variety of discussions from how to fall in love in one hour to how to measure your ROI when using social media to tech lab workshops! The atmosphere was active and friendly, where you meet new friends on equal terms and where egos are checked at the door.

One of the many companies that participated at Stream was the Lego Group, which facilitated a workshop called Duckerthon. The workshop illustrated the need for adults to harness the ability to think like kids in order to boost innovation and creativity.

The sharing and innovative nature of Stream was highlighted when one of the participants, Prof. Mel Rosenberg, created a digital book from the workshop – in only 10 minutes!

The format, people and general atmosphere of Stream made sure that we left with more than just a couple of new LinkedIn connections. The combination of professional and social activities provide the foundation for meeting the other participants on a more human level. This meant that you left the event feeling part of something and having made much deeper connections than what you normally experience at conferences.

Looking back at the days spent outside of Athens I feel as a marketer that this definitely is an event that you do not want to miss. As most events of this calibre this was a smash hit, but with an invitation-only you will have to work hard and contribute with you creativity, knowledge, passion, and personality to make sure you get on the list for next year.

### CAROLINE STEPHENS. SENIOR DIRECTOR. JOHNSON & JOHNSON DIGITAL CENTER OF EXCELLENCE EMEA

I help marketers across our many brands and countries to win in a digital world, and consider ROI all the time. Agency and client experts joined me at a 1st discussion-on-the-beach at WPP Stream.

In digital, there is a constant flow of new disruptions & opportunities – yesterday brand teams were excited about Twitter & brand apps; today they ask about Instagram & influencers; tomorrow it might be virtual reality & internet of things – and this pace of change will continue. As the brilliant AdContrarian says: "There's no bigger sucker than a gullible marketer convinced he's missing a trend".

It's critical that the shift from traditional, TV budgets towards digital contributes greater effectiveness & efficiency in growing our business. Analytics resources are growing significantly to crack this. We discussed three themes:

Multi-attribution modelling & digital econometric curves matter. A paid search click may be the last action a consumer takes prior to desired brand action – but often preceded by multiple digital & traditional connections. All count, and for incremental growth you should invest selectively depending on their ROI curves.

By now, we collectively know a lot about the performance of the digital "basics". A few select digital KPIs that act as a proxy for sales impact across SEM, YouTube, Facebook etc are common lexicon & justifying significant spend across advertisers.

Leading organisations allocate innovation working & non-working budget to test the newer opportunities. No one marketer can second guess performance without trialling, data & time – achieving learnings or ROI to win in the future. It was an impassioned discussion with valuable contributions, attended by a number of leading FMCG & healthcare companies together with top agency leaders.

### GEMMA MILNE. CREATIVE LAB TECHNOLOGIST AT OGILVY & MATHER

I've just returned from what can only be described as the most mental conference I have ever attended. Stream is what's known as an 'unconference'. This means that there is no schedule, there are very little 'knowns' before you arrive, and everyone can participate in as little or as much as they see fit. It's 'invite only' – and normally this is not something I support when it comes to the sharing of ideas and thoughts, but it did mean it created a safe place for people to discuss difficult problems off the record, and made you really want to make the most of this very special opportunity.

With it having been such an incredible experience, I thought I'd share a few of the lessons and takeaways I've been left with in the hope that other conferences, and maybe even business as a whole, might take note and start to follow suit in the way it had the people attending reassess the way they conduct themselves and their business.

#### LEAVE EGOS AT THE DOOR

As a relatively junior woman in the industry, what a breath of fresh air it was to have the opening speech declare that egos must be left at the door. Name badges only stated name and company – not title – and we were all encouraged to create relationships with people based on their behaviour and thoughts expressed at the conference. It was like we had a blank slate upon which to build our three day reputation – and who knows what those foundations could then lead to in the 'real world'.

#### ASK OPEN QUESTIONS

Instead of having a defined schedule of events, once you registered you were led to this large whiteboard full of empty time slots where you were to propose your discussion sessions. It really was 'anything goes' – and open questions which could have several answers were encouraged. When I'm sitting in an audience listening to an interesting speech, my mind tends to flurry with questions early on that I know I won't be able to get all the answers to – the beauty of having hosted discussions as opposed to speeches meant people could interject with questions and redefine the flow of the discussion. And with egos left at the door, anyone could chip in.

#### SEE THE VALUE IN PLAY

There was a Stream Band. There was a talent show – the Extravaganza. There were sports in the mornings and bonfire competitions in the evenings. We were taking ourselves out of meetings and into the playground. I couldn't believe how well I bonded with people over playing a few Oasis songs, or how quickly we ended up talking about interesting business problems over some smores. You don't have to be in a structured meeting to get to the point and, for me, it was much easier to find flow in conversation when its roots were in something so far removed from everyday business.

#### PREPARE FOR SPONTANEITY

As much as Stream was 'unorganised', it was simultaneously one of the most organised operations I've ever seen. It was like there were these defined structures in place to then allow randomness to happen in between the lines. It meant we felt comfortable not knowing what was going on – and for someone who loves going through and highlighting a schedule before an event, that really is saying something. We were able to let someone else deal with the mundane decisions like where to have lunch and how big a notepad to carry with you (answer: the same place as everyone else, and not one at all as off the hook discussions require few or no notes), which then meant we could focus on the important stuff – sharing ideas and meeting awesome people.

#### REMEMBER YOUR VALUE

It was humbling being in the company of such influential, inspiring and experienced people, and I was worried that I would feel out of place amongst the 'giants' of our industry. But in fact, it wasn't long before I was reminded why I was there and how I could bring value, because there were so many outlets and opportunities which played to so many different peoples' strengths. The openness of the discussions and the hunger people had for a diverse amount of information meant everyone had something important to say. Coupling that with the ego-less mentality meant confidence wasn't difficult to find.

Reflecting back on Stream and how people behaved hasn't made me think that everything about the way we conduct conferences, and business itself, should all change. Instead, I do hope that everyone there might take one takeaway and implement something new at their organisation – whether they are client, agency or another – and maybe more thoughts, ideas and solutions will be shared and improved upon across the board.



**Jim Rosenberg** is chief communications officer at Accion, a global nonprofit dedicated to building a financially inclusive world with economic opportunity for all, by giving people the financial tools they need to improve their lives.

I just spent two days with 300 of the smartest, most creative people I've ever encountered. This is true praise, as my work makes me lucky enough to meet lots of people like that.

WPP's Stream unconference this year was a three day mind meld around all things digital – from the neuroscience of marketing (did your eyes really see what they saw?) to the latest thinking around content strategy... and even a session on work/life balance. Sadly, I was catching up on emails during that one. Here are five takeaways that will affect social good in the coming year:

1. Agencies and nonprofits still struggle to understand each other

Ad guy, want to help a charity? Great. Charity, got an idea for a big campaign? Cool. Be sensible. Success requires taking time to really get a strong brief and understand the context and the constraints that each side faces. Well-intentioned agencies can get into the weeds without insisting on a really tight scope of work and brief from a social good organization.

I've seen this in my own experience, and my view was reinforced during a pitch session

where teams proposed digital solutions to help address the refugee situation stemming from the four year-old war in Syria. All pitches were well intended, but often lacked context or depended on wildly unlikely things (such as bringing M-PESA to Turkey; there's lots of well-documented reasons why M-PESA hasn't rolled out in more markets). To be fair, the pitches were of high quality given the time each team had to pull it all together.

2. There's a general consensus around what works when it comes to engaging audiences

This is what works: being clear about a call to action, knowing your audience, crafting content that's got a story to it, measuring and analyzing results and adjusting based on the data. Mobile internet, smartphones are pervasive now. Though search and social algorithms will change, functionalities continue to evolve.

We have reached cruising altitude with digital. Some 22 years after Sir Tim Berners-Lee gave us the free and open World Wide Web, eight years since the first iPhone and 11 years since Facebook came to be, we have some well established principles around good user experience, design, and audience-focused content. Non-profits ignore these at their own risk.

3. Everyone is just giddy about virtual and augmented reality, but the use cases are nascent

For non-profit marketing and communications, it is hard to see how this scales up in the near term. Hopefully we'll see more people playing with the medium, the way the UN did at the World Economic Forum earlier this year. My brain is

already filling up with ideas on how to play with this, and hopefully the tech firms driving VR/AR will keep their favourite causes in mind as they zero in on ways to monetize the platform.

4. Non-profits risk being left behind as more sophisticated (read: more expensive) ways of serving content come to market

Several people I met talked about how paid reach and engagement is becoming the path of choice for big brands – some are even avoiding the daily, hourly 'feeding the beast' of content and instead are focusing on deep spending on a few signature pieces of video per campaign and then putting massive ad spends behind them on social platforms.

This makes a lot of sense, but few non-profits I know

have the budget to do that. And many must work to satisfy internal demands for content pushes (think of the health expert demanding his blog get posted on Facebook, for example, when few people are going to Facebook to read health blogs!). It will be some time before we will need to grapple with mobile optimized content formats, such as Apple News and the new Google mobile preview product. Study publishers to see how they cope.

5. Size matters, but not the way you think it does

Smaller can be better when it comes to nimble digital activations. Some of the most upbeat participants were from small start-ups or who had become stars on Instagram or YouTube – while some of the more frustrated folks I met were from really big brands where decision making is slower and more formalized when it comes to trying new things and innovating.

No doubt 2016 will be super disruptive to us all -

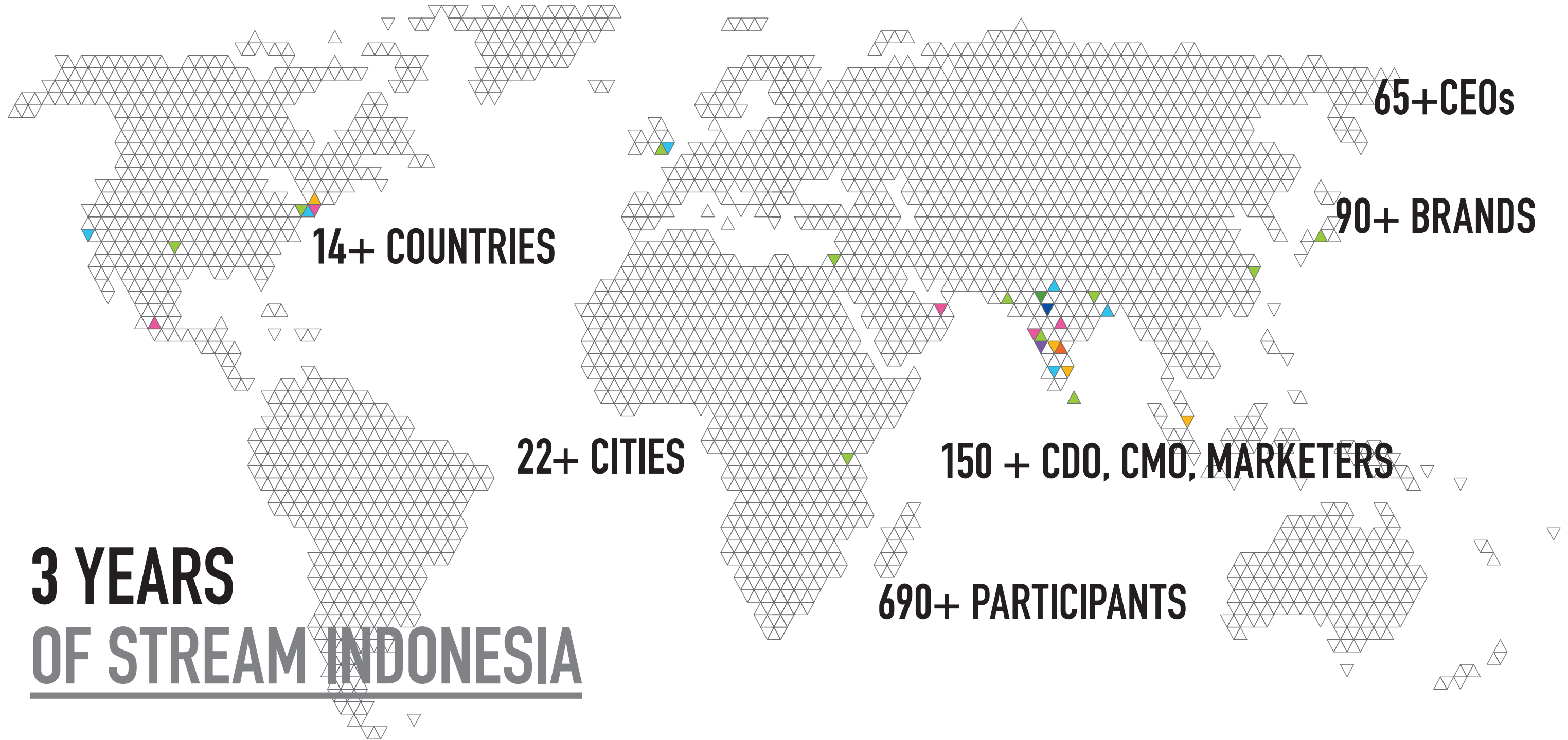
though I wonder if we're going to end up living in a version of "Minority Report" or "The Matrix"...or perhaps we'll go more the route of how Parisian taxi drivers responded to Uber. In any case, the most thought provoking moment at Stream for me was when a dinner companion said, "We all should really be reading more novels and fiction. That's how you understand the human condition." Digital marketing may be about data, but it's about poetry, too.



# STREAM INDONESIA

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# **3 YEARS OF STREAM INDONESIA**

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### IS DATA A TRADE-OFF BETWEEN PRIVACY AND PERSONALIZATION?

When asked in surveys, users state they would rather have online privacy than personalised services and recommendations. Yet most users actively expect Amazon recommendations, Sephora EDMs or personal attention from Krisflyer. People don't mind connecting with Facebook or Twitter on e-retailer websites, and will voluntarily share information with brands they believe in. So is it not about privacy at all but about honesty and respect? Be honest with your customers about why you want their data, show them the clear benefit to them – and then leave it to them to make an informed decision. Value exchange, in short. Or is it about education? What most people think of when they worry about privacy is PII data (eg: Apple ID), which is regulated quite stringently. Ironically, the most visible and unsettling manifestations like Trip Advisor ads use nothing more sinister than cookies. So is privacy a matter of managing perception?

Mina Menon | Wunderman

### MY MOM AND HER IPAD

I've been handling brands with mums as target market for almost 5 years, which I found really interesting. How mums must learn to multi-task and become a master juggler of all her many roles, how they always want the best for the family and HOW THEY TRUST OTHER MUMS because those mums are the same or in similar situations as they are. Let's talk about the world of Indonesian mums, their characters, habits, way of thinking and how they all being translated into their digital activities and discuss how it is different with other target audiences. Hopefully at the end of discussion we can enrich our understanding about this specific target audience who contribute 16% to total internet users (equal to 14mio users) in Indonesia by 2014

Imelda Wira | Unilever

### IS O2O THE NEXT BIG WAVE OF E-COMMERCE IN INDONESIA?

As the big players consolidated their positions, more of the incumbent retail giants in Indonesia are waking up and setting up their own online retail channels. But why should they do 'pureplay' online retail when they already have the infrastructures. But should they really do it? Challenges, insights, ideas, and random moments of awesomeness.

Rizki Suluh Adi | Erafone

### THE SOFT POWER OF INDONESIA

Kimono. Kung-Fu. K-Pop. Pasta. Romantic City. Sing the Star Spangled Banner tune in your head. These are the soft powers of Japan, China, Korea, Italy, French and of course Hollywood (I meant America). They are doing a great job in marketing their country's culture and power through movies, songs, and other Social Media. Now if we go to America, and start asking, Silat, Sarong, Batik and Garuda (you get the idea), would they straight away say Indonesia? China also have their own Batik pattern. Malaysia have their Pencak Silat. In Nights at the Museum 3, Ben Stiller explained excellently about Garuda and its origins from India. So now, have we been focusing on the wrong soft power to promote Indonesia to the world? What can we do through our tech skills and social networks to promote Indonesia's Soft Power?

Daniel Mananta | Damn! I love Indonesia |

### COFFEE AND A CIGARETTE.

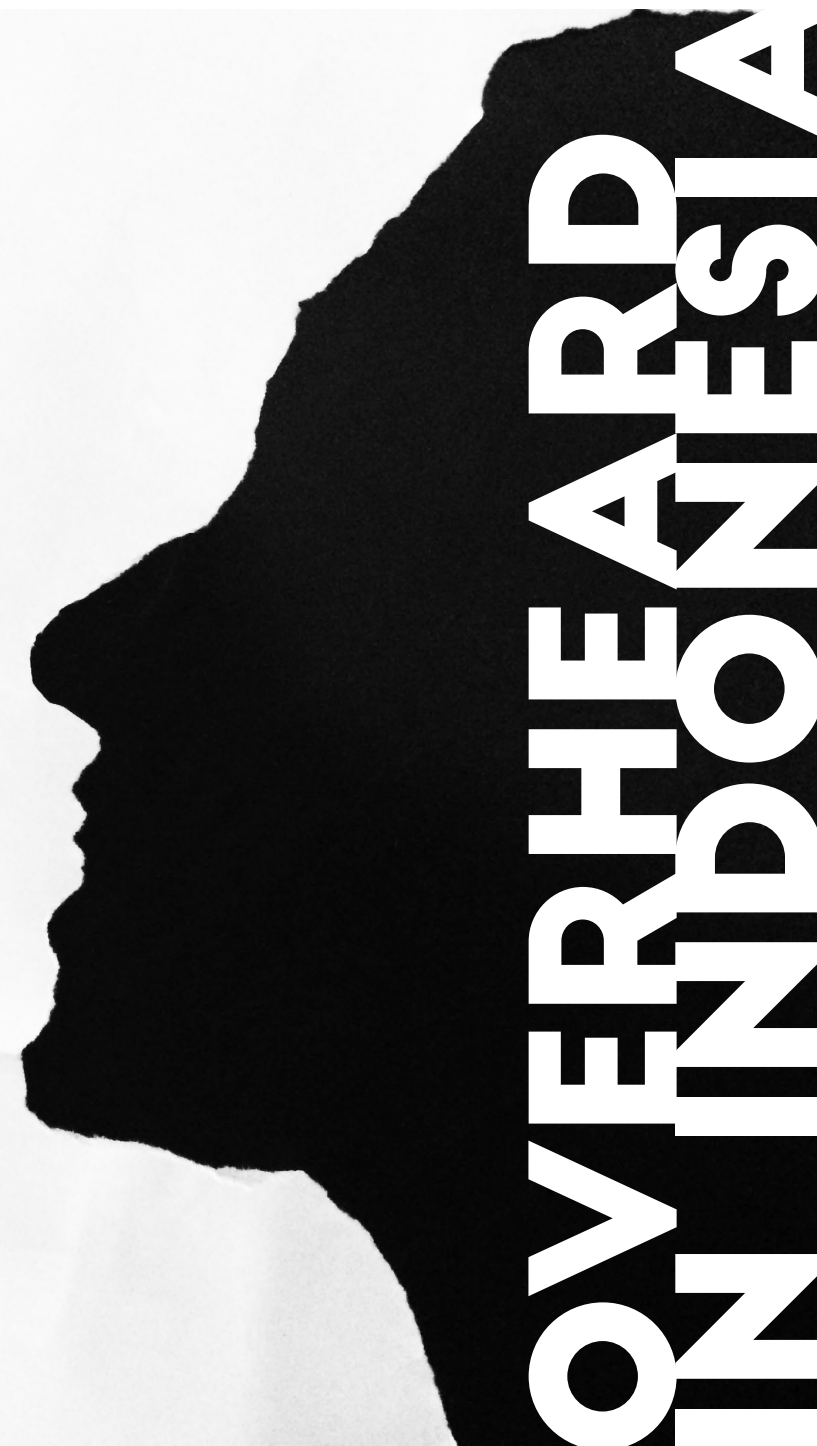
We tend to talk, eat, and even think in small bursts. A long, drawn out meal is a luxury, and something we look forward to. A bike ride up the coast - when do I have time for that? You want me to watch a 7 minute video on how blah blah can blah blah. A great story can be told in the time it takes to have a cup of coffee, or finish a cigarette. Let's discuss how to tell stories, effectively, in a short amount of time, without robbing them of their emotion, tension, humour, and most of all, a great ending. Bring your favourite story. We are all ears.

Christopher Smith | Endemol Shine Group

### CONNECTING WITH CUSTOMERS ONLINE AND OFFLINE (AND NOT BEING CREEPY ABOUT IT)

Our customers mostly have seemingly separate lives online (through social media and other services) and offline (in the real world), when actually they are simply aspects of the same life. So why should brand communication efforts be any different? This discussion attempts to address the opportunities and challenges of creating cross-media campaigns, the expanse and expense of CRM efforts, and establishing better relationships with customers.

Ario Tamat | Wozz.in





**TRULY  
AN INSPIRING  
STREAM INDONESIA 2015!  
I PERSONALLY  
CAME AWAY ENRICHED  
AND MORE EAGER  
TO CONTRIBUTE  
TO THE INDONESIAN  
ECOSYSTEM  
MARKUS BIHLER, HAPPY FRESH GROUP**





# WHO CAME

**STREAM INDONESIA  
2015:  
90 BRANDS  
40 AGENCIES  
100+ TECHNOLOGY &  
MEDIA COMPANIES**

ASURANSI JIWA MANULIFE, 7LANGIT, ABC PRESIDENT, ACOMMERCE, ADPLUS, AIR ASIA, AMDOCS, ASKME INDIA, AXA INSURANCE, BAIDU CO.,LTD, BAIDU INDONESIA, BANK BTPN, BAT, BATES CHI, BATES CHI & PARTNER, BLOOMBERG DIGITAL, BIZNET NETWORKS, BLIBLI.COM, BU.COM, BURSON-MARSTELLER, CATALYTIC, CEBOS, CIRCUS SOCIAL, CITIBANK, COLFE, COMBIPHAR, CRAYON DATA, ESIA, DANONE, DANONE WATERS, PASS, ENDEMOL SHINE GROUP, ONE, EUPHORIA PROJECT, FACEBOOK, WORK, FEMINA GROUP, FONTERRA, GA, GDP VENTURE, GLOBAL TV, GMI, GOOGLE, FRESH, HAPPY5, IKEA, INDONESIA AIRASIA, INMOBI, INSTAGRAM, KANTAR, KAPANLAGI NETWORK, KARTUKU, KASKUS, KMK ONLINE, KMKONLINE, KOKIKU NETWORK, KOMPAS, KREATIF MEDIA KARYA, LAZADA, LINE CHAT APPS, LINTAS.ME, L'ORÉAL, MAKNA CREATIVE, MAXUS, MEC, MEDIACOM, MERAHPUTIH INCUBATOR, METRO TV, MILLWARD BROWN, MINDSHARE, MIRUM, MNC GROUP, NESTLÉ, NUTRICIA, OKEZONE, OLRANGE, OPERA, OPERA MEDIAWORKS, OPINI & INFOKOST, OTG, OUTTHEREMEDIA, PATH, PHARPARTNERSHIPS, PICMIX, PWC INDONESIA, QUNAR, RECKITT BENCKISER, SAMPOERNA, SCM, SCTV, SELIA MEDIA FEMINA GROUP, SHELL, SOFTWAREG, SPARKLINE, TANAKHIR FILMS & WUJUDKAN.COM, TELKOMSEL, THE TEMPO GROUP, THINK.WEB, TONE, TRAVELOKA, TWITTER, UNILEVER, UNIVERSITY OF GADJAH MADA YOGYAKARTA, VIRTUCO, VML QAIS, VOCANIC, WHATSNEW INDONESIA, WHATSNEW/MOXY ASIA, WHISPER MEDIA, WOOZ. IN, WORLD FOOD PROGRAMME, WPP, WPP DATA ALLIANCE, WUNDERMAN, XAXIS, XL, XL AXIATA, Y DIGITAL ASIA, Y&R

# STREAM INDIA

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“ Stream India is an incredible meeting of minds.

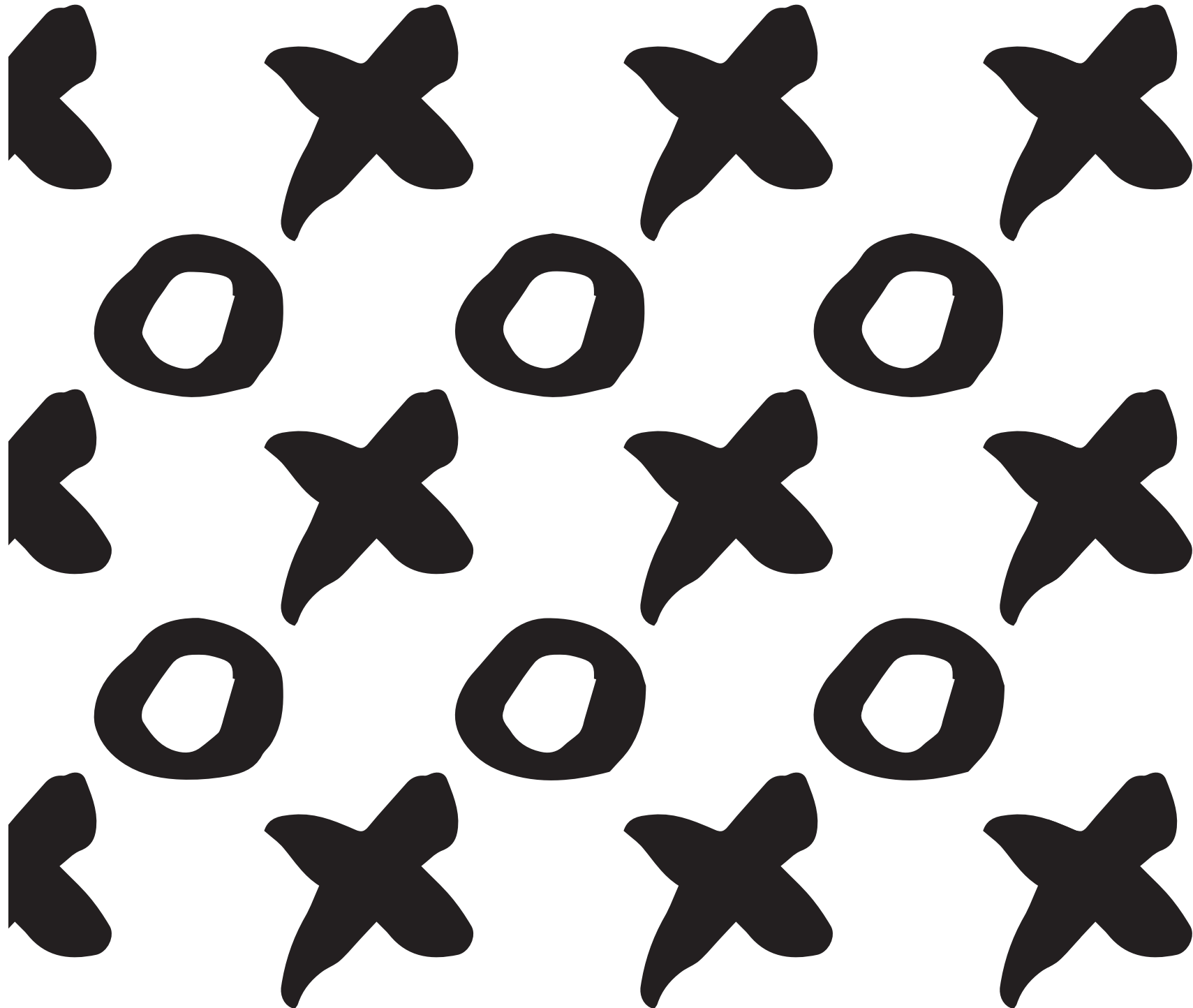
A true unconference aims to bring together leaders of different businesses to discuss where we are as an industry & more importantly where we will be by the time we meet next year.

I must admit many trends discussed last year were already realities by the time we met this year and that is something that makes Stream a conference that is massively different from the others ”

Devraj Sanyal  
Managing Director & CEO  
Universal Music South Asia













# EXPERIENCES FROM WPP'S STREAM INDIA

After an amazing three days spent with over 200 curious minds at WPP's popular unconference called Stream, I wanted to share six snippets that struck me as interesting.

-  **Serendipity vs the algorithm:** We must consciously search for new experiences and information. Otherwise we run the risk of being limited by the echo chamber we unwittingly live in. Go attend an event you normally would not. Pick up a magazine you normally would not read. Break the mould and you will be pleasantly surprised as to how much it opens up your mind to new ideas that you can apply in your work and life.
-  **Less is more:** We must strive to be short and sharp in our story telling. Nearly all the presentations at stream were done in 4 to 5 minutes and they were more powerful than the 45 slide PowerPoints we churn out. A good reminder of the power of brevity is a site called [www.makesmethink.com](http://www.makesmethink.com) check it out.
-  **Assisted content creation and curation:** The future is going to be about finding new ways to bring the best content together. Stream itself is a perfect example which got a diverse set of people together and the content each person brought to the table is what made the event so powerful, but it took a lot of work to pull it together. The content factories of the future will operate on the same principle.
-  **Make mistakes as fast as you can:** We have a lot to learn from the youtubers. They are a "fail fast generation" or one that has absolutely no fear to try something and if it does not work they tweak it and try something else. Just don't keep repeating the same mistakes though!
-  **Parasitic innovation:** Look for ideas that work and then see how you can piggy back on them. An example of this is how a healthcare initiative to distribute ORS solution piggybacked on the distribution network of a soft drink brand to get to the heartland of rural communities. What can we learn from such examples and how do we apply them in our world of PR?
-  **The importance of participating:** Don't sit on the sidelines and listen passively. Stream celebrated those who had the courage to participate. It celebrated their effort and their courage. Fear of sounding stupid or failing is what stops most people from doing things. There is so much each of us is capable of if only we stopped being afraid of what others would think. So go ahead and initiate a conversation. Share the idea. Don't spend your day only reacting to what others want of you. Be the author of action and while you are at it don't forget to have some fun :)

Nikhil Dey, President, Genesis Burson-Marsteller



# OVERHEARD IN INDIA...

## Man v's Machine... Do we still need Man?

Programmatic media buying is taking the world by storm, but not all countries are seeing growth like the rest of the Globe. Who's getting in the way? When will we see the programmatic storm erupt in India and Southeast Asia? We see the machine taking over the mundane media buying processes and creating efficiencies at scale with the added benefits of data and targeting. So do we still need Man?

*Caroline Troman | Yahoo Singapore*

## Indian citizens can now crowd fund the next FaceBook, Google and Skype. Wanna be part of it?

A couple of years ago Indian citizens couldn't invest in companies such as Facebook or Google. Now they can, and they do. The question is one of communicating investment opportunities.

*Bundeep Singh Rangar | Indusview*

## Do we need the Internet Police?

Considering the latest controversy surrounding the AIB Roast do we really need an Internet Police for opt-in content.

*Carlton D'Silva | Hungama Digital Services*

## Consumption of Sports Content in the Digital Age

Business opportunities arising out of Sports content i.e Live & Non-Live. As per a recent survey 30-40% of users are willing to pay for Sports content online. Considering that India is a country where cost of subscription is extremely low! Adex spends are also doubling year on year on sports "Live" content with increasing penetration & increasing content

*Jai Lala | GroupM*

## The opportunity to digitize business – not just marketing

Digital Marketing is incredibly specialized (SEM, SEO, Mobile n/ws, Video n/ws, Alliances, Social etc) and incredibly fragmented, with numerous agencies delivering parts of the business. Digital Marketing is also increasingly about Digital Business with the growth of mobile commerce, apps, ecommerce and both are closely linked. There is a window of opportunity for Marketers and agencies to fill this gap and be a big revenue stream rather than a cost centre. What would be the opportunities and challenges to deliver this.

*Rathin Lahiri | Meru Cabs*

## Is being a marketer, the most indifferent profession of our times?

We are arguably in the middle of of the biggest war of our times; The air in our cities are being termed unhealthy to live in; An alarming number of farmers are giving up the profession after generations, in favor of industrial / urban jobs; We are fast running out of open spaces in cities for Children. Are these the best of times to be helping sell more sugar water, automobiles and more gadgets than we can responsibly trash in our life time? Is irresponsible consumerism the elephant in the corner office? Or is there a way to find that middle path between being a marketer and conscious citizen?

*Karthik Nagarajan | GroupM Interaction |*

## Make Way, Mobile First, It's now Mobile Only.

As we meet in Jaipur, the smartphone era has already dawned on India. We now have an estimated +120Million of these powerful lil guys humming and running about merrily across India. Just in the last 3 months, we shipped 30 Million smartphones. To understand how transformational that is, try this stat out for size- end 2013, just a year ago, the entire installed base of smartphones was only 30 Million across India. I propose to present the 10 Guiding principles of a mobile first world from the user experience view. I believe that for many of us, from the large screen paradigm, a refreshing brainstorm design paradigm from the ground up would be immensely helpful in the coming Mobile First, well actually it's Mobile Only India!

*Rajeev Suri | Reliance Jio*

## How will Digital technologies enable financial inclusion?

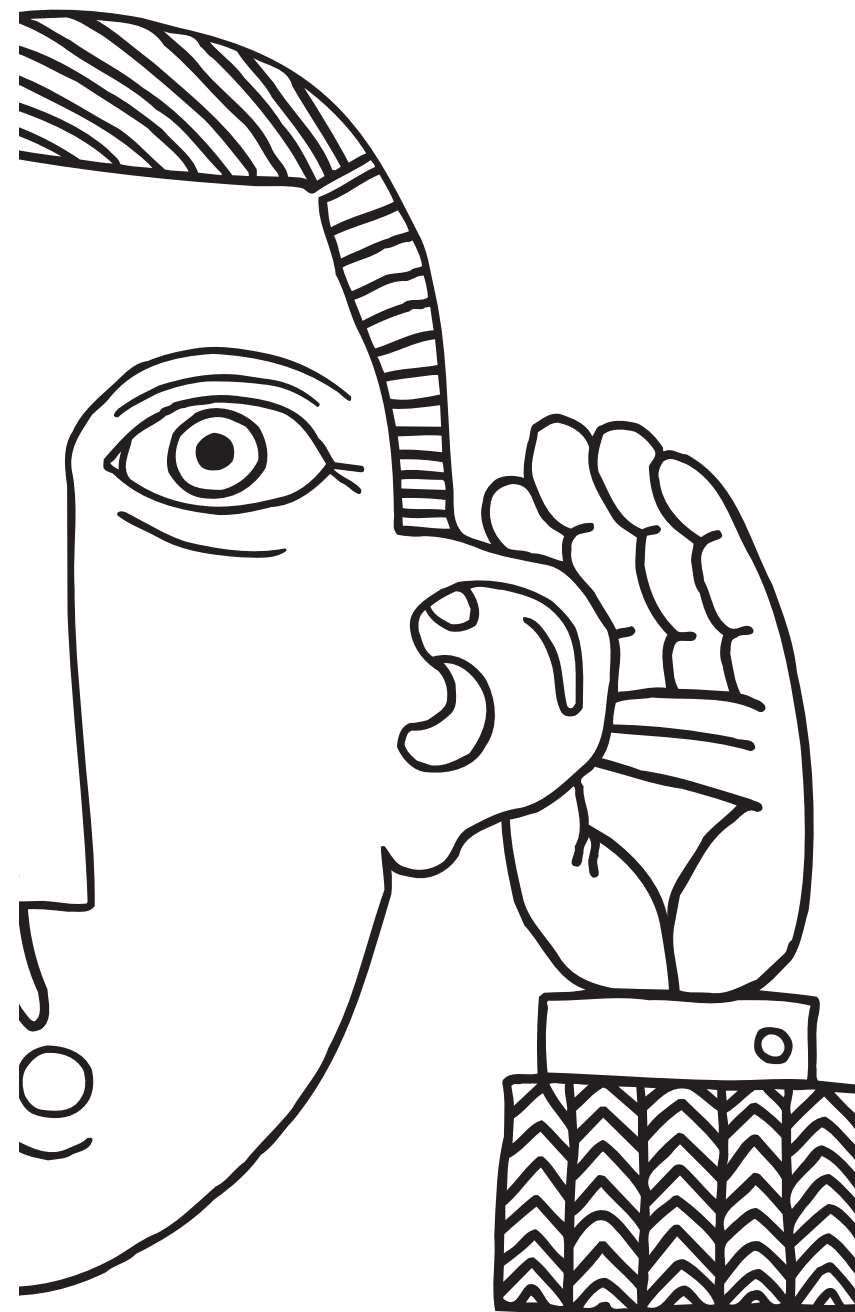
Internet, connectivity, mobile and the works are disrupting every business models. Banking and financial sector is also no different. How are these technologies enabling financial inclusion? What are the opportunities and challenges.

*Amit Shah | Yes Bank*

## Long term marketing effect - in an instant

Why no brand can ignore Snapchat

*Rob Norman | GroupM*



## The Squeeze! Big Screens and Small Data Pipes

Mobile Screens are getting from Bigger to HUGE. While mass customers are still on thin pipes of 2G, or very limited 3G packs. Free Wifi. Or no data connections. How are we equipped to serve ads and content to mass customers. Thin stream videos that deliver entertainment to the security watchman, streaming content through missed call numbers, offline video delivery, good ol' SMS and other options. What are the bright ideas and hacks that we all are planning. Does wide spread wifi or the illusive 4G hold any different news. Share and tell...

*Pankaj Sethi | m-adCall*

## Dysfunctional demographics!

Consumers are refusing to stay within their demographic definitions. Everyone is perennially young. Attitudes & behavior can no longer be defined by age or income. The young are rich and spending. So are the over 40's. Digital access has democratized demographics. Yet marketers continue to work with tightly defined TGs. Is there a better way to find & understand your consumer?

*Rohini Abraham | IMRB International India*

## 'What is mine is yours' - The Sharing Economy: Is it for real?

Inspired by connectivity and internet and a new wave of conscious consumption, concerns on global warming, there are a slew of businesses built based on sharing of resources. Is this Sharing Economy for real? Is this a first world phenomena? Since India is yet to go through the cycle of affluence, consumption and fatigue, is this too early for India? Which businesses will see early impact on this?

*Unny Radhakrishnan | Maxus*

## The Rise of the Indian Superhero!

In a world dominated by western superheroes and Japanese anime, the time is now to take Indian characters to the world. How do we start? How can India's characters be different and unique. The next J.K. Rowling, Steven Spielberg, Stan Lee or Miyazaki is sitting somewhere in this country ready to transform the world with their stories. Japan, Korea and China have built multi-billion dollar character entertainment markets, yet India, which has some of the greatest mythic stories in human creation, has not been a part of it. After all, long before James Cameron created 'Avatar,' we were the country with the first blue skinned hero with a bow and arrow. It's time to spark a new creative renaissance. Join me for a discussion about how to create and innovate the Indian superhero.

*Sharad Devarajan | Graphic India*



# WHO CAME

ACQUIA, ACREWHITE, ADITYA BIRLA FINANCIAL SERVICES, AIRTEL, AKQA, AMAGI MEDIA LABS, AMKETTE ALLIED ELECTRONIC, AMRB, BATES, BENNETT, COLEMAN & CO., BRAND EQUITY, BRANDMUSIQ, CARWALE, CATCH NEWS, CNBC, COLGATE, COLIVE, COLORS VIACOM 18, CONTRACT, CONTRACT INTERACTIVE, DATA, DELL, DHFL, DISCOVERY, DOLBY, ELECTRO, ENTERTAINMENT VENTURE, ENCOMPASS, ESSEL GROUP, EXPRESS, FORTIS, GEMORON, FRANKLIN TEMPLETON, FREE PRESS, GEMINI GROUP, GENESIS BURSON-MARSTELLER, GEMINI GROUP, GOOGLE, GOQII INC., GEMINI GROUP, HAPPILY UNMARRIED, HCL TECHNOLOGIES, HERO MOTOCORP, HINDUSTAN UNILEVER, HUNGAMA, IMAI & PCI, ICONTRACT, IMRB INTERNATIONAL, INDIA, INDIA WEBPORTAL, INDUS, INTERACTIVE TELEVISION, ITC LIMITED LIFESTYLE, JIMSON, J. WALTER THOMPSON MINDSET, IMRB INTERNATIONAL, KELLOGG, KOTAK GROUP, KYOORIUS, L'ORÉAL, LINE, LINKEDIN, MAATI BAANI, M-ADCALL, MADHOUSE, MAHINDRA, MAKER STUDIOS, MARICO, MAX BUPA, MAXUS, MEC, REDFUSE, MEDIACOM, MEDIALINK, MERU CABS, MICROSOFT, MINDSHARE, MISSMALINI MEDIA, MOBILE MARKETING ASSOC, MOGAE GROUP, MOTIVATOR, MTV, MYCITY4KIDS.COM, NASSCOM 10,000 STARTUPS, NESTLÉ, NEWSHUNT, NIMBUZZ, OGILVY, OGILVY & MATHER, OGILVY PENNYWISE, OGILVYONE WORLDWIDE, OPEN MEDIA NETWORK, OPTIMYSTIX, OUTBRAIN, PATRIKA, PENNYWISE SOLUTIONS, PLAYMAX INTERACTIVE, PROTHOM ALO DIGITAL, QUASAR, QYUKI, RAJASTHAN PATRIKA, RELIANCE BROADCAST NETWORK, RELIANCE LIFE INSURANCE, ROVIO ANGRY BIRDS, SAAVN, SEQUOIA CAPITAL INDIA ADVISORS PVT LTD, SOCIAL WAVELENGTH, SOHO SQUARE, SONY MUSIC ENTERTAINMENT, STAR NETWORK, STAR TV NETWORK, SUREWAVES MEDIATECH, SVG MEDIA, TECHZONE, TITAN, TOOKITAKI, TWITTER, UNILEVER, UNITED BREWERIES, UNIVERSAL MUSIC, UNMETRIC, VAATSALYA HEALTHCARE, VERSE INNOVATION, VIACOM, VML, VODAPHONE, WPP, WPP DIGITAL, WUNDERMAN, WUNDERMAN, WUNDERMAN, XAXIS, YAHOO!, YASHRAJ, YES BANK, YUM RESTAURANTS, ZEE ENTERTAINMENT

**STREAM INDIA 2015:  
80 BRANDS  
50+ AGENCIES  
100+ TECHNOLOGY &  
MEDIA COMPANIES**



# STREAM AFRICA

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**“IF YOU WANT  
TO GO FAST,  
GO ALONE.  
IF YOU WANT  
TO GO FAR,  
GO TOGETHER.”**



*“One always wonders as to whether your second stream will be as good as your first! Well, the second Stream Africa surpassed all expectations with flying colours. What another great experience - I thought the whole production complete with all of the actors was a blockbuster. I know that all of the people I spoke to were raving about the people, the discussions, the band, the networking, the powerpoint karaoke, and the midnight cooking plus other highlights. Thanks for retaining Africa on the Stream map and I look forward to 2016.” Nick Terry, TMARC*





# WHO CAME

**STREAM AFRICA 2015:  
80 BRANDS  
50 AGENCIES  
100+ TECHNOLOGY &  
MEDIA COMPANIES**

ACCELERATION, APPLOGIX, AQUA, BARROWS, BARROWS AFRICA, BURSON-MARSTELLER, BURSON-MARSTELLER KENYA, CEREBRA, CMC CONNECT, CUSTOMER EQUITY, D1 BURSON-MARSTELLER, ENGAGE BURSON-MARSTELLER, GLOO, GREY, GROUPM, HILL+KNOWLTON STRATEGIES, HOGARTH, ICON BURSON-MARSTELLER, JDR CAPE TOWN, JDR JHB, JWT, MAXUS, MEC, MEDIACOM, MILITARY, NATIVE VML, OGILVY, OGILVY & MATHER. SOUTH AFRICA, OGILVY SOUTH AFRICA, QUIRK, SMOLLAN, STRIKE, TENTHAVEN, TNS SOUTH AFRICA, UTOPIA, VML (NATIVE), 24.COM, ABSA/BARCLAYS, ALLAN GRAY, BANK OF AFRICA, BMW, BNR, CAPFIN, CSIR, DISCO, ESKIMI, EXPERIAN SOUTH AFRICA, FACEBOOK, INTERNATIONAL HOTEL SCHOOL, INVESTEC, JOHANNESBURG, LIBERTY, LIBERTY GROUP, LUCID VENTURES, MTN GROUP, MULTICHOICE, NEDBANK, NESTLÉ, P&G, PICK 'N PAY, PROMASIDOR, RAIZCORP, RED, SA AIRLINK, SAB, SHOPRITE, SHOWMAX, SPARK MEDIA, TIGER BRANDS, UNILEVER, VIRGIN ACTIVE, VODACOM, PERNOD RICARD SOUTH AFRICA, WIGROUP, WOOLWORTHS, YOUNGSTARS FOUNDATION, YUM! BRANDS AFRICA, & INNOVATION CONSULTING, &WIDER, 22SEVEN/5FM/ALPHA CODE/PHANTOM DESIGN, AD DYNAMO, AFRIWAVE TELECOM, APURIMAC AFRICA, BATSTONE, BEERHOUSE, BEYOND LUXURY MEDIA LTD /WE ARE AFRICA, BRITISH HIGH COMMISSION, CANCER DOJO, CANNES LIONS, CARIBOU DIGITAL, CENTRE FOR EARLY CHILDHOOD DEVELOPMENT, CODEX, DADDYSDEALS, DAILY MAVERICK, DALBERG'S DESIGN IMPACT GROUP, DSG, EAT OUT, EDVENTURE, EPITOME, FACEBOOK, FORMULA D INTERACTIVE, GIRLS & FOOTBALL, GOODWELL INVESTMENTS, GOVERNMENT, GREENCAPE, HEALTHQ TECHNOLOGIES, HEYYA, HIP HOP ARTIST, IAB SOUTH AFRICA, IDIDTHATAD.COM, IHUB, INDEPENDENT, INVENFIN, KANO, KILOWATT, KNIFE CAPITAL, LOERIES, M4C, MAGNETTE EVENT MANAGEMENT, MAMA MIKES, MANMAKEMACHINE, MAVEN WEALTH, MEMEBURN.COM & CREATIVE SPARK, MONTEGRAY CAPITAL, NATION MEDIA GROUP, NEST VENTURE CAPITAL, NEWTON PARTNERS VC, NICHESTREEM, NOMANINI, PARGO, PARROT COMMUNICATIONS, PLAYLOGIX STARTUP STUDIO, PRINTIVO, PRMEDIA, PROXYTEAM/HEYYA, PYCO GROUP, RASELLO, S&T MEDIA, SELF, SENDY, SILICON CAPE, SILVERTREE CAPITAL, SOUTHERNX, STARTUP ENTREPRENEUR/EX FOUNDER IHUB, STAY TODAY NAMIBIA, THE CREATIVE LEADERSHIP CONSULTANCY, THE SPACESTATION, THE THANDO'S GROUP LLC, THUMBZUP, TREESHAKE, TSO IMAGING, TWITTER, UBER, VISIONS2VENTURES, WETHINKCODE, WORLD WIDE WORX, YISAKAL, YUPPIECHEF.COM, BBC, STANDARD BANK, TWITTER, XAXIS



# LET'S NOT BE THE THOMAS MIDGELY OF AFRICA!

Rob Norman,  
Chief Digital Officer, GroupM

We don't hear much about Thomas Midgely Jr. these days yet he can reasonably be said to be the defining example of someone who solved first world problems while unwittingly creating devastating new problems for the world at large. Mr. Midgely, while an engineer at General Motors in 1921, found that adding a lead compound to gasoline eliminated 'knocking' in internal combustion engines. This was great for the performance of automobiles, but rather less good for anyone to whom breathing was important.

Astoundingly, Mr. Midgely was also honored by the Society of Chemical Engineers in 1937 for his part in the invention of Freon, a gas that enabled mass production of reliable refrigeration, better known as chlorofluorocarbons or CFCs. As a consequence Mr. Midgely managed to punch holes in the ozone layer that sat above the air which he had just filled with lead.

Earlier in December a group of 250 attended WPP Stream Africa in which it became clear that 'Midgely like' events may be in process in multiple industries not least technology, clothing and food.

Dr. Lea Esterhuizen told us that every smart device we own contains the 'three Ts' being tin, tungsten and thallium. Much of this is sourced from mines in Central Africa, an area in which supply chain compliance is notoriously hard to enforce. Despite the best efforts of manufacturers there is at least some chance that child and slave labor was involved in making the devices we all own. Similarly many of the same issues apply in workplace safety and labor rights in the manufacture of clothing. Our collective desire for good value (or just cheap goods) occludes the distressing conditions in which that value is created. Supply chain audits despite their increasing rigor and frequency are far from foolproof.

It begs an important question that every consumer and shareholder should ask 'does the value and utility of what we consume reflect and justify the social and human costs of manufacturing'.

Local consumption is every bit as important. Esther Dyson led a discussion explaining that food is always a big challenge in many 'one dollar a day' communities in which fat and sugar suppress hunger but massively compromise early childhood development, the prospects of wellness and life expectancy. The consequent social costs are horrifying as explained to us in painful detail by Eric Atmore, the Director of Cape Town's Centre for Early Childhood Development. This presents a challenge for the great food companies; it makes commercial sense to take successful product into new markets but many of our favorite brands need to be consumed 'in moderation as part of a balanced diet'. If, by contrast, they are consumed instead of a balanced diet perhaps it's our responsibility as brand owners and marketers to create and promote nutrition that is based on massively reduced fat and sugar content. It's hard, it's inconvenient, but maybe it's essential. No one wants to be the Thomas Midgely of the 21st century.

Everything is nowhere near OK in Africa, but a creative, independent, culturally aware and caring class is making a difference locally, regionally and globally. Perhaps the rest of us should turn to the place it all began and help Africa and Africans avoid the errors we have made and participate in the health and prosperity of this vibrant but challenged part of the world.







- "A UNIQUE AND AWESOME EXPERIENCE" ROXY MADACHE, TIGER BRANDS
- "WEEKEND OF INSPIRING, CREATIVE BRILLIANCE" LIZL VAN ZYL, BMW SA
- "STREAM IS SOMETHING TO LOSE BACK TO" HANS-CHRISTIAN MARINKE, AFRICAVENTUR
- "AWESOME, INFORMATIVE, SOCIABLE, TRANSFORMATIONAL, ENLIGHTENING" RIVESH MISHA, UNILEVER
- "CROSS CUTTING, ENGAGING, FUTURISTIC FIESTA" GAME "ZEUS" BANTS! D.I.Y. ENTERTAINMENT
- "AN AMAZING AND INSPIRATIONAL HAPPENING" MARCO ROSA, FORMULA D INTERACTIVE
- "OUT OF THE ORDINARY BRILLIANCE" SYLVIA GRUBER, M4C
- "HIP, MOTIVATIONAL, CREATIVE, ENTERTAINING, EXCITING" EYOB ALEMAYEHU, YISAKAL
- "INSPIRATION THAT CHANGES BEHAVIOUR" ANDRZEJ SUSKI, MILLWARD BROWN
- "A LIFE CHANGING EXPERIENCE" VASILI SOFIADELLIS, VISIONS2VENTURES
- "TOTALLY AWESOME, VERY INSIGHTFUL" AHMED KAJEE, OLD MUTUAL
- "CHALLENGES ONE'S THINKING: INSPIRING, FANTASTIC" GUGU MTHEMBU, VODACOM
- "MINDBLOWINGLY AWESOME!" BENJAMIN SCHROEDER, YUM!



# STREAM: RECRUITING COMRADES TO FIGHT GLOBAL STUPIDITY

by Vahid Monadjem, CEO, Nomanini

“Huh?”

This was my reaction when Wim van der Beek, the founding partner of Goodwell Investments and Nomanini’s latest investor asked whether I was going to Stream. I had no idea what he was talking about and the question left me puzzled. Was stream a verb? Was it an action I was expected to perform as some kind of post-close ritual? It sounded rather uncomfortable, but Wim’s enthusiasm suggested this was something to look forward to.

As Wim explained, Stream is not a verb. It is a pronoun meaning “un-conference”—a unique space where executive, entrepreneurs and visionaries converge to discuss the digital future. Around the same time, Esther Dyson, another of Nomanini’s esteemed investors, said she was going to be in town for Stream and that it would be good to catch up. So I decided to go.

Between agreeing to go to Stream and actually going, the year had caught up with me. In the second half of the year we grew our company threefold across several countries and, on the personal front, I got married three times (to the same person). I was starting to question the wisdom of agreeing to attend a conference, un- or otherwise, with all these other things going on. But I was wrong to worry. It was worth every second. If you have an opportunity to attend Stream, take it.

**The first thing you should know about Stream is that being yourself and bringing yourself is required.** Everyone contributes.

Topics are proposed and led by participants and newbies are not exempt. I led a session exploring the hope, hype and future of digital money in Africa. Thankfully there was no death-by-PowerPoint, no ties, no suits, but refreshingly t-shirts, shorts, flip-flops or sneakers dotted the scene. Conversations were provocative and stimulating, an exchange of ideas, not just of business cards.

**The second thing you should know is that sharing ideas isn’t restricted to the sessions.** It happens over extended lunches, during bicycle rides and midnight cook-offs, and in every forum participants are encouraged to explore and indulge their curiosity. I

had the opportunity to share my ideas and learn more about others’ throughout the days. I spoke about wildlife conservation with a Frenchman dressed as a lion, experienced group therapy by playing with Legos and got to play with drones and VR (thanks Chris).

**The third thing is that while fun abounds, invited guests are serious people, talking about real issues, in a business and global context. We discussed global health, conserving biodiversity, aid for refugees, early childhood education, modern day slavery and more. Esther Dyson put it nicely when she said, “I am an angry investor. I invest in startups that fight stupidity”. It’s stupid that there is a pandemic of very preventable diseases. It’s stupid that many people are malnourished when we grow enough to feed 10–12 billion people. It’s stupid that we’re destroying the one habitable planet that we have. Stream acknowledges these stupidities and resolves to fight against them.**

Personally, I think it’s stupid that with all the advances in and benefits of electronic money, people in developing markets still have to use hard cash as their primary daily means of transaction. Also, I think it’s stupid that 600 million people in Africa lack access to electricity, among many other basic services. My cause is to bring affordable access to electronic payments to the majority, by working with existing informal retail merchants. By doing so, the lives of merchants improve while at the same time, relevant and efficient payment mechanisms are made available—making the business of providing services to mass markets viable and attractive for others.

Nomanini does this by building electronic payments solutions specifically for informal retailers. Think about street vendors in West Africa, “Kiosks” in East Africa or small independent, single-lane retailers anywhere. These are the places where the majority of people in Africa shop, buy bread, yams and cooking oil. Many of these places are close to home, but remote from anywhere else. Few have reliable access to electricity. Most merchants, while savvy business people, have very little formal education. In these conditions, cash, ledger books and physical mobile top up cards provide the requisite simplicity and reliability. Nomanini provides mobile-based PoS hardware and cloud-based backend systems that encapsulate the simplicity and reliability of these incumbent, familiar transaction methods, while enabling retailers to facilitate electronic payments.

Fortunately there are other people fighting similar or tangential stupidity. At Stream, it was clear to see that solutions don’t live in one person’s head or in one specific field. They emerge between people and across fields, and it’s often in unexpected places that you find comrades to fight the stupidity with you. It was uncanny where and how quickly I found this common cause: at Stream, executives from beverage companies similarly wanted to assist retailers, consumer goods companies wanted to see where their products were going and advertisers were trying to reach consumers in these markets. I found comrades for my fight.



**“THIS WAS MY FIRST TIME AT STREAM AND IT DEFINITELY EXCEEDED MY (VERY HIGH) EXPECTATIONS. EVERYTHING, DOWN TO THE SMALLEST DETAIL, WAS PERFECTLY ORGANISED. THE VENUE WAS ABSOLUTELY STUNNING AND THE SETTING DEFINITELY CONDUCIVE TO OPEN, CREATIVE DISCUSSIONS AND IDEA SHARING. I LEFT THERE FEELING INSPIRED, HAPPY, RELAXED AND MOTIVATED. TO ALL INVOLVED - WELL DONE!!!” LIZL VAN ZYL, BMW**



# OVERHEARD AT STREAM AFRICA

## The "360 Agency vs. 360 agencies" dilemma - integration vs. expertise

Lots of agencies like to position themselves as an "all in one" shop, but often lack specialist knowledge in some of the disciplines (especially the new and emerging digital ones). Should brands sacrifice value in exchange for making integration easier? Is integration actually easier within one agency? How can brands assist agencies to upskill better and drive integration as well as best of breed execution at the same time or is it better to have different agencies look after different channels to "keep all partners on their toes"? How do brands find the right balance? How is it best managed? Benjamin Schoderer | Yum! Brands Africa

## Are we creating a digital dystopia?

Is the brave new digital world reducing humanity to a set of data and devices? Are we being served by impersonal algorithms that strip us of our individuality? Are we becoming desensitized by amateur videos and selfies of horrific events where those who are present are more interested in capturing and sharing the blood and gore rather than helping? Are we complicit in creating this world and what, if anything, can we do about it except for becoming Snowdens and "Anonymous" hackers? Is something such as a Digital Global Compact viable? Tersia Booyzen | ABSA Barclays

## The future of digital advertising is traditional advertising

Digital Marketers have spoken of the doom of Offline marketing for years, promised measurement, business results....but still have 5% of the budget. Why? And how do we fix it? Aidan Baigrie | Facebook

## Is Africa ready for the digital revolution?

Does Africa really have the wealth and access (to devices and networks) to join the digital revolution? Average internet penetration on the continent hovers at 17%, access to electricity for SSA is under 25%, and middle class incomes are vulnerable to political, economic and natural disasters. If Africa is no longer rising (Nestlé's admission earlier this year that it overestimated the size of Africa's middle class, and Standard Bank's 2014 estimate that the proportion of low incomes households across Africa is around 86%) what does that mean for digital in Africa? Or is it that the digital revolution in Africa will be different, unique? - How will this continent of very different countries tackle digital? - Will digital lifestyle in Congo mean something quite different to digital lifestyle in Germany? Olivia Hawkins | MTN Group

## Hope, hype and the future of digital money in Africa

There is a great deal of hope and hype regarding consumers in Africa moving away from cash and going digital. Why is this a good idea? What is really going on? Why is it that people say 60% of Kenya's GDP goes through MPESA, when 98% of retail transactions are still cash? What's blocking progress and what is going to make this a reality for the majority in Africa? Wahid Monadjem | Nomanini

## Targeting is for animals or enemies: Could AI help build better relationships with customers?

The digital space is fraught with organizations promising better and better "targeting". Yet we see an ever decreasing conversion rate from all forms of digital advertising. Is it time to reconsider how we find, build and engage consumers? Could machine learning & artificial Intelligence power the next wave of customer discovery and engagement? What are the moral dilemmas? Ehizogie Binitie | Rancard Solutions

## Building for the next billion

What we've learned about building products for emerging markets; things we should be thinking about when building products for the next billion of internet users to come online; who may look and act very differently to the first billion; and how people are hacking platforms in emerging markets in creative way. Nikila Srinivasan | Facebook

## Humans are the deadliest virus. How technology can save extinctions?

Humans are the deadliest of virus. This is not a blockbuster movie. On the 22nd November 2015, Nola a Northern White Rhino died in San Diego zoo leaving a TOTAL population of only 3 living Northern White Rhinos in Ol Pejeta Conservancy, Kenya. Does nature and a human consciousness matter in a future world? How could technology build and protect a future that we are proud of leaving to our children? Will Green | Apurimac Africa

## Jambo Spaza Shop and Tavern: Can digital tech streamline the informal economy?

Jambo owns a Spaza Shop and Tavern in Tembisa outside of Johannesburg. His business success depends on him having the right products, at the right price always available. His reality is a cash based business, limited working capital, limited resources to regularly replenish stock, and difficulty in maintaining his positive credit status. What opportunities are there in the value chain between product manufacturers Jambo and his consumers? How can digital tech overcome the real challenges faced by small informal business owners? This discussion seeks to identify 3-5 opportunities that digital tech companies and FMCG marketers should explore in order to shape the digital future of the informal economy in SA. Brian Murray | SAB

## Happy People are Harder to Kill

Happy people have stronger immune systems, are more resilient and find it easier to bounce back from debilitating obstacles. So what if we made people facing cancer happier? What if we increased their chance of survival using stimulus and techniques shown to boost the human immune system? And what if we used digital technology and global online platforms to share it with them, at the very moments they need it most? Let's talk cancer dojo. Conn Bertish | Cancer Dojo

## Branded Mobile Services as an emerging trend in Africa

The recent launch of multiple MVNO's in South Africa such as Mr. Price Mobile, You & ME and FNB Connect is stimulating many brands to consider launching their own MVNO or my preferred description, Branded Mobile Services. The business model is quite complex and as much as there is a "gold rush" there are many considerations for brands and challenges to create a unique, non comparative customer value proposition. In financial services for example it is defensive strategy as the Mobile Network Operators have launched mobile financial services that disrupt the traditional banking models in Africa. The discussion will be around the high risk and reward for brands who want to combine mobile with their core business to create customer entanglement. Yaron Assabi | DSG

**WE ARE  
DELIGHTED  
TO (AT LAST)  
ANNOUNCE  
THE LAUNCH  
OF STREAM  
USA**

**A note on what to expect.**

Stream is an (un)conference. Which means no agenda, no keynotes and no sales pitches. No PowerPoint presentations, no suits and no egos (well, not as many as usual). Everyone is expected to participate and contribute.

Previous guests have included Jeff Weiner (CEO, LinkedIn), Matthew Weiner (Creator, Mad Men), Marissa Mayer (CEO, Yahoo), Shekhar Kapur (Academy Award winning Director), Ben Silbermann (Founder, Pinterest) and Shane Smith (CEO, VICE) among others. Stream USA will be a unique group of North American CMOs, agency CEOs and partners together for three days of debate.

It will be democratic, at times anarchic and everything your standard "speeches followed by drinks and networking" conference is not.

So expect some surprises.

And expect to leave informed, amazed, inspired, and armed with new thinking, new ideas and new friends.

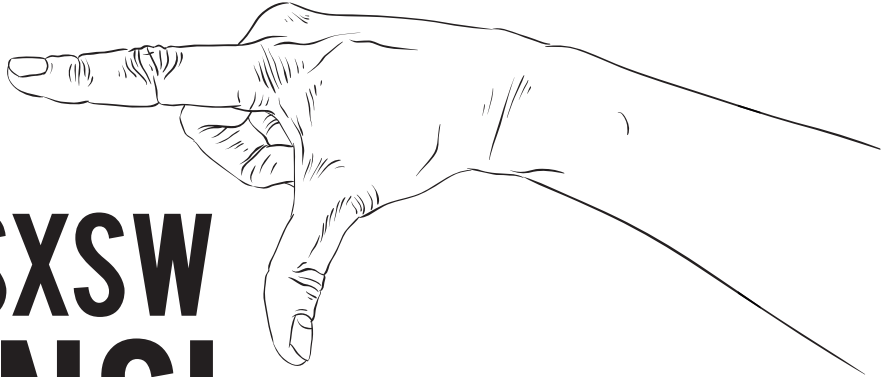
Attendance will be free of charge, but by invitation only.

**STREAM USA**

16-19 NOVEMBER, 2016, OJAI RESORT, SANTA BARBARA, CALIFORNIA

*"I am  
always doing  
that which I  
cannot do,  
in order that  
I may learn how  
to do it."* Picasso





# STREAM SXSW RETURNS!

3-6PM SATURDAY 12 MARCH

For the sixth year, Stream SXSW will bring together brands, technology companies, agencies and media groups to meet, mingle and have a drink together away from the hustle of the streets.

Hosted by Cohn & Wolfe, Stream SXSW is a mix of 250 leaders and rising stars from the WPP group, partners and friends.

Like any good Stream event, there are no PPTX presentations, no branded pens, no pitches. Instead we focus on bringing together an eclectic, but influential group of CEOs, VCs, CMOs and CDOs to discuss and debate the future of digital.

If this sounds like your kind of party, get in touch, and we'll add you to the list.

See you in Austin friends

The Stream Team



## THE STREAM DINNER CLUB

In cities around the world, small groups of people gather of their own accord to debate the future of communications, creativity and business.

There is usually a decent dinner and some wine.

They are known as Stream Suppers and they have taken place in New York, London, Cape Town, Moscow, Singapore, Hong Kong and Los Angeles.

To join your local Stream Dinner Club email us.

The Stream Team  
stream@wpp.com

# ALWAYS BE SUSPICIOUS OF PEOPLE WITH LONG ATTENTION SPANS...

## THE RULES OF IGNITE:

15 slides  
15 seconds per slide (Auto advanced)  
Any topic as long as you can be interesting

## WHAT TO DO NEXT:

Write your presentation. 15 slides only. Remember you only have 15 seconds per slide, just under 4 minutes total.

## THE RULES OF ENGAGEMENT

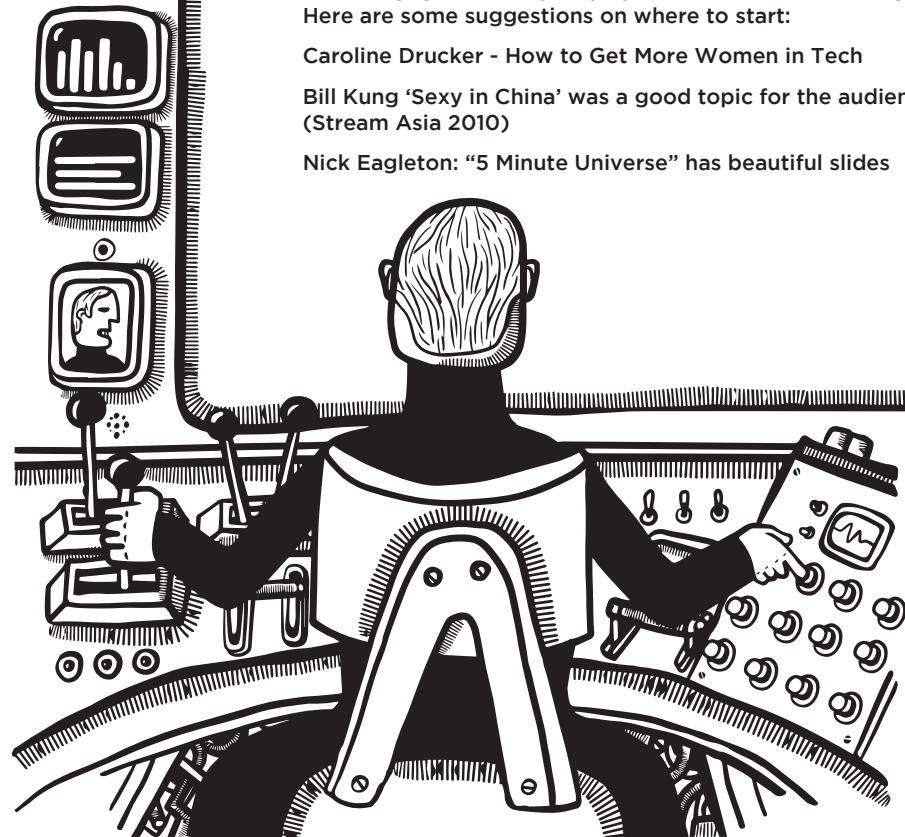
1. DO NOT MAKE IT A SALES PITCH. We know that your business is lovely, but there are other forums for telling us all about that.
2. Pick a topic you really know (and love). Hobbies, passions, and life lessons learned are all good.
3. Make your slides as visual as possible; strong graphics are good, lots of text is bad, bad, bad
4. Tell a story
5. Rehearse, Rehearse, Rehearse - Ignite is really a performance

Watching Ignites really helps you to work how to do a good one. Here are some suggestions on where to start:

Caroline Drucker - How to Get More Women in Tech

Bill Kung 'Sexy in China' was a good topic for the audience (Stream Asia 2010)

Nick Eagleton: "5 Minute Universe" has beautiful slides



# POWERPOINT



Test your wits and your presentation style to the limits. Download a deck. Assemble a crowd. And pitch a deck you've never seen before.

Think you can do it?





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**GET IN  
TOUCH**

STREAM WAS ONE OF THE MOST  
 INNOVATIVE AND INSPIRING  
 EVENTS I'VE ATTENDED IN THE  
 LAST DECADE. IT HAS OPENED  
 MY EYES ON NEW COLLABORATIVE  
 APPROACHES TO DRIVING  
 INNOVATIVE THINKING

MINDÈL KLEIN LEPORE, COLGATE

## THE TOP 50 UNMISSABLE TECH EVENTS IN 2016...

Date	Event
<b>JANUARY</b>	
Jan 6-9	CES (Las Vegas, US)
Jan 17-19	DLD (Munich, Germany)
Jan 20-23	World Economic Forum Annual Meeting (Davos)
Jan 20-22	O'Reilly Design Conference (San Francisco, US)
Jan 25-27	Digiday Retail Summit (California, US)
<b>FEBRUARY</b>	
Feb 10-12	Lift Conference (Geneva, Switzerland)
Feb 11-15	Renaissance Weekend (Santa Monica, US)
Feb 15-19	TeD: Dream (Vancouver, BC, Canada)
Feb 17-20	Stream India (Jaipur, India)
Feb 22-25	Mobile World Congress (MWC) (Barcelona)
<b>MARCH</b>	
Mar 11-15	SXSW Interactive (Austin, US)
Mar 12	Stream @ SXSW (Austin, US)
Mar 17-20	Stream Asia (Phuket, Thailand)
Mar 20-24	Adobe Summit (Las Vegas, US)
<b>APRIL</b>	
Apr 13-15	Skoll World Forum (Oxford, UK)
Apr 21-23	Stream Indonesia (Yogyakarta, Indonesia)
Apr 26-28	Collision (New Orleans, US)
Apr 29	WIRED Health (London, UK)
<b>MAY</b>	
May 1-4	Milken Institute Global Conference (LA, US)
May 5-6	99U Conference (NY, US)
May 9-11	TechCrunch Disrupt (New York, US)
May 11-12	ad:tech (LA, US)
May 11-12	Adobe Summit EMEA (London, UK)
<b>JUNE</b>	
Jun 7-10	MIDEM Music (Cannes, France)
Jun 8-9	NOAH Berlin (Berlin, Germany)
Jun 15-16	Founders Forum (London, UK)
Jun 21	Stream Cannes (Cannes, France)
Jun 23	WIRED Money

Date	Event
<b>JULY</b>	
Jul Week 3 TBC	Internet Cowboys Un-Conference (Jackson Hole, US)
Jul Week 4 TBC	Google Camp (Sicily, Italy)
<b>AUGUST</b>	
Aug 28 - Sept 5	Burning Man (Nevada, US)
Aug Week 4 TBC	Foo Camp
<b>SEPTEMBER</b>	
Sept 12-14	TechCrunch Disrupt (San Francisco, US)
Sept 12-14	Social Media Week (Various Locations)
Sept 14-15	Dmexco (Cologne, Germany)
Sept 25-29	DLD (Tel Aviv, Israel)
<b>OCTOBER</b>	
Oct 4-7	Dreamforce (San Francisco, US)
Oct 13-14	WIRED2016
Oct 15	WIRED2016: Next Generation
Oct 13-16	Stream 2015 (Marathon, Greece)
Oct 25-26	ad:tech London (London, UK)
<b>NOVEMBER</b>	
Nov 7-10	Web Summit (Lisbon, Portugal)
Nov 10-13	Summit At Sea (Miami, Florida, Int Waters)
Nov 16-19	Stream USA (California)
Nov Week 2 TBC	Techonomy 2016 (Arizona, US)
Nov Week 2 TBC	Noah London (London, UK)
Nov 16	WIRED Retail
Nov 28- Dec 2	Slush (Helsinki, Finland)
<b>DECEMBER</b>	
Dec Week 2 TBC	LeWeb (Paris, France)
Dec Week 2 TBC	TechCrunch Disrupt (London, UK)
Dec Week 2 TBC	Stream Africa (South Africa)

Full top 100 calender is available as a Google Calender.  
 Requests to stream@wpp.com



**JOIN US**  
**IN 2016**

**17-20 FEB - STREAM INDIA**  
**12 MAR - STREAM SXSW**  
**17-20 MAR - STREAM ASIA**  
**21-23 APR - STREAM INDONESIA**  
**21 JUN - STREAM CANNES**  
**13-16 OCT - STREAM 2016**  
**16-19 NOV - STREAM USA**  
**TBC DEC - STREAM AFRICA**

**“I’M LOVING IT, IT’S THE BEST THING I’VE EVER BEEN  
TO AND I NORMALLY BLOODY HATE CONFERENCES!”  
MARK D’ARCY, FACEBOOK**