

# WORLD PR REPORT 2018-2019



---

PRODUCED BY THE INTERNATIONAL  
COMMUNICATIONS CONSULTANCY  
ORGANISATION

---

#worldprreport



---

The International Communications Consultancy Organisation (ICCO) is the global voice of the public relations and communications industry. Through our network of 41 associations, representing PR and communications agencies in 66 countries, ICCO members strive to shape the future of communications by improving professional standards and tackling collective issues collaboratively.

Engage with ICCO to forge international partnerships and join a global network of communications agencies.

[www.iccopr.com](http://www.iccopr.com) | [@iccopr](https://twitter.com/iccopr) | 82 Great Suffolk Street, London SE1 0BE  
Rob Morbin, General Manager, ICCO | [rob.morbin@iccopr.com](mailto:rob.morbin@iccopr.com)

# WORLD PR REPORT 2018-2019

4	EXECUTIVE SUMMARY
6	GLOBAL TOP 250 PR AGENCY RANKING
11	GLOBAL RESULTS
24	MEASUREMENT AND EVALUATION
28	REGIONAL RESULTS
37	AFRICA ANALYSIS
38	ASIA-PACIFIC ANALYSIS
39	EUROPE ANALYSIS
40	LATIN AMERICA ANALYSIS
41	MIDDLE EAST ANALYSIS
42	NORTH AMERICA ANALYSIS
43	UNITED KINGDOM ANALYSIS
45	OPINION: TALENT
46	GLOBAL WOMEN IN PR SURVEY
50	DIRECTORY

# OUR TIME IN THE SUN IS NOW -AND IN THE YEARS THAT LIE AHEAD



## FRANCIS INGHAM Chief Executive, ICCO

**For the last few years, the international PR industry has faced tempestuous times: a new kind of politics in America; political uncertainty in the Middle East; and Brexit in the UK and Europe to name only three. And yet it has prospered despite (or in some cases, arguably because of) that tempestuousness.**

The ICCO World Report offers some answers to the question of why that is; and poses some questions of its own as to the challenges that lie ahead.

Drawing on answers provided by agency heads from around the world, the data presented in this report provide insight into global trends; thematic ones; and regional

variances too. And while differences exist between different regions of the world; between practice areas; and between different models, specialisms, and sizes of agency, some common trends and themes are discernible.

The first is irrepressible optimism. In every region of the world, agency heads are optimistic about the future. They see a growing market, and growing opportunities for their companies.

In every region too, they expect to be more profitable this year than last. And given the uncertain times in which we work, that speaks volumes.

# WORLD PR REPORT

## EXECUTIVE SUMMARY

Very encouragingly, these levels of optimism and expectations of future profitability are consistent with the numbers we have been reporting for the past half-decade. PR's onward march continues -unabated and at pace.

What is driving this surging industry?

We would highlight four factors.

CEOs continue to increase financial investment in their corporate reputation. Investor activism and social media transparency have intensified the focus on not just delivering good numbers, but doing so with integrity; and helped fuel a demand for senior counsel. Allied to, but separate from this, is a renewed emphasis on corporate social responsibility, a driver of growth in many regions. These factors play to our strengths, and to our industry's confident belief that an organisation's most valuable asset is its reputation.

Secondly, the blending of disciplines is being met by an industry willing and able to diversify its offering into new areas. PR's agility is proving its strength. Our ownership of storytelling is allowing us to outpace other marketing rivals. Many worried that the consequences of blending would be damaging for us -quite the reverse has proved to be the case.

The third factor is that marketing spend continues to migrate away from big budget advertising campaigns and towards PR activity -and this trend is even more pronounced than we reported last year. The decline of traditional print media seen in so many areas of the world is core to this change, though is very far from being the whole of it.

The final factor is pervasive in every region of our industry and in pretty much every discipline within it. Put simply, PR is excellent at digital. A clear majority of respondents in every part of the world report

that they are meeting clients' digital needs well. Digital is growing as a function and as a practice. And encouragingly for the future, agencies are investing further and deeper in their digital capability.

So much for the positives. What are the challenges? There is one big change from last year. The consultancy-client relationship has powered up our league table of problems. The biggest single challenge facing a PR agency today is client unwillingness to commit sufficient funds, followed closely by a client focus on the short term, and a lack of client understanding of our industry.

This is a worry. It relates clearly to our inability still fully to prove our value. And that in turn relates to our under-investment in evaluation. Until we prove the value of our profession, we will never command the respect and the fees that we should.

But we should also acknowledge our progress here. In every region of the world, those saying that AVEs are their preferred method of evaluation has fallen. Globally, that number now stands at a mere 8% -excellent news. And that work has been driven by AMEC and by our long-standing partnership with it. Knowledge of AMEC's vital Integrated Evaluation Framework has, for example, increased in all but two regions. So more to be done here, but definite advances made.

A very clear challenge is that of talent. Though almost all regions report a plentiful supply of it, our industry still struggles to attract and then to retain the very best people -and at entry level, that struggle revolves around starting salaries. This talent issue has provided stubbornly persistent over the years, and poses a serious threat to our industry's ability to grow and to maximise its potential. I would link it back to our inability to invest enough in evaluation.

**“Levels of optimism and expectations of future profitability are consistent with the numbers we have been reporting for the past half-decade.”**

Unless we can prove the value of our advice, we will not move up the professional services hierarchy as we should, and will not be able to pay -and to reward in other ways- the people we need.

The final area where the numbers tell us we have a problem is gender. The excellent analysis provided by Angela Oakes, Co-Founder and Joint President of Global Women in PR describes 2018 as 'a watershed moment for women'. And who could disagree with her? Yet as the data show, it is still a year when inadequate progress has been made on issues such as the gender pay gap. This is an issue where the industry must be do more.

The picture painted in this publication therefore looks like this: an industry filled with optimism about the future, and driven by trends which play to our strengths. With challenges for sure, but with the determination and the skills to address them all. An industry that grows stronger, bigger, prouder, and more sophisticated with each passing year. An industry, in short, whose time in the sun is now -and in the years that lie ahead.

# WORLD PR REPORT

## GLOBAL TOP 250 PR AGENCY RANKING

2018 RANK	2017 RANK	AGENCY	HQ	FE INCOME 2017 (\$)	FE INCOME 2016 (\$)	STAFF	GROWTH (USD)	GROWTH (CONSTANT CURRENCY)
1	1	Edelman	USA	893,591,000	874,968,000	5940	2.1%	2.1%
2	2	Weber Shandwick	USA	805,000,000	825,000,000		-2.4%	-2.4%
3	3	FleishmanHillard	USA	570,000,000	570,000,000		0.0%	0.0%
4	4	Ketchum	USA	550,000,000	562,000,000		-2.1%	-2.1%
5	5	Burson-Marsteller	USA	463,000,000	480,000,000	3133	-3.5%	-3.5%
6	6	MSL	France	460,000,000	460,000,000	3022	0.0%	0.0%
7	7	Hill+Knowlton Strategies	USA	400,000,000	395,000,000		1.3%	1.3%
8	8	Ogilvy	USA	354,000,000	361,000,000		-1.9%	-1.9%
9	9	BlueFocus	China	321,849,607	268,675,634		19.8%	12.3%
10	12	Cohn & Wolfe	USA	246,000,000	224,000,000		9.8%	9.8%
11	10	Golin	USA	240,000,000	245,000,000		-2.0%	-2.0%
11	11	Brunswick	UK	240,000,000	240,000,000		0.0%	0.0%
13	15	MC Group	Germany	221,261,986	185,205,300	1108	19.5%	4.5%
14	13	Havas PR	France	215,000,000	220,000,000		-2.3%	-2.3%
15	14	FTI Consulting	USA	192,488,000	191,184,000	599	0.7%	0.7%
16	22	Vector Inc.	Japan	146,000,000	106,000,000	650	37.7%	37.7%
17	16	W2O Group	USA	144,300,000	122,715,000	651	17.6%	17.6%
18	18	APCO Worldwide	USA	128,236,300	120,622,100	682	6.3%	6.3%
19	19	Sunny Side Up Inc	Japan	123,924,592	116,500,000	321	6.4%	6.4%
20	17	Porter Novelli	USA	120,000,000	122,000,000		-1.6%	-1.6%
20		Teneo Holdings	UK	120,000,000	700			
22	21	Finsbury	USA	115,000,000	108,000,000	238	6.5%	6.5%
23	23	WE Communications	USA	110,400,000	101,784,000	665	8.5%	8.5%
24	24	Syneos Health	USA	85,000,000	90,000,000	370	-5.6%	-5.6%
25	26	Finn Partners	USA	81,875,948	76,706,000	558	6.7%	6.7%
26	25	Avenir Global	Canada	79,300,000	78,000,000	441	1.7%	1.7%
27	30	Text 100	USA	68,249,080	65,964,887	605	3.5%	3.5%
28	28	Ruder Finn, Inc.	USA	68,000,000	67,400,000	580	0.9%	0.9%
29	39	fischerAppelt	Germany	65,880,000	51,555,000	448	27.8%	11.8%
30	34	Hopscotch	France	65,160,000	57,960,000	533	12.4%	-1.6%
31	32	Zeno Group	USA	64,610,784	59,080,694	438	9.4%	9.4%
32	27	FSB Comunicacoes	Brazil	64,494,218	76,338,478	639	-15.5%	-12.7%
41	42	Hering Schuppener	Germany	52,974,000	47,460,000	187	11.6%	-2.3%
33	36	ICR	USA	63,000,000	55,663,450	175	13.2%	13.2%
33	37	Allison+Partners	USA	63,000,000	55,000,000	344	14.5%	14.5%
35	38	Marina Maher Communications	USA	62,500,000	52,000,000	165	20.2%	20.2%
36	35	Lewis	UK	62,370,000	56,580,000	370	10.2%	0.4%
37	31	PMK*BNC	USA	58,000,000	63,000,000	312	-7.9%	-7.9%
37	33	MWWPR	USA	58,000,000	58,000,000	190	0.0%	0.0%
39	48	Freud Communications	UK	55,350,000	46,021,680	250	20.3%	9.6%
40	29	Grayling	UK	54,675,000	66,297,000		-17.5%	-24.9%
42	43	DKC Public Relations	USA	52,800,000	47,000,000	230	12.3%	12.3%
43	47	Instinctif Partners	UK	52,516,350	42,208,680	428	24.4%	13.4%
44	52	GCI Health	USA	48,000,000	38,800,000	155	23.7%	23.7%
45	41	Newgate Communications	UK	47,622,237	38,028,834	188	25.2%	14.1%
46	59	H&H Group	Sweden	46,170,120	33,740,300	300	36.8%	25.4%
47	45	Kreab	UK/Sweden	45,442,800	38,413,200	400	18.3%	3.5%
48	44	Dentsu Public Relations Inc.	Japan	45,000,000	44,600,000	270	0.9%	0.9%
49	57	Llorente & Cuenca	Spain	43,573,200	35,484,750	513	22.8%	7.4%
50		SKD Knickerbocker	USA	43,000,000	36,000,000	115	19.4%	19.4%

# WORLD PR REPORT

## GLOBAL TOP 250 PR AGENCY RANKING

2018 RANK	2017 RANK	AGENCY	HQ	FE INCOME 2017 (\$)	FE INCOME 2016 (\$)	STAFF	GROWTH (USD)	GROWTH (CONSTANT CURRENCY)
51	51	Four Communications Group	UK	42,941,367	39,258,145	273	9.4%	-0.3%
52	63	Prosek Partners	USA	41,680,345	31,488,000	144	32.4%	32.4%
53	49	PRAP Japan, Inc.	Japan	41,500,000	41,000,000	293	1.2%	1.2%
54	56	Portland Communications	UK	40,500,000	35,670,000	210	13.5%	3.4%
55	46	Padilla	USA	40,078,469	42,444,913	193	-5.6%	-5.6%
56	53	DeVries Global	USA	40,000,000	37,000,000	235	8.1%	8.1%
57	55	Kyodo Public Relations	Japan	39,063,336	37,723,173	240	3.6%	3.6%
58	50	Grupo Inpress	Brazil	34,650,602	39,856,031	504	-13.1%	-10.2%
59	65	M Booth	USA	33,935,533	28,844,191	169	17.7%	17.7%
60	69	Oliver Schrott Kommunikation	Germany	33,907,200	26,365,500	241	28.6%	12.5%
61	61	Hotwire	UK	33,294,505	31,702,340	220	5.0%	5.0%
62	58	Global Strategy Group	USA	33,000,000	34,000,000	98	-2.9%	-2.9%
62	62	The Outcast Agency	USA	33,000,000	31,500,000		4.8%	4.8%
64	64	Racepoint Global	USA	31,528,319	33,951,938	148	-7.1%	-7.1%
65	70	Carmichael Lynch Relate	USA	30,300,000	25,500,000		18.8%	18.8%
66		Citizen Relations	Canada	30,057,261	26,934,105	250	11.6%	3.2%
67	67	Citigate Dewe Rogerson	UK	29,970,000	27,183,000		10.3%	0.5%
68	60	Prain Global	Korea	29,756,562	32,853,248	207	-9.4%	-9.4%
69	68	5W Public Relations	USA	29,239,498	27,002,754	148	8.3%	8.3%
70	73	Adfactors PR	India	28,290,000	24,300,000	600	16.4%	16.4%
71	66	Coyne PR	USA	28,000,000	27,300,000	139	2.6%	2.6%
72	80	Farner Consulting	Switzerland	27,396,180	23,215,500		18.0%	3.3%
73	74	G&S Business Communications	USA	27,275,329	24,228,411	146	12.6%	12.6%
74	72	Fahlgren Mortine	USA	26,975,583	24,440,092	186	10.4%	10.4%
75	71	SEC Spa	Italy	26,622,331	22,793,508	188	16.8%	16.8%
76	75	Olson Engage	USA	26,400,000	24,000,000	140	10.0%	10.0%
77	94	CYTS-LINKAGE	China	26,356,159	18,123,494	330	45.4%	45.4%
78		Health Unlimited	US	25,890,471	15,164,000	121	70.7%	70.7%
79	93	Serviceplan PR Group	Germany	25,476,000	18,186,000	151	40.1%	22.6%
80	78	French/West/Vaughan	USA	25,241,802	23,371,021	103	8.0%	8.0%
81	76	MHP Communications	UK	24,526,793	21,018,732	161	16.7%	6.3%
82	112	Interel	Belgium	24,130,487	13,816,638	197	74.6%	74.6%
83	87	Spectrum	USA	24,000,000	20,000,000	98	20.0%	20.0%
84	116	Rud Pedersen	Sweden	23,546,000	13,965,000	113	68.6%	68.6%
85	84	Jackson Spalding	USA	23,434,937	21,006,046	150	11.6%	11.6%
86	92	ATREVIA	Spain	23,424,000	18,669,000	334	25.5%	9.8%
87	82	Strategic Public Relations Group	Hong Kong	23,400,000	22,300,000	266	4.9%	4.9%
88	77	Hunter Public Relations	USA	22,500,000	23,500,000	116	-4.3%	-4.3%
89	88	Kivvit	USA	22,313,223	19,867,869	62	12.3%	12.3%
90	81	Taylor	USA	22,200,000	22,900,000	105	-3.1%	-3.1%
91	83	Sopexa	France	21,112,800	22,149,750	207	-4.7%	-16.6%
92	103	achtung!	Germany	21,090,000	15,666,000	158	34.6%	17.8%
93	86	Geelmuyden.Kiese Group	Norway	21,040,320	20,160,000	155	4.4%	4.4%
94	85	Peppercomm	USA	20,938,353	20,427,321	96	2.5%	2.5%
95	98	Barabino & Partners	Italy	20,580,000	16,905,000	104	21.7%	6.5%
96	95	M&C Saatchi Sport & Entertainment	UK	20,464,032	17,466,000	154	17.2%	6.8%
97	91	Exposure	UK	20,250,000	18,750,033	168	8.0%	-1.6%
98	97	Havas Formula	USA	20,001,606	17,030,177	101	17.4%	17.4%
99	102	Faktor 3	Germany	19,680,000	16,065,000	202	22.5%	7.2%
100	56	Mikhailov & Partners	Russia	19,587,121	0	124		

# WORLD PR REPORT

## GLOBAL TOP 250 PR AGENCY RANKING

2018 RANK	2017 RANK	AGENCY	HQ	FE INCOME 2017 (\$)	FE INCOME 2016 (\$)	STAFF	GROWTH (USD)	GROWTH (CONSTANT CURRENCY)
101	118	Hanover 27	UK	19,440,000	13,788,300	130	41.0%	28.5%
102	89	Shift Communications Inc.	USA	19,345,627	19,621,186	98	-1.4%	-1.4%
103	99	PR One	South Korea	19,185,774	16,800,000	150	14.2%	14.2%
104	142	Catalyst	USA	19,004,395	18,979,944	74	0.1%	0.1%
105	96	LaunchSquad	USA	19,001,464	17,409,000	116	9.1%	9.1%
106	79	Iris Culture	UK	18,900,000	0	97		
107	110	Brands2Life	UK	18,676,463	14,387,925	117	29.8%	18.3%
108	90	Levick Strategic Communications	USA	18,500,000	19,000,000	70	-2.6%	-2.6%
109	101	The Red Consultancy	UK	18,495,000	16,359,000	140	13.1%	3.0%
110	104	PAN Communications	USA	17,738,000	15,605,837	78	13.7%	13.7%
111	130	Crosby	USA	17,287,799	12,243,385	81	41.2%	41.2%
112	114	Highwire	USA	17,019,031	14,032,125	81	21.3%	21.3%
113	109	ICF Mostra	Belgium	16,800,000	14,592,900	141	15.1%	0.7%
114	100	Mitchell	USA	16,700,000	17,600,000	66	-5.1%	-5.1%
115	119	InkHouse	USA	16,400,000	15,000,000	100	9.3%	9.3%
116	106	Imre	USA	16,340,000	15,100,000	93	8.2%	8.2%
117	113	Proof28	Canada	15,965,466	14,076,868	92	13.4%	4.9%
118	111	Haberlein & Mauerer	Germany	15,960,000	14,385,000	166	10.9%	-2.9%
119	107	TRACCS	Saudi Arabia	15,000,000	15,050,000	218	-0.3%	-0.3%
120	250	Akima Media	Germany	14,976,200	4,356,430	82	243.8%	243.8%
121	117	Lansons	UK	14,964,422	13,887,551	96	7.8%	-1.8%
122	122	Maitland	UK	14,850,000	13,451,280	53	10.4%	0.6%
123	134	Pegasus	UK	14,617,140	11,767,410	116	24.2%	13.2%
124	129	Bite Communications	USA	14,000,000	13,000,000		7.7%	7.7%
125	136	M&C Saatchi PR	UK	13,901,304	11,386,035	118	22.1%	11.2%
126	108	Spark	USA	13,500,000	14,021,737	55	-3.7%	-3.7%
126	120	Kaplow	USA	13,500,000	13,700,000		-1.5%	-1.5%
128	158	Praytell	USA	13,400,000	9,211,710	82	45.5%	45.5%
129	121	Sloane & Company	USA	13,000,000	13,500,000	19	-3.7%	-3.7%
130	161	Nebo	USA	12,861,889	8,500,000		51.3%	51.3%
131	131	Current Marketing	USA	12,861,000	12,012,000	56	7.1%	7.1%
132	125	Exponent PR	USA	12,800,000	12,100,000	55	5.8%	5.8%
133	137	The Hoffman Agency	USA	12,722,000	11,340,000	140	12.2%	12.2%
134	144	Wellcom	France	12,600,000	10,500,000	98	20.0%	5.0%
135	126	TogoRun	USA	12,500,000	12,500,000	65	0.0%	0.0%
136	138	A&B One	Germany	12,480,000	11,235,000	70	11.1%	-2.8%
137	145	Bateman Group	USA	12,447,340	10,482,117	60	18.7%	18.7%
138	142	F&H Porter Novelli	Germany	12,360,000	10,710,000	63	15.4%	1.0%
139	143	Action Global Communications	Cyprus	12,277,198	10,700,000	305	14.7%	14.7%
140	126	RF Binder	USA	12,100,000	12,396,837	55	-2.4%	-2.4%
141	133	Merritt Group, Inc.	USA	12,000,000	11,805,900	54	1.6%	1.6%
141		DNA Communications	USA	12,000,000	8,600,000	70	39.5%	39.5%
143	157	rbb Communications	USA	11,919,171	9,241,425	59	29.0%	29.0%
144		Tonic Life Communications	USA	11,800,000	12,000,000	55	-1.7%	-1.7%
145	146	Lift World	Portugal	11,792,275	10,354,761	85	13.9%	-0.4%
146	159	Powerscourt	UK	11,788,200	8,856,000	32	33.1%	21.3%
147	124	Makovsky	USA	11,696,000	13,141,000	50	-11.0%	-11.0%
148	139	Davies	USA	11,416,316	11,083,799	34	3.0%	3.0%
149	135	Max Borges Agency	USA	11,250,000	11,500,000	65	-2.2%	-2.2%
150	205	Day One Agency	USA	11,147,061	6,038,323	45	84.6%	84.6%

# WORLD PR REPORT

## GLOBAL TOP 250 PR AGENCY RANKING

2018 RANK	2017 RANK	AGENCY	HQ	FE INCOME 2017 (\$)W	FE INCOME 2016 (\$)	STAFF	GROWTH (USD)	GROWTH (CONSTANT CURRENCY)
151	15	KPR & Associates	South Korea	11,138,544	9,916,073	105	12.3%	12.3%
152	163	Veritas	Canada	11,040,000	8,362,000	72	32.0%	22.1%
153	126	ROI Communication	USA	11,000,000	12,500,000	75	-12.0%	-12.0%
154	148	Method Communications	USA	10,886,975	10,141,885	59	7.3%	7.3%
155	140	Rasky Partners	USA	10,476,319	11,043,237	37	-5.1%	-5.1%
156	149	TVC Group	UK	10,354,576	10,087,638	51	2.6%	-6.5%
157	186	Enzaim Health	Republic of Korea	10,264,000	7,000,000	60	46.6%	46.6%
158	150	SenateSHJ	New Zealand	10,058,000	10,359,740	52	-2.9%	-2.9%
159	179	Marco de Comunicacion	Spain	10,000,602	7,911,914	98	26.4%	10.6%
160	141	Kwittken	USA	10,000,000	11,000,000	57	-9.1%	-9.1%
160	152	DCI	USA	10,000,000	10,023,512	60	-0.2%	-0.2%
160	186	GoodIdea Media	China	10,000,000	8,000,000	90	25.0%	25.0%
163	166	LVT Group	Netherlands	9,913,200	8,169,000	80	21.4%	6.2%
164	170	C+C	USA	9,902,839	8,032,784	66	23.3%	23.3%
165		Murphy O'Brien	USA	9,887,638	9,271,966	58	6.6%	6.6%
166		Jarrard Phillips Cate & Hancock	USA	9,840,073	8,306,314	34	18.5%	18.5%
167	184	W 29	UK	9,702,252	7,170,900	101	35.3%	23.3%
168	156	Bliss Integrated Communications	USA	9,600,000	9,284,000	48	3.4%	3.4%
168	167	First House	Norway	9,600,000	7,699,650	29	24.7%	9.1%
168	207	Kyne	Ireland	9,600,000	5,900,761	43	62.7%	62.7%
171	209	Headland Consultancy	UK	9,569,466	5,792,868	55	65.2%	50.5%
172	177	AMI Communications	Czech Republic	9,538,405	7,610,175	100	25.3%	9.7%
173	176	Jeschenko MedienAgentur	Germany	9,468,000	7,612,500	48	24.4%	8.8%
174	235	NJF 30	USA	9,279,419	4,816,600	51	92.7%	92.7%
175	175	JPA Health Communications	USA	9,182,471	7,703,679	41	19.2%	19.2%
176	196	Saxum	USA	9,150,941	6,460,846	51	41.6%	41.6%
177	193	Narva	Sweden	9,096,000	6,501,000	41	39.9%	28.3%
178	164	HSE Cake	UK	9,045,000	8,241,000	65	9.8%	0.0%
179	165	Gregory FCA	USA	9,000,000	8,200,000	70	9.8%	9.8%
180		Grupo CDI - Comunicacao e Marketing	Brazil	8,655,000	8,370,000	182	3.4%	6.9%
181	182	JeffreyGroup	USA	8,426,524	7,213,840	120	16.8%	16.8%
182	174	Frank	UK	8,393,427	7,876,476	49	6.6%	-2.9%
183		Citypress	UK	8,363,724	7,257,542	87	15.2%	5.0%
184	168	360PR+	USA	8,300,000	8,026,000	45	3.4%	3.4%
184	224	Herd MSL	Australia	8,300,000	5,800,000	60	43.1%	43.1%
186	183	Lou Hammond Group	USA	8,152,410	7,210,839	40	13.1%	13.1%
187	181	Greentarget	USA	8,134,581	7,447,000	32	9.2%	9.2%
188		MP&F Public Relations	USA	8,123,629	7,845,354	65	3.5%	3.5%
189	173	McNeely Pigott & Fox Public Relations	USA	8,100,000	7,845,354	62	3.2%	3.2%
190	169	Walker Sands	USA	8,018,798	6,917,494	79	15.9%	7.9%
191	192	komm.passion	Germany	7,920,000	6,615,000	60	19.7%	4.8%
192		Nyhus Communications	USA	7,817,373	5,169,419	16	51.2%	51.2%
193	172	Approach	Brazil	7,800,000	7,878,020	146	-1.0%	-1.0%
193	185	Rumeur Publique	France	7,800,000	7,100,100	48	9.9%	-3.9%
193	190	Thomas Marko & Associates	France	7,800,000	6,825,000	36	14.3%	0.0%
196	191	Fink & Fuchs	Germany	7,682,400	6,741,000	77	14.0%	-0.3%
197	213	Hope&Glory	UK	7,677,173	5,710,719	64	34.4%	22.5%
198	180	Lambert, Edwards & Associates	USA	7,610,000	7,005,000	47	8.6%	8.6%
199	212	Moore Communications Group	USA	7,319,325	6,384,634	37	14.6%	14.6%
200	231	Harvard	UK	7,307,820	4,981,591	55	46.7%	33.7%

# WORLD PR REPORT

## GLOBAL TOP 250 PR AGENCY RANKING

2018 RANK	2017 RANK	AGENCY	HQ	FE INCOME 2017 (\$)	FE INCOME 2016 (\$)	STAFF	GROWTH (USD)	GROWTH (CONSTANT CURRENCY)
201	195	Cicero Group	UK	7,290,000	6,531,028	43	11.6%	1.7%
202	230	RMA Comunicacao	Brazil	7,201,811	5,412,325	122	33.1%	33.1%
203	199	EMG	The Netherlands	7,200,000	6,300,000	47	14.3%	0.0%
204		Whiteboard Advisors	USA	7,100,000	6,200,000	21	14.5%	14.5%
204	203	Another Company	Mexico	7,100,000	6,100,000	91	16.4%	16.4%
206	194	LDWW	USA	7,033,275	6,656,000	20	5.7%	5.7%
207	197	Mischief	UK	7,020,000	6,424,290	70	9.3%	-0.4%
208		Infinite Global	USA	6,987,646	5,846,052	37	19.5%	19.5%
209	155	Nelson Bostock Unlimited	UK	6,750,000	5,781,000		16.8%	6.4%
210		90TEN	UK	6,710,517	4,349,493	42		
211	221	Evercom	Spain	6,674,760	5,224,932	64	27.7%	11.8%
212	189	Octopus Group	UK	6,480,000	6,888,000	57	-5.9%	-14.3%
213	215	Eulogy!	UK	6,330,783	5,467,921	48	15.8%	5.5%
214	208	Diplomat Group	Sweden	6,300,000	5,800,000	43	8.6%	8.6%
215	275	Vested	USA	6,171,277	3,560,000	22	73.4%	73.4%
216	202	Djembe Communications	UAE	6,000,000	6,200,000	47	-3.2%	-3.2%
216	198	Kirchhoff Consult	German	6,000,000	6,150,000	60	-2.4%	-2.4%
216	123	Mazarine Asia Pacific	Hong Kong	6,000,000	5,000,000	61	20.0%	20.0%
216	218	Trigger Oslo	Norway	6,000,000	5,250,000	45	14.3%	0.0%
220	240	Meropa Communications	South Africa	5,920,000	4,690,000	86	26.2%	10.4%
221	268	Aspectus	UK	5,855,000	0	35		
222	257	PLMR	UK	5,851,348	3,931,873	37	48.8%	35.6%
223	258	Comunicacion Corporativa Ketchum	Costa Rica	5,846,993	4,104,351	71	42.5%	42.5%
224	220	Seven Hills	UK	5,813,455	5,216,011	47	11.5%	1.5%
225	211	Tunheim	USA	5,742,000	5,757,017	29	-0.3%	-0.3%
226		Partner of Promotion Sp. zo.o.	Poland	5,666,600	4,689,600	61	20.8%	0.0%
227	234	CP/compartner	Germany	5,652,000	4,840,500	63	16.8%	2.2%
228	232	MCG Medical Consulting Group	Germany	5,640,000	4,924,500	34	14.5%	0.2%
229	238	CooperKatz & Company, Inc.	USA	5,564,550	4,748,633	29	17.2%	17.2%
230		Pro-Vision Communications	Russia	5,556,913	0	61		
231	251	Red Lorry Yellow Lorry	UK	5,400,000	4,305,000	24	25.4%	14.3%
231	214	Konnect Public Relations	USA	5,400,000	5,700,000	36	-5.3%	-5.3%
233	246	Tact Intelligence-conseil	Canada	5,340,000	3,900,000	54	36.9%	36.9%
234	223	Dukas Linden Public Relations	USA	5,300,000	5,148,601	21	2.9%	2.9%
235	217	Singer Associates	USA	5,201,357	5,364,538	16	-3.0%	-3.0%
236	256	Kaltwasser Kommunikation	Germany	5,196,000	4,179,000	37	24.3%	8.8%
237	222	MullenLowe salt	UK	5,160,937	5,157,588	41	0.1%	-8.8%
238	237	The Academy 31	UK	5,153,198	4,406,662	35	16.9%	6.5%
239	210	Kiterocket	USA	5,060,000	5,500,000	36	-8.0%	-8.0%
240	251	SHAN	France	5,040,000	4,305,000	30	17.1%	2.4%
241	239	Talk PR	UK	5,030,100	4,714,236	45	6.7%	-2.8%
242	241	Hawkins International Public Relations	USA	5,007,837	4,566,288	34	9.7%	9.7%
243	228	BOCA Communications	USA	5,000,000	5,000,000	35	0.0%	0.0%
243	254	Avian Media Pvt Ltd	India	5,000,000	4,270,000	153	17.1%	17.1%
245		Clockwork Media	South Africa	4,959,000	3,362,000	98	47.5%	47.5%
246	245	Havas Just 32	UK	4,860,000	4,428,000	30	9.8%	0.0%
247	261	Cap, et Cime PR	France	4,857,941	4,052,428	19	19.9%	4.9%
248	247	Bhava Communicationswww	USA	4,800,000	4,400,000	27	9.1%	9.1%
249		URBAN Grupo de Comunicacion	Argentina	4,785,000	4,355,000	96	9.9%	9.9%
250	271	Whyte Corporate Affairs	Belgium	4,770,000	3,669,750	28	30.0%	13.7%

# GLOBAL RESULTS

---

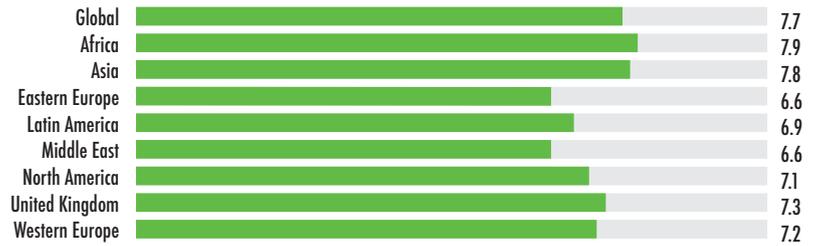


# WORLD PR REPORT

## GLOBAL RESULTS: GROWTH & OPPORTUNITIES

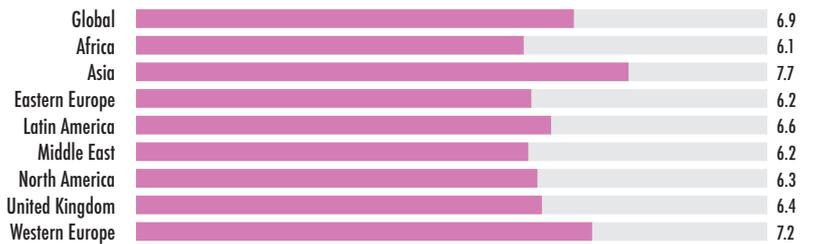
### OPTIMISM

I am optimistic about the growth of the public relations market



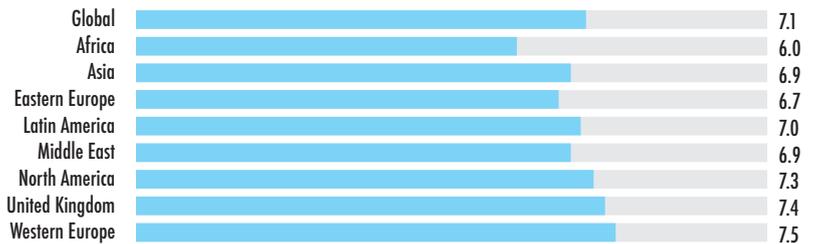
### PROFITABILITY

I expect an increase in agency profitability this year



### CORPORATE REPUTATION

Corporate CEOs in this market take corporate reputation seriously



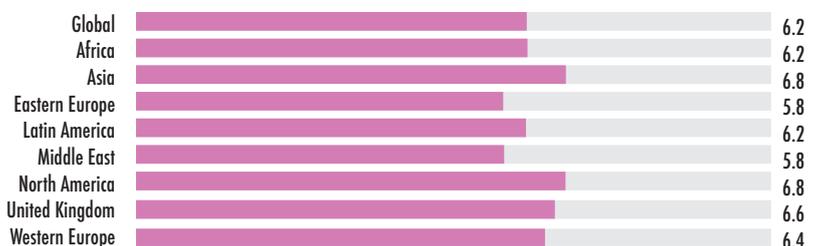
### SOCIAL RESPONSIBILITY

Companies in this market are paying more attention to corporate social responsibility



### STAKEHOLDERS

Companies in this market understand the need to balance shareholder interests with those of other stakeholders

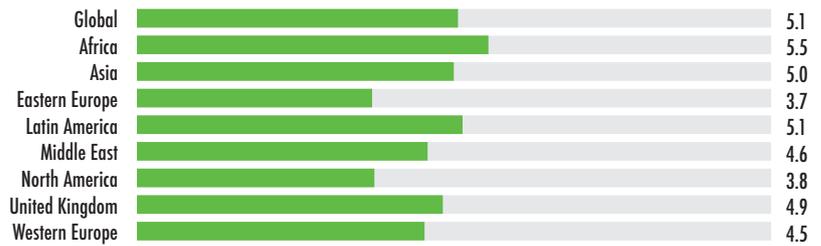


# WORLD PR REPORT

## GLOBAL RESULTS: GROWTH & OPPORTUNITIES

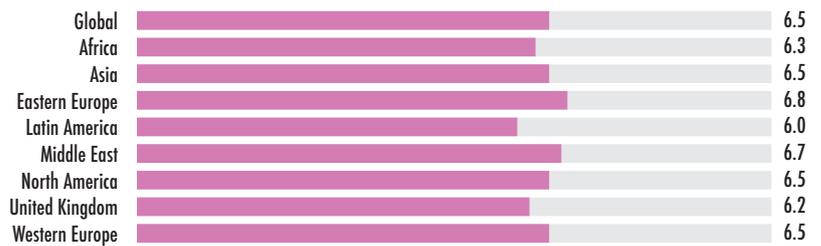
### MARKET SPEND

Marketers in this market are spending more money on public relations relative to other marketing disciplines



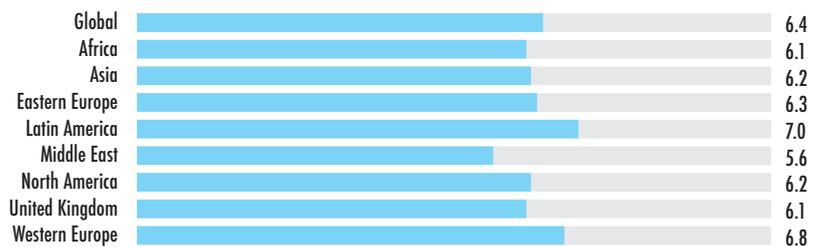
### NON-TRADITIONAL SERVICES

Clients in this market are willing to turn to public relations firms to provide non-traditional services such as corporate advertising, digital or online communications, word-of-mouth



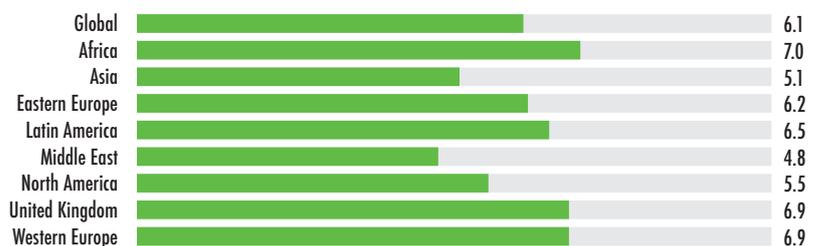
### CLIENTS' DIGITAL NEEDS

PR agencies in this market are successfully addressing clients' digital needs



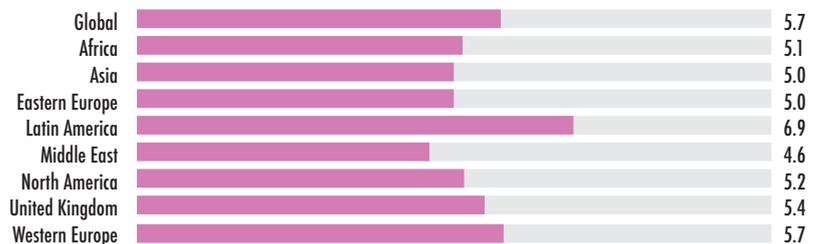
### SUPPLY

There is a plentiful supply of intelligent, well-educated talent in this market



### TALENT

The PR industry in their market does a good job of sourcing talent from outside of the industry



# WORLD PR REPORT

## GLOBAL RESULTS: GROWTH & OPPORTUNITIES

### % OF RESPONDENTS

IN WHICH OF THE FOLLOWING PRACTICE AREAS DID YOU SEE MOST GROWTH LAST YEAR?

#### TOP 3



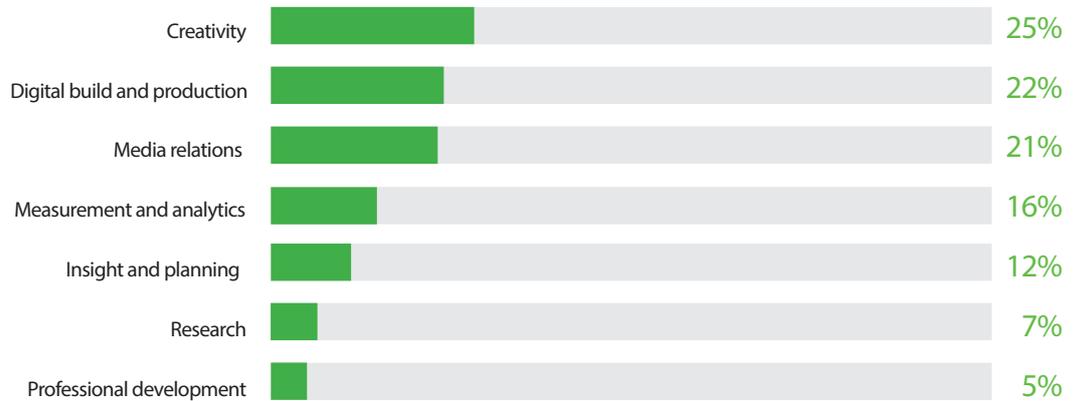
Social media community management



Multimedia content creation

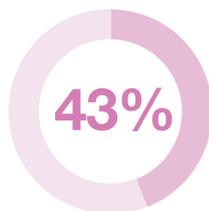


Senior counsel

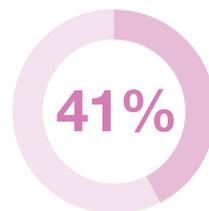


IN WHICH OF THE FOLLOWING AREAS DO YOU EXPECT AN INCREASE IN PR FIRMS' INVESTMENT OVER THE NEXT FEW YEARS?

#### TOP 3



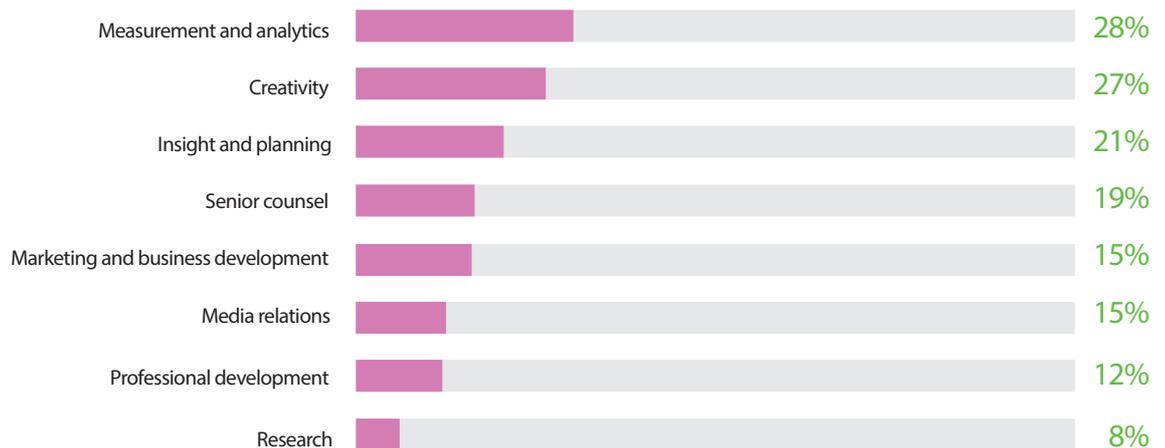
Social media community management



Multimedia content creation



Digital build and production



# WORLD PR REPORT

## GLOBAL RESULTS: GROWTH & OPPORTUNITIES

### % OF RESPONDENTS

IN WHICH OF THE FOLLOWING COMMUNICATIONS FUNCTIONS DID YOU SEE MOST GROWTH LAST YEAR?

TOP 3



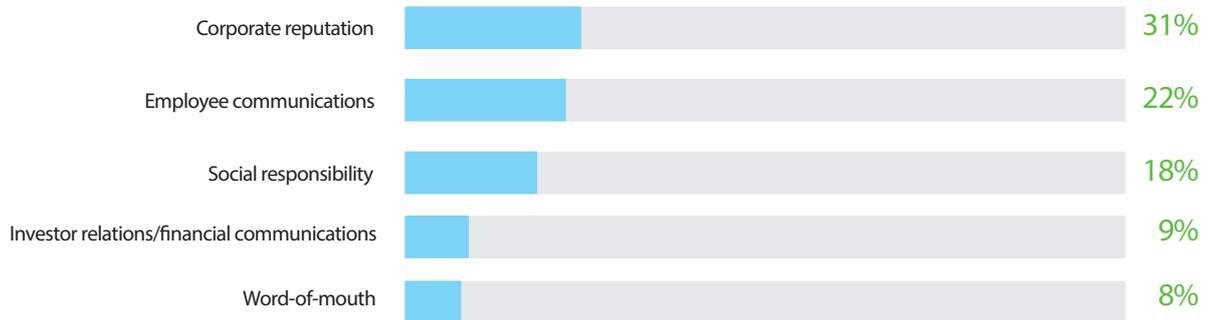
Digital/online communications



Marketing communications



Public affairs/government relations



IN WHICH OF THE FOLLOWING COMMUNICATIONS FUNCTIONS DO YOU EXPECT TO SEE MOST GROWTH OVER THE NEXT FEW YEARS?

TOP 3



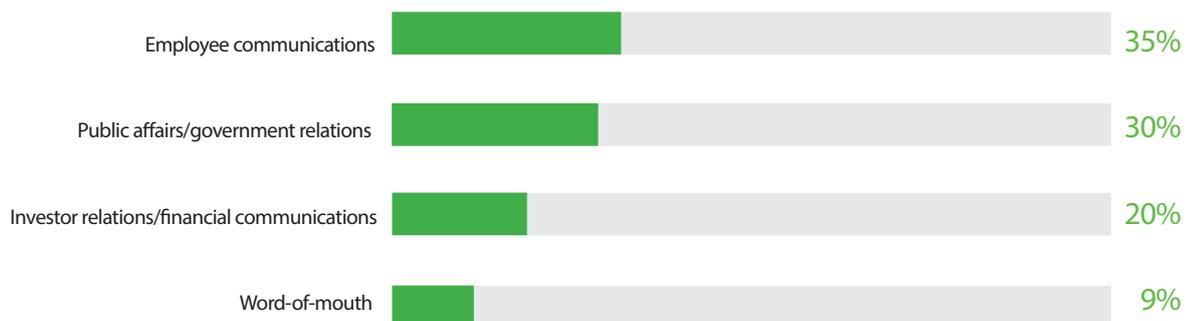
Corporate reputation



Digital/online communications



Social responsibility



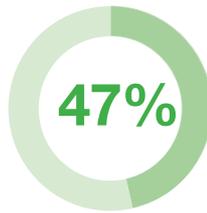
# WORLD PR REPORT

## GLOBAL RESULTS: GROWTH & OPPORTUNITIES

### % OF RESPONDENTS

IN WHICH OF THE FOLLOWING SECTORS DID YOU SEE MOST GROWTH LAST YEAR?

TOP 3



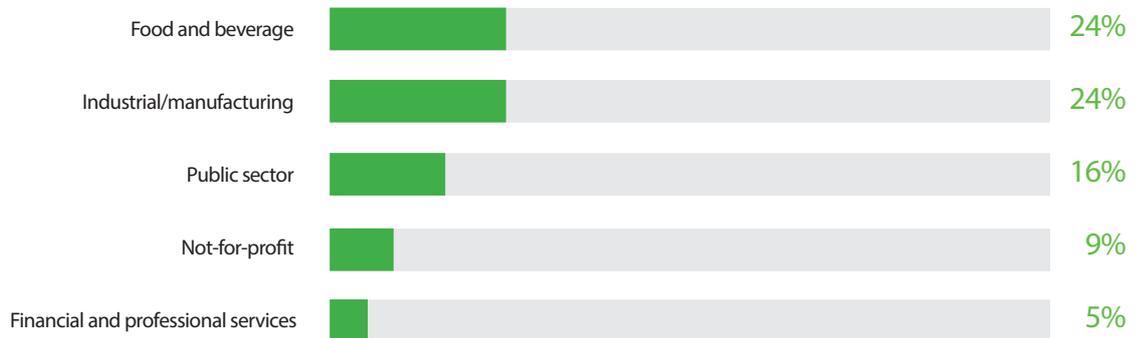
Technology



Healthcare



Consumer products



IN WHICH OF THE FOLLOWING SECTORS DO YOU EXPECT TO SEE MOST GROWTH OVER THE NEXT FEW YEARS?

TOP 3



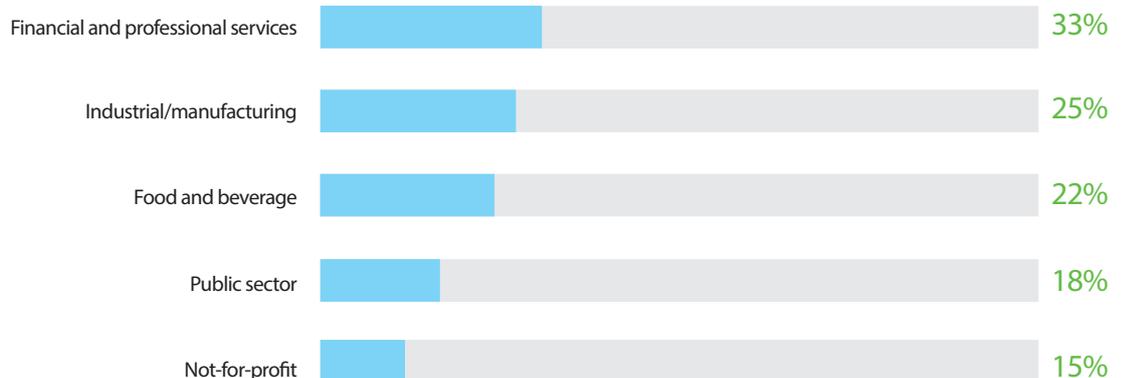
Technology



Healthcare



Consumer products



# WORLD PR REPORT

## GLOBAL RESULTS: GROWTH & OPPORTUNITIES

### % OF RESPONDENTS

WHERE ARE AGENCIES IN YOUR MARKET MOST LIKELY TO SOURCE TALENT FROM THIS YEAR?

TOP 3



Rival agencies



In-house communications departments



Journalism

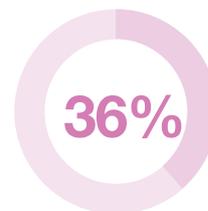


WHAT DO YOU THINK STOPS THE PR INDUSTRY IN YOUR MARKET FROM SOURCING TALENT FROM OUTSIDE OF THE INDUSTRY?

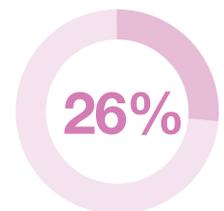
TOP 3



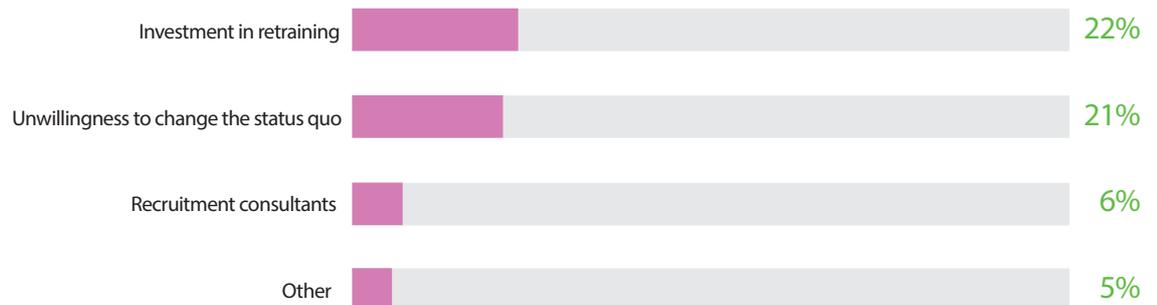
Lack of transferable skills



Lack of interest from potential recruits



Expected salary levels



# WORLD PR REPORT

## GLOBAL RESULTS: TALENT & CHALLENGES

### % OF RESPONDENTS

WHAT ARE THE BIGGEST CHALLENGES PR AGENCIES IN YOUR MARKET FACE WHEN IT COMES TO THEIR TALENT STRATEGY?

#### TOP 3



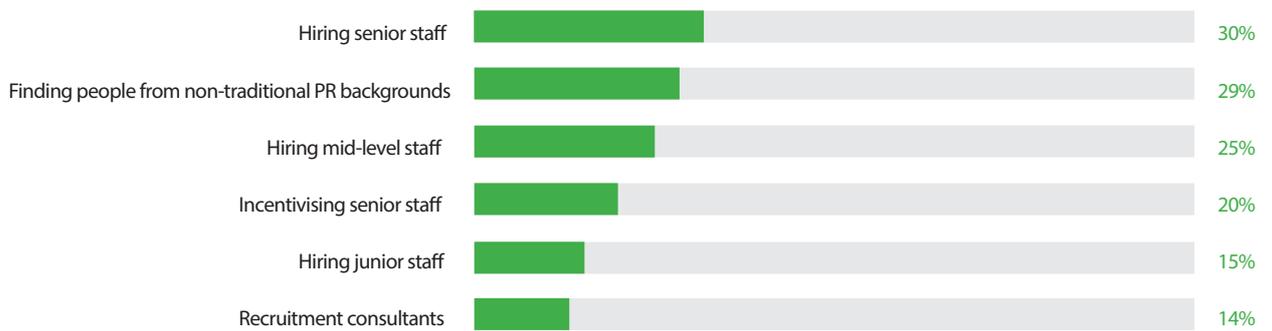
Retaining key talent



Training/developing junior and mid-level staff

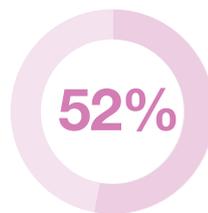


Motivating younger executives



LOOKING AT THE NEXT DECADE, WHICH SKILLS SET DO YOU THINK WILL BE MOST RELEVANT FOR PR EXECUTIVES IN YOUR MARKET?

#### TOP 3



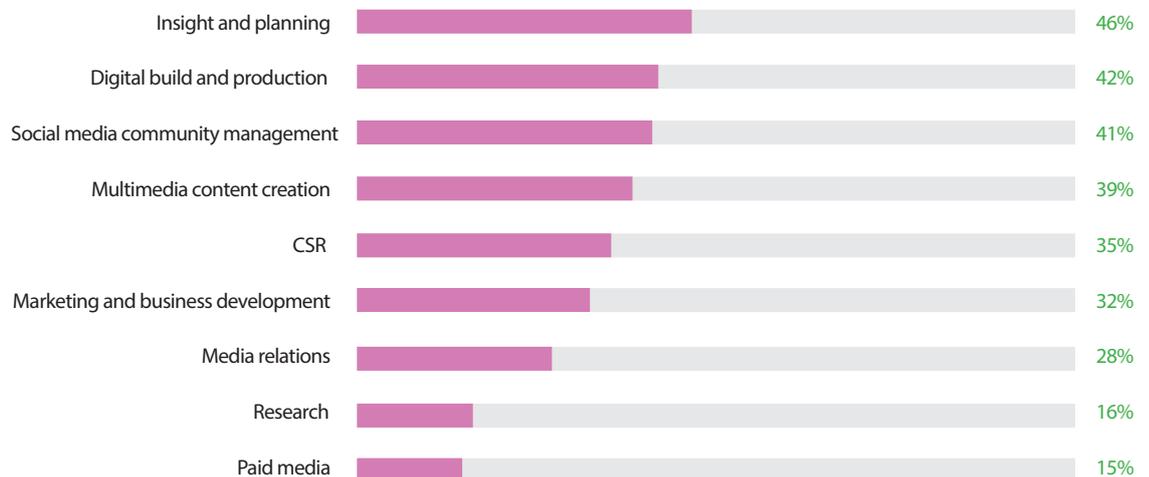
Crisis counsel



Creativity



Multimedia content creation



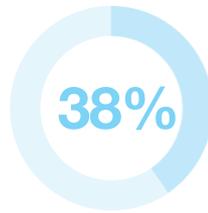
# WORLD PR REPORT

## GLOBAL RESULTS: TALENT & CHALLENGES

### % OF RESPONDENTS

WHICH OF THE FOLLOWING ISSUES DO YOU BELIEVE TO BE THE GREATEST CHALLENGES FOR PR FIRMS IN YOUR MARKET?

#### TOP 3



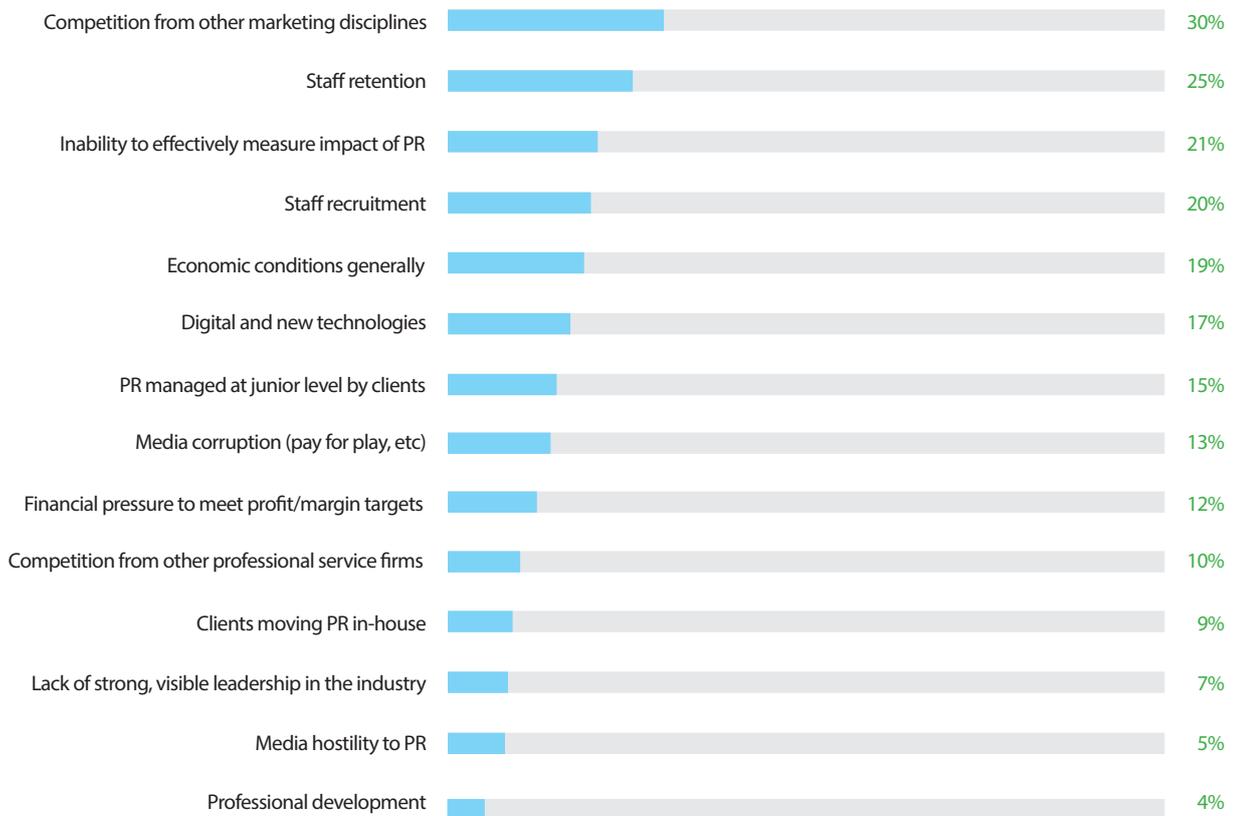
Clients unwilling to commit sufficient funds



Clients too focused on short-term



Lack of client understanding of PR



# WORLD PR REPORT

## GLOBAL RESULTS: TALENT & CHALLENGES

### % OF RESPONDENTS

WHAT SUBJECT BACKGROUNDS DO YOUR GRADUATES COME FROM?

TOP 3



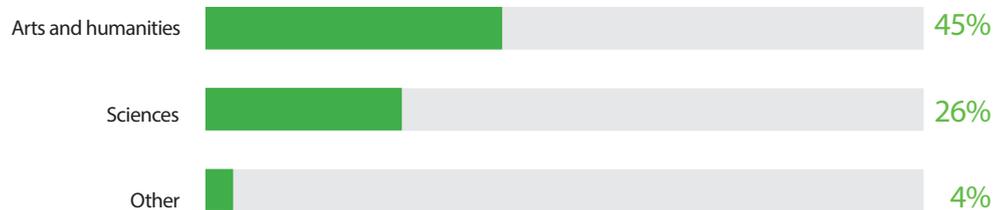
Public relations and communications



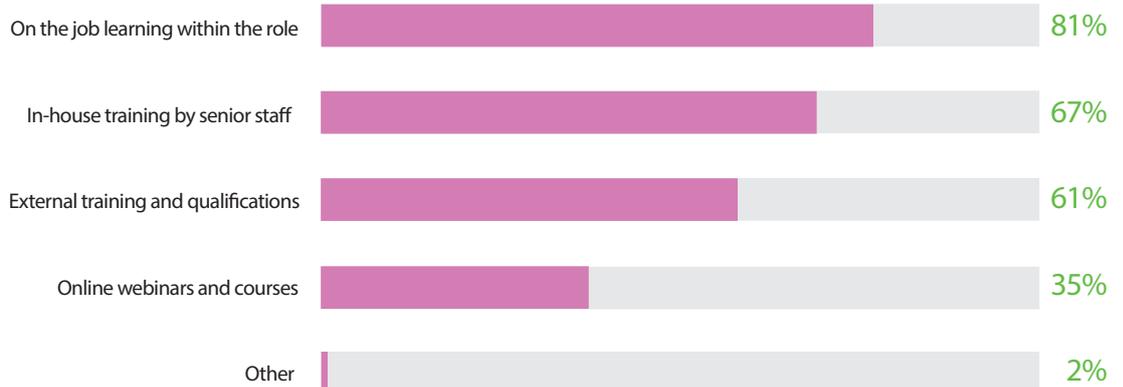
Media and journalism



Business management and administration



HOW DO YOU ENSURE YOUR STAFF HAVE THE LATEST SKILLS NECESSARY TO PERFORM THEIR ROLES?

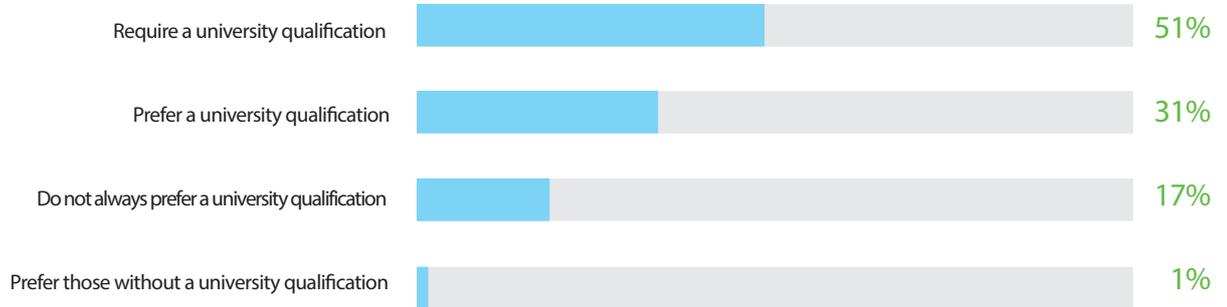


# WORLD PR REPORT

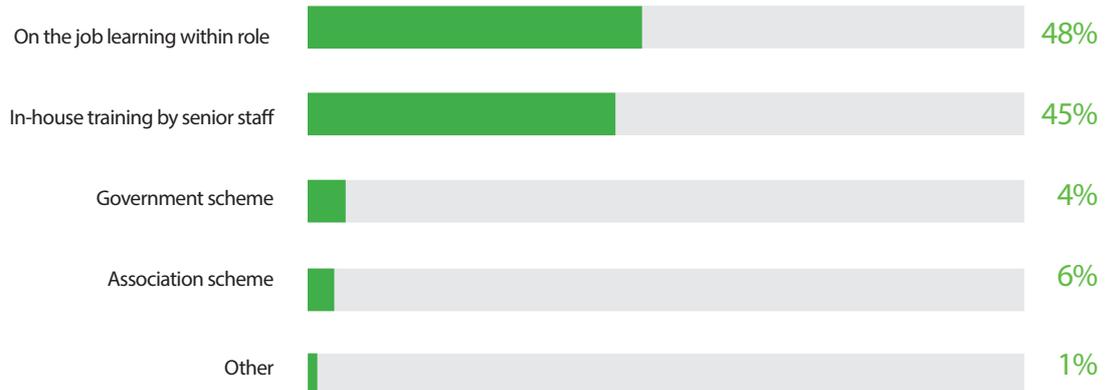
## GLOBAL RESULTS: TALENT & CHALLENGES

### % OF RESPONDENTS

WHICH OF THE BELOW DO YOU REQUIRE WHEN RECRUITING FOR ENTRY LEVEL ROLES?



WHAT IS YOUR ORGANISATION'S PREFERRED METHOD OF SOURCING AND TRAINING CANDIDATES FOR JUNIOR ROLES WITHOUT UNIVERSITY QUALIFICATIONS?



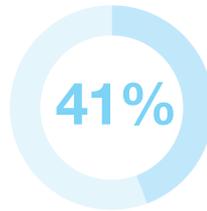
# WORLD PR REPORT

## GLOBAL RESULTS: DIGITAL TRENDS

### % OF RESPONDENTS

WHAT IS THE MOST-USED SOCIAL MEDIA PLATFORM FOR PROMOTING YOUR BUSINESS IN YOUR REGION?

TOP 3



Facebook



LinkedIn



Twitter



WHAT IS THE MOST-USED SOCIAL MEDIA PLATFORM FOR REACHING CONSUMERS IN YOUR REGION?

TOP 3



Facebook



Instagram



Twitter



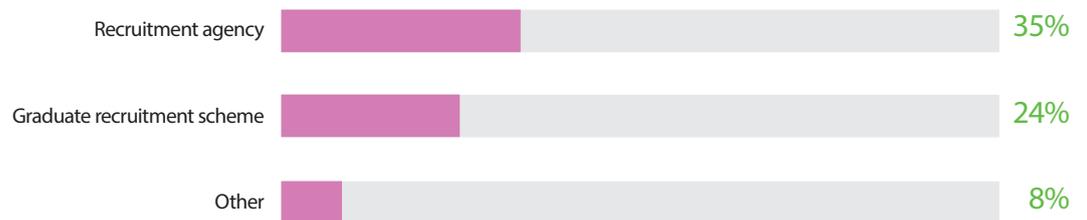
# WORLD PR REPORT

## GLOBAL RESULTS: DIGITAL TRENDS

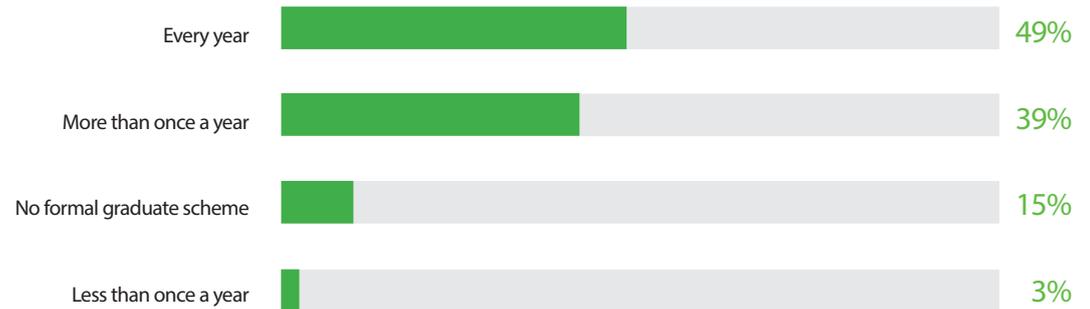
### % OF RESPONDENTS

WHAT METHODS OF RECRUITMENT DOES YOUR ORGANISATION PRIMARILY USE TO FIND TALENT?

TOP 3



HOW OFTEN DO YOU RUN A GRADUATE RECRUITMENT SCHEME TO FIND TALENT?

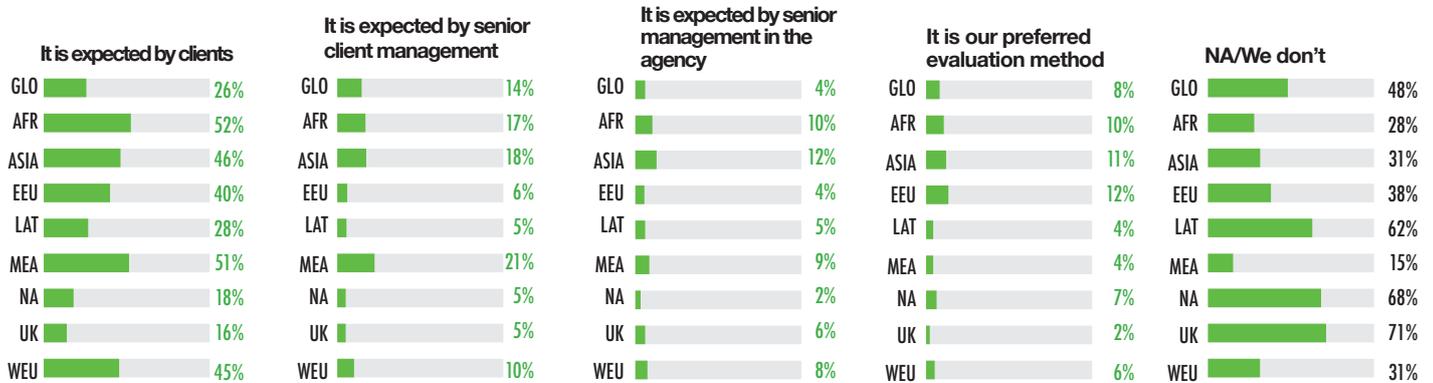


# WORLD PR REPORT

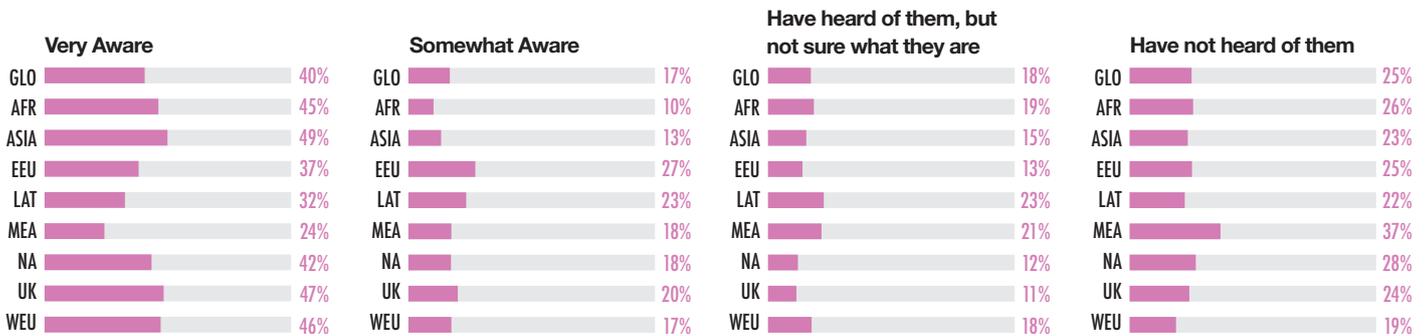
## GLOBAL RESULTS: MEASUREMENT AND EVALUATION

% OF RESPONDENTS

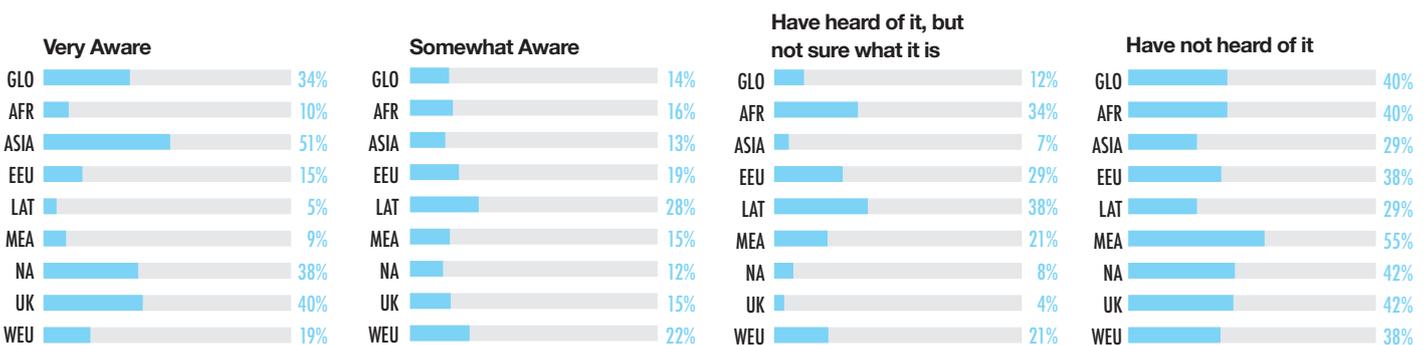
### WHY DO YOU USE ADVERTISING VALUE EQUIVALENTS (AVEs)



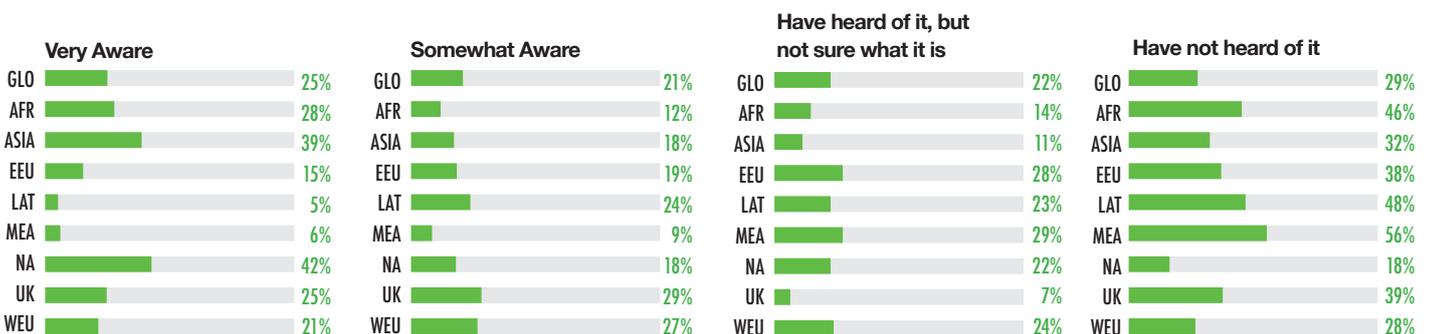
### HOW AWARE ARE YOU OF THE BARCELONA PRINCIPLES



### HOW AWARE ARE YOU OF THE AMEC INTEGRATED EVALUATION FRAMEWORK

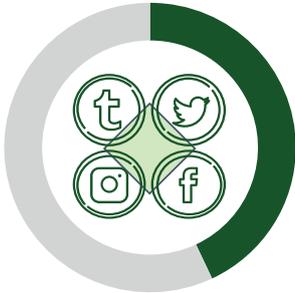


### HOW AWARE ARE YOU OF THE AMEC/ICCO/PRCA PR PROFESSIONAL'S DEFINITIVE GUIDE TO MEASUREMENT



# Growth Trends

## Growth Areas, Functions and Industries



**44%**

Saw Social Media Community Management as the biggest growth practice area in the last 12 months



**64%**

Define Digital and Online Communications as the biggest growth function over the past 12 months



**47%**

State that Technology was the biggest growth sector of the past year

## Growth challenges

### Top 3 Challenges

**1** Clients not committing sufficient funds  
**38%** (vs. 22% last year)



**2** Clients too focused on short-term  
**34%** (vs. 11% last year)



**3** Competition from other marketing disciplines  
**31%** (vs. 19% last year)



# Talent Trends

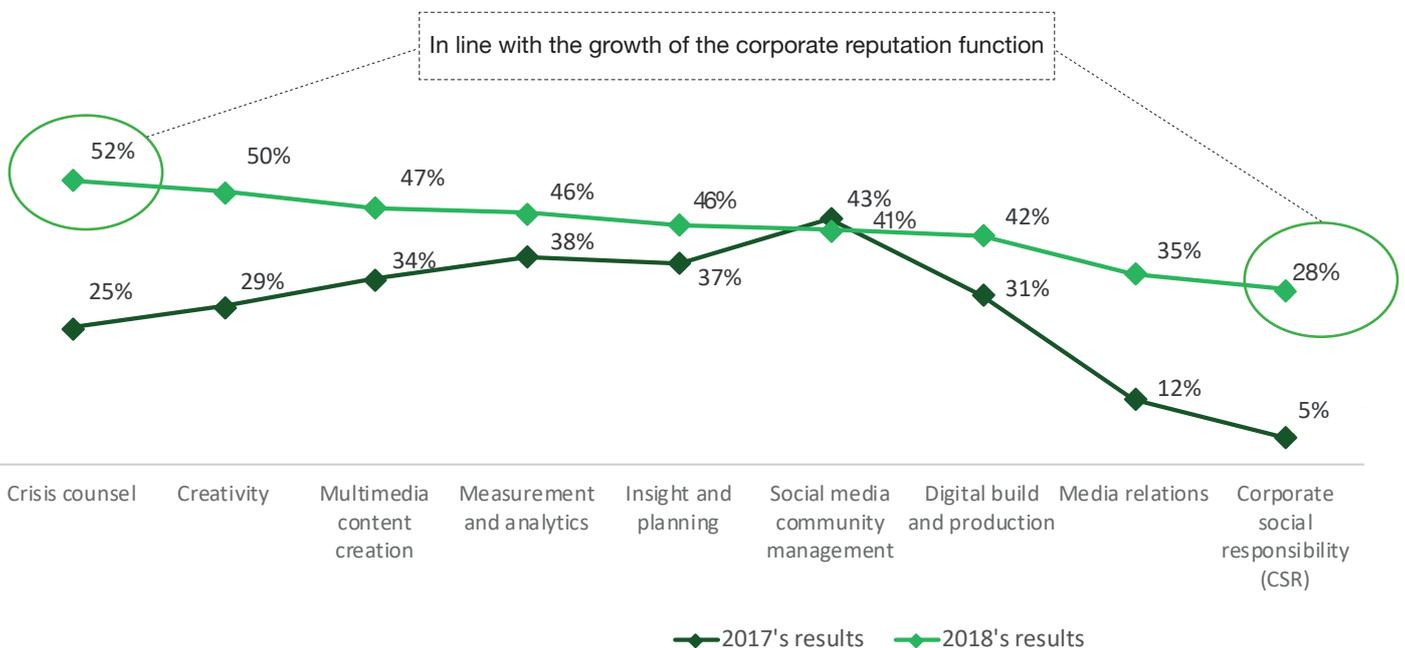
## Biggest challenges when sourcing talent

% of respondents citing:



## The most relevant skill sets have changed over time, with crisis counsel being the most important skill when looking to the next decade

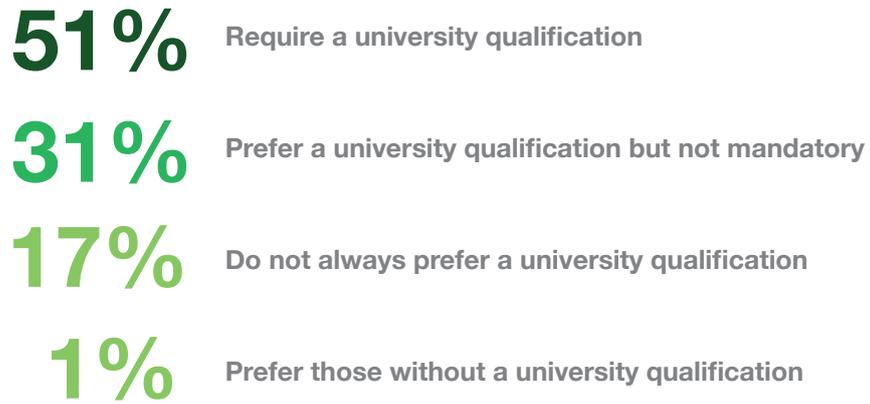
% of respondents citing:



# Talent Trends

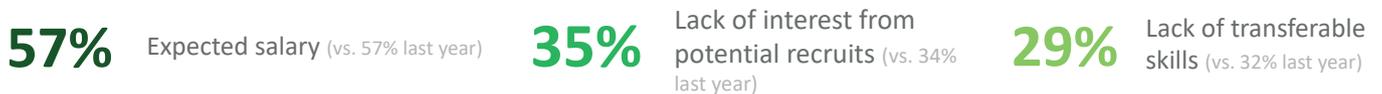
## Recruiting preferences for entry level roles

% of respondents citing:



## Biggest challenges related to talent recruitment

% of respondents citing:



## Main methods of recruitment to find new talent

% of respondents citing:

### Recommendation



**62%**

### LinkedIn



**61%**

### Local network



**52%**

# REGIONAL RESULTS

---

AFRICA  
ASIA-PACIFIC  
EASTERN EUROPE  
LATIN AMERICA  
MIDDLE EAST  
NORTH AMERICA  
UNITED KINGDOM  
WESTERN EUROPE



# WORLD PR REPORT

## AFRICA RESULTS

### TOP 3 CHOICES PER REGION

In which of the following areas did you see the most growth last year?

1. Digital/online communications
2. Social responsibility
3. Corporate reputation

Where are agencies in your market likely to source talent from this year?

1. Rival agencies
2. In-house communications departments
3. Journalism

In which of the following areas do you expect an increase in PR firms' investment next year?

1. Multimedia content creation
2. Social media community management
3. Senior counsel

What do you think stops the PR industry in your market from sourcing talent from outside of the industry?

1. Expected salary levels
2. Unwillingness to change the status quo
3. Lack of transferable skills

Which of the following issues do you believe to be the greatest challenges for your market?

1. Lack of client understanding of public relations
2. Competition from other marketing disciplines
3. Staff retention

What is the biggest challenge PR agencies in your market face when it comes to their talent strategy?

1. Retaining key talent
2. Hiring senior staff
3. Hiring mid-level staff

In which of the following areas do you expect to see most growth over the next few years?

1. Corporate reputation
2. Marketing communications
3. Employee communications

Looking at the next decade, which skills set will be most relevant for PR executives in your market?

1. Crisis Counsel
2. Measurement and analytics
3. Insight and planning

In which of the following functions do you expect an increase in PR firms' investment over the next few years?

1. Digital build and production
2. Senior counsel
3. Professional development

What is the most used social media platform for promoting your business in your region?

1. Facebook
2. LinkedIn
3. Twitter

In which of the following sectors do you expect to see most growth next year?

1. Technology
2. Consumer products
3. Food and beverage

What is the most used social media platform for reaching consumers in your region?

1. Facebook
2. YouTube
3. Other

# WORLD PR REPORT

## ASIA-PACIFIC RESULTS

### TOP 3 CHOICES PER REGION

In which of the following areas did you see the most growth last year?

1. Digital/online communications
2. Marketing communications
3. Corporate reputation

Where are agencies in your market likely to source talent from this year?

1. Rival agencies
2. Journalism
3. Graduate programmes

In which of the following areas do you expect an increase in PR firms' investment next year?

1. Multimedia content creation
2. Social media community management
3. Insight and planning

What do you think stops the PR industry in your market from sourcing talent from outside of the industry?

1. Expected salary levels
2. Lack of interest from potential recruits
3. Investment in retraining

Which of the following issues do you believe to be the greatest challenges for your market?

1. Clients too focused on the short-term
2. Staff retention
3. Competition from other marketing disciplines

What is the biggest challenge PR agencies in your market face when it comes to their talent strategy?

1. Expected salary levels
2. Finding people from non-traditional backgrounds
3. Training/developing junior and mid-level staff

In which of the following areas do you expect to see most growth over the next few years?

1. Corporate reputation
2. Digital/online communications
3. Social responsibility

Looking at the next decade, which skills set will be most relevant for PR executives in your market?

1. Crisis counsel
2. Social media community management
3. Measurement and analytics

In which of the following functions do you expect an increase in PR firms' investment over the next few years?

1. Digital build and production
2. Multimedia content creation
3. Professional development

What is the most used social media platform for promoting your business in your region?

1. Facebook
2. Instagram
3. Twitter

In which of the following sectors do you expect to see most growth next year?

1. Financial and professional services
2. Technology
3. Healthcare

What is the most used social media platform for reaching consumers in your region?

1. Facebook
2. YouTube
3. Other

# WORLD PR REPORT

## EASTERN EUROPE RESULTS

### TOP 3 CHOICES PER REGION

In which of the following areas did you see the most growth last year?

1. Digital/online communications
2. Employee communications
3. Public affairs/government relations

Where are agencies in your market likely to source talent from this year?

1. Rival agencies
2. Journalism
3. Graduate programmes

In which of the following areas do you expect an increase in PR firms' investment next year?

1. Multimedia content creation
2. Social media community management
3. Digital build and production

What do you think stops the PR industry in your market from sourcing talent from outside of the industry?

1. Expected salary levels
2. Lack of interest from potential recruits
3. Unwillingness to change the status quo

Which of the following issues do you believe to be the greatest challenges for your market?

1. Clients unwilling to commit sufficient funds
2. Clients too focused on short-term
3. Economic conditions generally

What is the biggest challenge PR agencies in your market face when it comes to their talent strategy?

1. Retaining key talent
2. Motivating younger executives
3. Training/developing junior and mid-level staff

In which of the following areas do you expect to see most growth over the next few years?

1. Social responsibility
2. Corporate reputation
3. Digital/online communications

Looking at the next decade, which skills set will be most relevant for PR executives in your market?

1. Crisis Counsel
2. Creativity
3. Multimedia content creation

In which of the following functions do you expect an increase in PR firms' investment over the next few years?

1. Measurement and analytics
2. Digital build and production
3. Social media community management

What is the most used social media platform for promoting your business in your region?

1. Facebook
2. LinkedIn
3. Instagram

In which of the following sectors do you expect to see most growth next year?

1. Technology
2. Consumer products
3. Healthcare

What is the most used social media platform for reaching consumers in your region?

1. Facebook
2. Instagram
3. LinkedIn

# WORLD PR REPORT

## LATIN AMERICA RESULTS

### TOP 3 CHOICES PER REGION

In which of the following areas did you see the most growth last year?

1. Digital/online communications
2. Public affairs/government relations
3. Employee communications

Where are agencies in your market likely to source talent from this year?

1. Journalism
2. Rival agencies
3. In-house communications departments

In which of the following areas do you expect an increase in PR firms' investment next year?

1. Digital build and production
2. Social media community management
3. Multimedia content creation

What do you think stops the PR industry in your market from sourcing talent from outside of the industry?

1. Expected salary levels
2. Lack of transferable skills
3. Investment in retraining

Which of the following issues do you believe to be the greatest challenges for your market?

1. Digital and new technologies
2. Economic conditions generally
3. Clients moving public relations In-house

What is the biggest challenge PR agencies in your market face when it comes to their talent strategy?

1. Retaining key talent
2. Motivating younger executives
3. Hiring mid-level staff

In which of the following areas do you expect to see most growth over the next few years?

1. Digital/online communications
2. Social responsibility
3. Corporate reputation

Looking at the next decade, which skills set will be most relevant for PR executives in your market?

1. Social media community management
2. Marketing and business development
3. Digital build and production

In which of the following functions do you expect an increase in PR firms' investment over the next few years?

1. Social media community management
2. Measurement and analytics
3. Senior counsel

What is the most used social media platform for promoting your business in your region?

1. LinkedIn
2. Facebook
3. Instagram

In which of the following sectors do you expect to see most growth next year?

1. Consumer products
2. Healthcare
3. Technology

What is the most used social media platform for reaching consumers in your region?

1. Facebook
2. Instagram
3. LinkedIn

# WORLD PR REPORT

## MIDDLE EAST RESULTS

### TOP 3 CHOICES PER REGION

In which of the following areas did you see the most growth last year?

1. Digital/online communications
2. Corporate reputation
3. Marketing communications

Where are agencies in your market likely to source talent from this year?

1. Rival agencies
2. In-house communications departments
3. Journalism

In which of the following areas do you expect an increase in PR firms' investment next year?

1. Corporate reputation
2. Digital/online communications
3. Public affairs/government relations

What do you think stops the PR industry in your market from sourcing talent from outside of the industry?

1. Expected salary levels
2. Investment in retraining
3. Lack of interest from potential recruits

Which of the following issues do you believe to be the greatest challenges for your market?

1. Clients unwilling to commit sufficient funds
2. Clients too focused on short term
3. Financial pressure to meet profit/margin targets

What is the biggest challenge PR agencies in your market face when it comes to their talent strategy?

1. Retaining key talent
2. Training/developing junior and mid-level staff
3. Motivating younger executives

In which of the following areas do you expect to see most growth over the next few years?

1. Corporate reputation
2. Digital/online communications
3. Employee communications

Looking at the next decade, which skills set will be most relevant for PR executives in your market?

1. Multimedia content creation
2. Digital build and production
3. Creativity

In which of the following functions do you expect an increase in PR firms' investment over the next few years?

1. Social media community management
2. Digital build and production
3. Multimedia content creation

What is the most used social media platform for promoting your business in your region?

1. Instagram
2. LinkedIn
3. Facebook

In which of the following sectors do you expect to see most growth next year?

1. Technology
2. Consumer products
3. Healthcare

What is the most used social media platform for reaching consumers in your region?

1. Instagram
2. Facebook
3. Twitter

# WORLD PR REPORT

## NORTH AMERICA RESULTS

### TOP 3 CHOICES PER REGION

In which of the following areas did you see the most growth last year?

1. Digital/online communications
2. Corporate reputation
3. Employee communications

Where are agencies in your market likely to source talent from this year?

1. Rival agencies
2. Journalism
3. Graduate programmes

In which of the following areas do you expect an increase in PR firms' investment next year?

1. Measurement and analytics
2. Insight and planning
3. Multimedia content creation

What do you think stops the PR industry in your market from sourcing talent from outside of the industry?

1. Expected salary levels
2. Lack of interest from potential recruits
3. Investment in retraining

Which of the following issues do you believe to be the greatest challenges for your market?

1. Inability to effectively measure impact of public relations
2. Clients unwilling to commit sufficient funds
3. Competition from other marketing disciplines

What is the biggest challenge PR agencies in your market face when it comes to their talent strategy?

1. Finding people from non-traditional backgrounds
2. Retaining key talent
3. Training/developing junior and mid-level staff

In which of the following areas do you expect to see most growth over the next few years?

1. Digital/online communications
2. Corporate reputation
3. Employee communications

Looking at the next decade, which skills set will be most relevant for PR executives in your market?

1. Measurement and analytics
2. Crisis counsel
3. Multimedia content creation

In which of the following functions do you expect an increase in PR firms' investment over the next few years?

1. Multimedia content creation
2. Measurement and analytics
3. Insight and planning

What is the most used social media platform for promoting your business in your region?

1. LinkedIn
2. Facebook
3. Twitter

In which of the following sectors do you expect to see most growth next year?

1. Technology
2. Healthcare
3. Financial and professional services

What is the most used social media platform for reaching consumers in your region?

1. Facebook
2. Instagram
3. Twitter

# WORLD PR REPORT

## UNITED KINGDOM RESULTS

### TOP 3 CHOICES PER REGION

In which of the following areas did you see the most growth last year?

1. Digital/online communications
2. Public affairs/government relations
3. Corporate reputation

Where are agencies in your market likely to source talent from this year?

1. Rival agencies
2. Graduate programmes
3. In-house communications departments

In which of the following areas do you expect an increase in PR firms' investment next year?

1. Measurement and analytics
2. Multimedia content creation
3. Social media community management

What do you think stops the PR industry in your market from sourcing talent from outside of the industry?

1. Lack of interest from potential recruits
2. Expected salary levels
3. Lack of transferable skills

Which of the following issues do you believe to be the greatest challenges for your market?

1. Clients unwilling to commit sufficient funds
2. Competition from other marketing disciplines
3. Inability to effectively measure impact of public relations

What is the biggest challenge PR agencies in your market face when it comes to their talent strategy?

1. Retaining key talent
2. Finding people from non-traditional backgrounds
3. Training/developing junior and mid-level staff

In which of the following areas do you expect to see most growth over the next few years?

1. Social responsibility
2. Corporate reputation
3. Employee communications

Looking at the next decade, which skills set will be most relevant for PR executives in your market?

1. Measurement and analytics
2. Multimedia content creation
3. Insight and planning

In which of the following functions do you expect an increase in PR firms' investment over the next few years?

1. Digital build and production
2. Multimedia content creation
3. Professional development

What is the most used social media platform for promoting your business in your region?

1. LinkedIn
2. Twitter
3. Facebook

In which of the following sectors do you expect to see most growth next year?

1. Technology
2. Healthcare
3. Financial and professional services

What is the most used social media platform for reaching consumers in your region?

1. Instagram
2. Facebook
3. Twitter

# WORLD PR REPORT

## WESTERN EUROPE RESULTS

### TOP 3 CHOICES PER REGION

In which of the following areas did you see the most growth last year?

1. Social media community management
2. Corporate reputation
3. Public affairs/government relations

Where are agencies in your market likely to source talent from this year?

1. Rival agencies
2. Graduate programmes
3. Journalism

In which of the following areas do you expect an increase in PR firms' investment next year?

1. Social media community management
2. Measurement and analytics
3. Digital build and production

What do you think stops the PR industry in your market from sourcing talent from outside of the industry?

1. Expected salary levels
2. Lack of interest from potential recruits
3. Lack of transferable skills

Which of the following issues do you believe to be the greatest challenges for your market?

1. Clients unwilling to commit sufficient funds
2. Clients too focused on short-term
3. Digital and new technologies

What is the biggest challenge PR agencies in your market face when it comes to their talent strategy?

1. Retaining key talent
2. Hiring senior staff
3. Finding people from non-traditional backgrounds

In which of the following areas do you expect to see most growth over the next few years?

1. Digital/online communications
2. Corporate reputation
3. Social responsibility

Looking at the next decade, which skills set will be most relevant for PR executives in your market?

1. Crisis counsel
2. Creativity
3. Social media community management

In which of the following functions do you expect an increase in PR firms' investment over the next few years?

1. Multimedia content creation
2. Measurement and analytics
3. Digital build and production

What is the most used social media platform for promoting your business in your region?

1. Facebook
2. LinkedIn
3. Instagram

In which of the following sectors do you expect to see most growth next year?

1. Technology
2. Healthcare
3. Financial and professional services

What is the most used social media platform for reaching consumers in your region?

1. Facebook
2. LinkedIn
3. Instagram

# AFRICA HAS SIX OF THE WORLD'S TEN FASTEST GROWING ECONOMIES



**Bridget-von-Holdt**  
Business Director,  
Burson Cohn & Wolfe  
Africa President,  
ICCO

The landscape in which business is done across the African continent is somewhat different in many ways to how business is done in the rest of the world. The landscape includes 54 countries made up of adventurous landscapes, unique cultures and a valued heritage that dates back thousands of years.

Building brands and reputation across the continent has transformed over the years, but to some extent this has been experienced the world over. However, Africa has faced steep changes as a result of technology (and in some cases the lack thereof) and innovation.

In South Africa the economy grew from 1.4% in the first quarter of 2018 but has struggled to carry this through to the 4th quarter. The economic growth has slowed because of a decline in global competitiveness, growing political instability and a down-grade in the investment-grade credit rating, which has negatively impacted investor confidence.

South Africa's powerful banking sector continues to dominate industry and its brands are among the highest value in the country (Source: BrandZ). South African brands, particularly those in consumer products and retail are locally loved and many have shown considerable innovation. As South African cultural and business exports change, so too does the image of South African brands they carry with them.

The acceleration of technological change and ready access to globalisation, will help determine what South Africa stands for in

"Africa is a unique market that is constantly undergoing change"

the mind of the modern global consumer. Other than in Bolivia and India, there are more languages spoken in South Africa than in any other country in the world.

Africa is a unique market that is constantly undergoing change and facing unparalleled disruptive forces within its borders.

According to the World Bank report, non-resource intensive countries are expected to expand at a solid pace, helped by robust investment growth. South Africa, Nigeria and Angola, the region's largest growing economies will be slightly weaker than expected, as the region is still experiencing negative per capita income growth, weak investment, and a decline in productivity growth, but the rest of Africa will be more favourable.

A significant number of 2018's top performers are non-commodity intensive economies. The list is led by Ghana, followed by Ethiopia and Côte d'Ivoire, with Senegal and Tanzania occupying the fifth and sixth spots respectively.

# LEADING THE WAY IN DIGITAL MEDIA



**Nitin Mantri**

CEO, AvianWE

Vice-President, ICCO  
& Asia Pacific President,  
ICCO

The communications industry in the Asia-Pacific (APAC) region has reported a positive growth in 2018, with firms in India, Indonesia, Singapore and Japan performing exceptionally well.

While the industry did well on many fronts, harnessing the powers of digital media is topping my list. The initial fumbling in the dark is over and the industry now knows how to use digital tools to its advantage. The digital markets in Asia are leading the way globally. China is the most advanced market, followed by India. Japan, which was slow to catch up on the social media boom, is now a huge consumer of Twitter, Line, and YouTube.

Since PR firms have now learnt how to capitalise on emerging technologies, the focus has shifted from the medium to the messaging. They are investing in understanding their audiences and tailoring content accordingly. In India, for example, besides an urban population, PR practitioners have to take into account a fast-growing rural and urban economy. To engage with such varied audiences, firms are creating useful and relatable content that appeals to people's emotions, educates them, and inspires them to share it.

Despite the digital invasion, traditional press and media relations remain important in certain Asian markets. Newspapers are still

**“Crisis counsel has emerged as the most relevant skill for the next decade”**

people's main source of information in India. Clients want to have their brand stories placed in known publications, and PR firms are tapping into three different mediums – print, television and digital – to ensure that their clients' messages reach a wider group of consumers.

Crisis counsel has emerged as the most relevant skill for the next decade. This comes as no surprise considering fake news is a serious concern in many countries, especially India, where after the 4G revolution there are many first-time users who have no idea about verified news. It is difficult for technology to check or filter fake news at several levels, making PR firms the privileged few who know how to guide brands in a world where you can't tell the truth from a lie.

# TIME FOR A NEW CRAFT



**Michelle Hutton**  
Managing Director,  
Global Client Strategy,  
Edelman

**As Europe continues to shift and regain its place on the world stage, the future of our industry in this region is buoyant and positive. The optimism is driven by business now recognising that its brand and corporate reputation are now intrinsically linked.**

The belief that CEOs take their company's corporate reputation seriously is more prevalent in Europe than the rest of the world, and here-in lies the opportunity. It's time for a new craft of PR and Europe is well positioned to lead the charge.

Customers are turning to businesses and brands as their champions; this is the birth of Brand Democracy. People across Europe believe that it's easier to get a brand to act on the issues they care about than to vote for another ineffectual politician. The brand can do much to deliver on this expectation, from improving its supply chain to persuading consumers to change their behaviour.

Belief-driven buying in Europe is now mainstream. Brands and businesses are taking stands. Whether it's operating on purpose, connecting with a relevant moment in culture or taking a leap into activism. This is the new craft of PR, helping businesses evolve and take action.

There's been some driving factors in Europe that have meant that our industry has needed to step-up more quickly than other regions to maximise this opportunity.

- Businesses have been impacted by:
- GDPR legislation and the impact on information sharing;
  - A year of reflection following momentous votes in many of our countries;
  - The ongoing refugee crisis facing many of our borders and shores; and
  - The continuing instability around Brexit.

Along with these factors, we have seen an interesting shift in power. Businesses in continental markets are now engaging UK agencies for local market work, rather than

**"Customers are turning to businesses and brands as their champions; this is the birth of Brand Democracy"**

the other way. Hub markets like France, Germany and the Nordics are affecting this change.

When it comes to offers, we need to recognise that social and digital communication capabilities are now table-stakes. The new craft of PR and earned means that we need to move to new skills like digital transformation. Our industry is facing structural change, not decline, but we need to move at a faster pace to be fit for the future.

Pleasingly, and more on the talent front, Europe is leading the way in building a strong network of senior females in PR through groups like Global Women in PR, but the fact remains that gender diversity in leadership roles and gender pay gaps remains a challenge.

Important discussions and work is beginning to tackle some new talent challenges around mental health and wellbeing. Data shows that the PR industry is one of the most stressful and work is beginning to better equip leadership with the tools and processes needed to ensure that, as our we continue to see profitable growth in years to come, our talent are nurtured.

This year's ICCO Report shows that Europe is well placed for our new craft and all that it will bring.

# FOCUS ON REPUTATION



**Lorena Carreno**  
President,  
Confederation of  
the Marketing  
Communication  
Industry (CICOM)

Communication in Latin America has great challenges for 2019: a new dialogue and cooperation with a new government that will be focused on make better use of its communication resources by centralizing its strategic management, building a better reputation and unifying campaigns and media recruitment criteria.

The development of governmental communication should encourage the organized industry to offer advice on the professionalization of social communication areas by giving updated courses. In the same way, it should be in tune with transparency and ethics in the development of protocols for the selection of campaigns that support the promotion of various instances of government. In this topic, an advisory council of experts should be created to support the new line of governmental communication.

On the other hand, the private initiative foresees a greater demand for better communication services for brands with a directive and integrating vision, in line with what is happening on a global level; mainly in the tendencies of the strategic use of Big Data, vision of shopper marketing and communication with omnichannel direction, emphasizing on corporate reputation tuned to the great social causes as well as an efficient use of the digital ecosystem with an integrated approach -off and online - which will translate the role of communication in

**"As never before, market research will be important from an anthropological point of view"**

obtaining the ROI that is shown in the change of attitudes and consumer behavior, which translates into sales and maintaining at a level of social dialogue for the generation of trust and brand credibility.

As never before, market research will be important from an anthropological point of view, which allows deepening in the cultural codes of each target group the "insight of consumers in decision-making and in their perception of brands.

All of the above implies a unified work of industry among advertisement institutions, media and communication consultancy agencies which will be promoted by the Confederation of the Communication Marketing Industry (CICOM).

# DYNAMIC GROWTH



**Francis Ingham**  
Director General,  
PRCA Middle East  
and North Africa  
Chief Executive,  
ICCO

**In line with sentiment in the rest of the world, the PR market in the Middle East is highly optimistic, and sees profitability on the rise. Despite the geopolitical uncertainty that affects all of us -whether in this region or indeed in any other part of the world- the PR industry here is growing, and looks to the future with confidence.**

The drivers of growth bear striking similarity to those in other regions. CEO investment in corporate reputation continues undimmed; the investment in CSR has if anything accelerated over the past twelve months; and the shift of marketing spend from other disciplines and towards us is as much a factor now as it was last year. What is certainly different to last year is that clients are turning to PR firms to deliver non-traditional services far more frequently; and that we as an industry are distinctly more confident in our ability to meet clients' digital requirements.

Looking to the future, growth is going to be strongest in services focused on corporate reputation; on digital communications; and on government relations. And the industry I see is investing in those functions and offerings.

Where do the challenges lie? I would highlight two areas. The first is the client-consultancy relationship. Too often short-term, and too often committing insufficient funds. Hence PRCA MENA's launch of the Client-Consultancy Charter in an effort to address this issue.

Secondly, talent. More so than in most regions of the world, we could definitely do better at attracting and retaining talent -and in particular, attracting talent from outside of our own industry. But from the data in this World Report, and from the feedback I receive from PRCA MENA members,

**"Growth is going to be strongest in services focused on corporate reputation; on digital communications; and on government relations"**

progress has been made here too. At the heart of our drive to professionalise the industry still further, and to recruit and retain the best and brightest to it, lies evaluation. And we have a good story to tell. Only 4% of agency heads describe AVEs as their preferred evaluation method now. More than ever are aware of the Barcelona Principles and of AMEC's Integrated Evaluation Framework. And knowledge of the AMEC/ICCO/PRCA PR Professional's Guide to Measurement continues to grow.

The Middle East market is in many ways distinct from those in other parts of the world, with its own unique challenges and opportunities alike. But it also shares many characteristics with other regions -and the issues of talent and evaluation are certainly among them.

Of one thing I am utterly certain -next year's World Report will describe a Middle East market even larger and even more professional than this year's. Because if one had to sum up the Middle East industry in one word, it would be 'dynamic'. Who could ask for better than that?

# CAUTIOUSLY OPTIMISTIC



**Aaron Kwittken**  
Global Chairman &  
Chief Executive  
Officer, KWT

Americas President,  
ICCO

Following an extremely challenging 2017, communicators in North America are far more optimistic about 2018 as well as the years that lie ahead. Short-term growth opportunities are being driven by the changing media landscape, access to more data, influencer marketing and the rise of activism capitalism while longer term growth accelerants are expected to be fueled by new technologies and the continued blending of comms and marketing with the CMO increasingly placing higher value on “PR” agency’s expanded capabilities.

The blending and bending of PR agency capabilities can be seen in the award-winning work being produced by our agencies and in the rise of the CCMO title at many corporates.

## Holding Company Woes

That said, challenges abound for agencies and especially those operating in the United States under a listed holding company. The holding companies are in turmoil, dealing with new accounting rules (ASC 606) and clients’ cutting costs and adopting zero-based budgeting with CPG brands leading the way. Procurement and the office of the

“The industry continues to search for ways to validate its value through better data analysis”

CFO are now working more closely together than ever before pressuring agencies to be paid for performance, not just fees. And a cursory look ahead suggests that cyclical economic risks are lurking for 2019-2020: looming trade wars, rising interest rates, modulating fuel prices and the possible end of tax-reform measures in the U.S. The good news is that all of this uncertainty has been and may very well be offset by continued and historic rates of unemployment, lower consumer debt, positive “headline” sentiment, strong retail sales and a buoyant stock market.

## Mid-sized Fits All

Not surprisingly, mid-sized and modern-minded digital first agencies report the greatest amounts of growth and optimism while the larger agencies (and especially those living inside holding companies) continue to merge and consolidate operations with an aim to lower staff costs, improve margin and better manage fixed costs like real estate which has seen double digit increases in major and tier two cities.

## The Hunt for Unicorn Services Persists

While agencies have been able to somewhat successfully stave off encroachment by consulting firms, creative agencies, publishers, media and digital agencies – the industry still continues to search for ways to validate its value through better and more exacting data analysis and measurement tools to make a better connection between conversation and commerce. Few agencies have cracked this nut, if any, and doing so will eventually create a brighter line between run of the mill publicity shops and truly integrated offerings.

# OPTIMISM - NOT NAIVETY



**Jim Donaldson**  
CEO, UK and Middle  
East, FleishmanHillard  
Chairman,  
PRCA UK

This is perhaps the last market report to be written for ICCO with the UK as a member of the European Union. As I write, what seems like an endless circle of claim and counter claim whirls around our media and in the corridors of power. If you were judging the mindset of the UK from the way our local media is covering Brexit, you would assume that we are all tearing our hair out with worry about the future. Whilst I am no fan of the idea of leaving the EU, the truth is that the last year has been another year of growth and positivity for the PR business across the UK.

The powerhouse of London still seems to be thriving whilst there is a very significant communications industry growing outside our nation's capital in cities like Edinburgh, Manchester, Bristol and Brighton. This year's survey bears this out with a strong numbers around confidence in the future – and from personal experience at the agency I lead, we continue to see strong demand from clients.

Of course, I am not so naïve as to believe that it is all sweetness and light. Volatility continues to be the name of the game – a disease that seems to be infecting markets across the world – and Brexit does not help. Last minute pitches and budget changes are now the norm. Coupled with that, the challenges of the last few years are also still very much front of mind: finding and keeping great talent, tackling all of the diversity and inclusion issues, finding better ways of articulating our value to the boardroom and capitalising on the data and analytics revolution are among the most obvious. For many years, we have talked about how the communications sector is standing on the crest of a wave of change and opportunity, whilst we often remain too timid to ask for the right budgets to implement the best campaigns.

“We are developing a real centre of expertise around insight, analytics and digital communications”

But I do think there is cause for optimism. And I think that the UK can play a really central role in the growth of our industry globally over the next decade or two. We have amazing talent and are attracting more and more “non-traditional” people into the industry from all over the world.

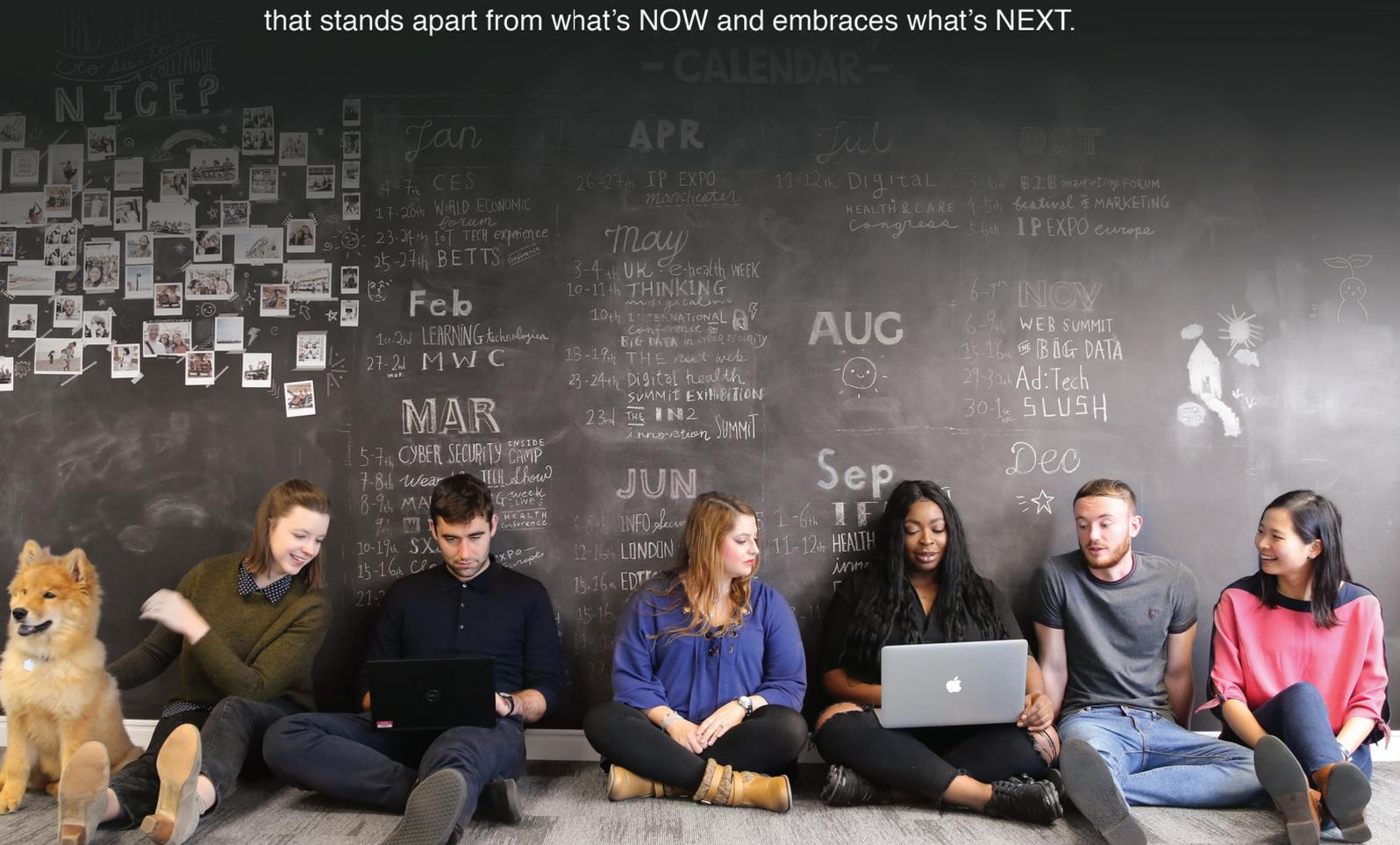
Creativity is at the core of much of what we do and do well in the UK. We are developing a real centre of expertise around insight, analytics and digital communications. Businesses from all over the world still want to visit and invest in the UK. Of the 250 or so clients we have at FleishmanHillard in London, over half of them are international in some way or other and a vast majority see London as a natural place to develop strong global and regional campaigns.

So bring on the challenges of the next few years. We will continue to approach them all with our usual mix of gusto, creativity and intelligence coupled with just a little bit more humility - all topped off with a good old fashioned sense of humour. Optimistic we remain, but naïve we are not. growth last year?

# unafraid to be different

## We are Racepoint Global.

What makes us different is the importance we place on cultivating and retaining the top thinkers and doers in the industry. The result is bold work that stands apart from what's NOW and embraces what's NEXT.



**racepoint**  
GLOBAL

Boston · San Francisco · Washington D.C. · Raleigh · London · Hong Kong · Shenzhen · Shanghai · Beijing

[racepointglobal.com](http://racepointglobal.com)

# ADAPT AND INSPIRE



**Andrew Laxton**  
Executive Vice  
President &  
Managing Director,  
Racepoint Global

“Agency heads need to start upping their acute listening skills and expressing emotional intelligence”

**In an era when consumers control the reputation and trust stakeholders have over brands, the exact same can be said of our profession. The difference being the ‘consumers’ who build our agency brand confidence, restore trust and stimulate persuasive behaviour are our people, our colleagues, and never has there been a time when they have held so much power over the success or failure of the PR industry.**

Speaking to agency heads the world over, it comes as little surprise that the biggest challenge to fiscal growth and business sustainability is still staff retention. We could throw in diminishing budgets too, but that would be puerile given that agencies are all too ready to devalue themselves by agreeing to go ‘all in’ just because procurement often goes with the lowest bet placed on the table.

In this day and age the need for authenticity is ever more present. Precisely how we apply this ethos to an agency environment requires a new level of openness and understanding – from how we engage with our people to creating the right platform that allows them to participate in the success of a company, while also believing they are contributing to the social good of a brand.

To build this level of trust we need to innovate, lead from the front, set new standards and acknowledge our weaknesses while lauding the complementary strengths of those who work alongside us. This is the purest and simplest form of teamwork, and by doing so, a sense of togetherness is created and buy in from our stakeholders secured.

Unsurprisingly, retaining key talent (61%) is still seen as the biggest talent strategy challenge PR agencies face according to the ICCO World Report 2018, followed by

motivating younger executives (31%) and training junior to mid-level staff (30%). Worryingly, only 49% of respondents agree that CEOs take corporate reputation seriously, 38% acknowledge companies are paying more attention to CSR, while less than a quarter (24%) agree companies understand the need to balance shareholder interests with those of other stakeholders.

And while clients unwilling to commit sufficient funds was the largest challenge (38%) facing PR firms, growth in the past year came from digital communications (64%), marketing communications (41%) and public affairs (37%). The most growth came from digital communications (64%), corporate reputation (41%) and marketing communications (31%). Looking to the most relevant PR skill sets over the next decade, survey participants ranked crisis counsel (52%), creativity (50%) and multimedia content creation (47%) as most important.

With digital transformation comes the ability to influence behavioural change in an instant. And young professionals, who will be the future leaders of our industry, deserve to be heard, alongside wanting to participate in the future direction our profession chooses to take.

So let’s start adapting to the current and future needs of the colleagues around you. In order to bridge the generation gap with young professionals, agency heads need to start upping their acute listening skills, expressing emotional intelligence more openly, being empathetic and transparent in their behaviour, and deploying common sense when making important decisions. If we can learn how to motivate and inspire our colleagues but also understand and address their needs then the profession will have done an excellent job of influencing its most important stakeholder audience.

# STEPPING UP TO LEADERSHIP



**Angela Oakes**  
 Co-Founder and Joint  
 President, Global Women in PR

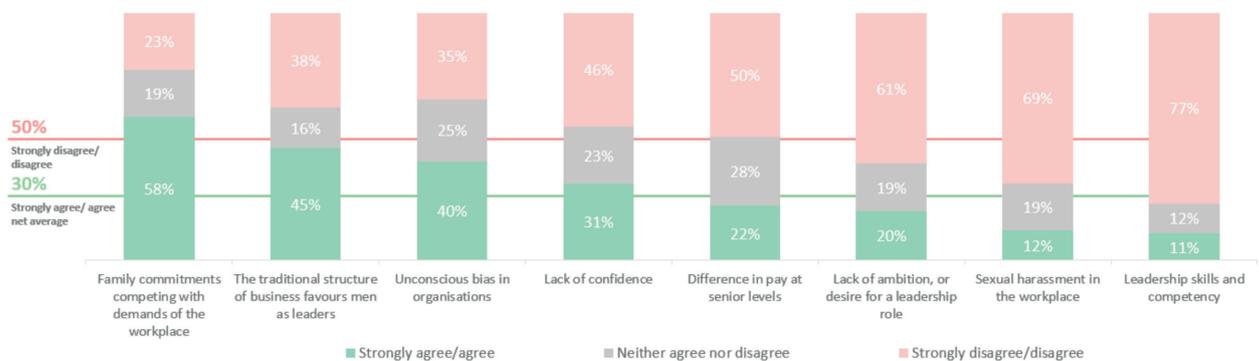
## What are the main barriers to women reaching leadership positions?

This year has been a watershed moment for women. Female empowerment is very much on trend. Women are being listened to and believed. And it's time for change in the PR industry too.

We are a global industry that is two-thirds female, but in the boardroom these figures are in complete reverse. So how do we change this and redress the balance?

Our GWPR 2018 survey aimed to identify the barriers to women getting into the boardroom and how we can help them to step up to leadership.

Q: How much do you agree or disagree that the following prevent more women from reaching leadership positions?



## What are organisations doing to help women step up to leadership?

**83%** offer flexible start and finish times

**67%** of employees are allowed to work from home (at least one day a week)

**76%** state that employees are given the opportunity to work part time

**24%** have leadership training programmes tailored towards women



Juggling family and work commitments is seen to be the biggest barrier preventing women getting into leadership roles. Fundamental to changing this is to have better flexible working policies in place; yet only 67% of organisations allow employees to work from home on a regular basis.

Another barrier is the traditional business structure, which continues to favour men as leaders. We need to be more modern. In these days of 24-7 mobile communications, do we really need to be sitting at our desks every weekday from 9 to 5?

We also need to overcome existing prejudice and increase diversity in the PR industry. Only 22% of organisations offer unconscious bias training to their employees.

Interestingly, women are not seen to be lacking in the skills and competency needed to be leaders. That said, as an industry we should develop more leadership training programmes, specifically tailored to women.

---

## What parental leave policies do you have in place?

Though most organisations have parental leave policies in place, three-quarters of those that take this are women. We need to start to change business culture, so that it becomes acceptable and the norm for men to take parental leave as well.

### Parental leave system is very common in the PR industry

**83%** believe that their parental leave system was tailored to both and women

**33 Weeks** is the average time taken for parental leave



- 68%** have a parental leave system in place
- 75%** of women have taken, or plan to take parental leave
- 25%** of women and men have taken or plan to take parental leave together
- 1%** of men plan to take parental leave without their partner

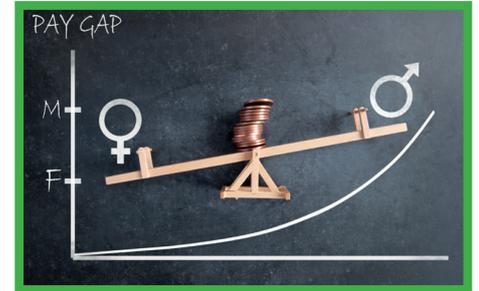
# WORLD PR REPORT

## GLOBAL WOMEN IN PR SURVEY RESULTS

### Do you have a gender pay gap?

**65%** of organisations don't monitor their gender pay gap

**85%** state that they have never published gender pay gap figures



In spite of the huge focus worldwide on the gender pay gap, two-thirds of PR organisations don't monitor their salaries by gender. We need to be transparent as an industry on this. We know that the gender pay gap exists. It should be mandatory for organisations of all sizes to monitor their gender pay gap and share the findings. And having more women in senior roles will decrease the gender pay gap.

### What are the main benefits of having a gender-balanced boardroom?

**55%**

Employee satisfaction



**46%**

Creativity



**42%**

Employee retention



**39%**

Client satisfaction



Retaining talent is a major challenge in the PR industry. Our research clearly reveals that a gender-balanced boardroom leads to satisfied employees and that means they stay longer. Having women in the boardroom also increases creativity and that means better client work. So it's a win-win for everyone!

# WOMEN IN LEADERSHIP - TIPS FROM THE TOP



**Elise Mitchell**  
President,  
ICCO  
  
Founder,  
Mitchell  
Communications  
Group



**Figure out what you're good at and play to your strengths. Build a team around you that complements what you can do.**

As a woman you play many different roles; we feel a great deal of pressure to play a role that others approve of. It shuts you down because you conform to the social norms and expectations of the people around you.

I never felt that I could just be me. Yet when you start to build authentic, productive relationships you realise that it doesn't matter.



**Denise Kaufmann**  
Director of Client  
Development,  
Ketchum,  
North America



**It can seem that men say 'yes' and then try to figure it out. Women want to have it all figured out first and be assured that it will turn out well.**

By and large, we're trained to be pleasing, popular and accepted. I think that hampers us a bit. We need to get over it and say: 'Yes, I want this job and here's why'



For more information on GWPR  
go to [www.globalwpr.com](http://www.globalwpr.com)

# DIRECTORY OF ICCO MEMBERS

COUNTRY// REGION	TRADE ASSOCIATION	WEBSITE	EMAIL
Armenia	Armenian Public Relations Association (APRA)	apra.am	info@apra.am
Australia	Public Relations Institute of Australia (PRIA)	pria.com.au	membership@pria.com.au
Austria	Public Relations Verband Austria (PRVA)	prva.at	info@prva.at
Belgium	Belgium Public Relations Consultants Association (BPRCA)	bprca.be	info@bprca.be
Brazil	Brazilian Association of Communication Agencies (ABRACOM)	apracom.org.pr	contact@apracom.org.pr
Bulgaria	Bulgarian Association of Public Relations Agencies (BAPRA)	bapra.bg	office@bapra.bg
Canada	Canadian Council of Public Relations Firms (CCPRF)	ccprf.ca	judylewis@strategicobjectives.com
Czech Republic	Czech Association of Public Relations Agencies (APRA)	apra.cz	info@apra.cz
Denmark	Public Relations Branchen	publicrelationsbranchen.dk	dmj@danskerhverv.dk
Finland	The Finnish Association of Marketing, Technology (MTL) and Creativity	mtl.fi	info@mtl.fi

# WORLD PR REPORT

## DIRECTORY OF ICCO MEMBERS

COUNTRY// REGION	TRADE ASSOCIATION	WEBSITE	EMAIL
France	Syntec Conseil en Relations Publics	syntec-rp.com	office@groupment-syntec.org
Georgia	Association of Communications Agencies Georgia (ACAG)	www.acag.ge	e.zhvania@gepra.ge
Germany	German Public Relations Association (GPRA)	gpra.de	info@gpra.de
Greece	Hellenic Association of Communications Agencies (EDEE)	edee.gr	edee@edee.gr
Hungary	Hungarian PR Association (HuPRA/MPRSZ)	mprsz.hu	mprsz@mprsz.hu
India	Public Relations Consultants Association of India (PRCAI)	prcai.org	jayoti.lahiri@prcai.org
Ireland	Public Relations Consultants Association of Ireland (PRCA)	prcai.ie	info@prcai.ie
Iran	Iranian Public Relations House (IPRH)	arman-pr.com	amirastegar51@gmail.com
Italy	Italian Association of Public Relations Agencies (Assorel)	www.assorel.it	direzione@assorel.it
Italy	Association of Communications Companies (Assocom - PR Hub)	www.assocom.org/ www.prhub.it	info@assoco

# WORLD PR REPORT

## DIRECTORY OF ICCO MEMBERS

COUNTRY// REGION	TRADE ASSOCIATION	WEBSITE	EMAIL
Kazakhstan	National Public Relations Association of the Republic of Kazakhstan (HACO)	nazo.kz	asel@pressclub.kz
Middle East and North Africa	Public Relations and Communications Association Middle East and North Africa (PRCA MENA)	prca.mena.global	melissa.cannon.prca.mena.global
Mexico	Confederation of the Marketing Communication Industry	cicom.org.mx	lcarreno@cicom.com.mx
Netherlands	Dutch Association for PR and Communications Agencies (VPRA)	vpri.nl	info@vpri.nl
Nigeria	Public Relations Consultants Association of Nigeria (PRCAN)	prcan.ng	prcan.ng@prcanng.com
Norway	Certified Communicatins Agencies Association (KOMM)	abelia.no	post@abelia.no
Poland	Zwaizek Firm Public Relations (ZFPR)	www.zfpr.plw	katarzyna.rudzik@zfpr.pl
Portugal	Portugese Association of Business Council in Communication and Public Relations (APECOM)	www.apecom.pt	sofia.barros@apecom.pt
Romania	Romanian Public Relations Association (ARRP)	arrp.eu	arrpoffice@gmail.com
Russia	Association of Consultancies in the Field of Public Relations (AKOS)	akospr.ru	director@akospr.ru

# WORLD PR REPORT

## DIRECTORY OF ICCO MEMBERS

COUNTRY// REGION	TRADE ASSOCIATION	WEBSITE	EMAIL
Serbia	Public Relations Society of Serbia (DSOJ/PRSSRB)	pr.org.rs	drustvo@pr.org.rs
Slovakia	Association of Public Relations Slovak Republic (APRSR)	aprsr.eu	info@aprsr.eu
Southern Africa	The Public Relations Institute of Southern Africa (PRISA)	prisa.co.za	info@prisa.co.za
South East Asia	Public Relations and Communications Association South East Asia	prca.seasia.global	tara.munis@prca.seasia.global
Spain	The Association of Communications and PR Consultancy Companies (ADECEC)	adecec.com	adecec@adecec
Sweden	The Association of Public Relations Consultancies in Sweden	precis.se	info@precis.se
Switzerland	Association of Swiss PR Agencies (BPRA)	bpra.ch	info@bpra.ch
Turkey	Communications Consultancies Association of Turkey (IDA)	ida.org.tr	ida@da.org.tr
United Kingdom	Public Relations and Communications Association (PRCA)	prca.org.uk	francis.ingham@prca.org.uk
United States	PR Council	prcouncil.net	kristin@prcouncil.net

# DIRECTORY OF ICCO MEMBERS

	NAME	CONTACT PERSON	CONTACT DETAILS
	AIRFOIL	Lisa Vallee-Smith	336 North Main Street, Royal Oak, MI 48067, USA <a href="http://www.airfoilgroup.com">www.airfoilgroup.com</a>
	GLOBALCOM PR NETWORK	Ralf Hartman	Coordination HQ Muenchener Str. 14 85748 Garching Bei Muenchen Germany +49 89 3603 6350 <a href="http://www.gcpr.net">www.gcpr.net</a>
	GOLIN	Bibi Hilton	2 Waterhouse Square 140 Holborn London EC1N 2AE United Kingdom +44 20 7067 0600 <a href="http://www.golin.com">www.golin.com</a>
	GRAYLING	Sarah Scholefield	29-35 Lexington Street London W1F 9AH United Kingdom +44 20 7025 7500 <a href="http://www.grayling.com">www.grayling.com</a>
	HILL+KNOWLTON STRATEGIES	Sam Lythegoe	The Buckley Building 49 Clerkenwell Green London EC1R 0EB United Kingdom +44 20 7413 3000 <a href="http://www.hkstrategies.com">www.hkstrategies.com</a>
	HOTWIRE	Andy West	69 Wilson Street London EC2A 2BB United Kingdom +44 20 7608 2500 <a href="http://www.hotwirepr.com">www.hotwirepr.com</a>
	INSTINCTIF PARTNERS	Donna Zurcher	65 Gresham St London EC2V 7NQ United Kingdom +44 20 7457 2020 <a href="http://www.instinctif.com">www.instinctif.com</a>
	INTEREL GROUP	George McGregor	Interel Group Greencoat House, Francis Street London, SW1P 1DH United Kingdom +44 20 7592 3800 <a href="http://www.interelgroup.com">www.interelgroup.com</a>

# DIRECTORY OF ICCO MEMBERS

	NAME	CONTACT PERSON	CONTACT DETAILS
	IPREX	Andrei Mylroie	315 West Riverside, Suite 200 Spokane WA 99201 USA +1 414 755 2170 www.iprex.com
	MWWPR	Patrick Herridge	56a Poland Street, 2nd floor London W1F 7NN United Kingdom +44 20 7046 6080 www.mww.com
	OGILVY	Michael Frolich	Sea Containers, 18 Upper Ground London SE1 9RQ United Kingdom +44 20 3193 3000 www.ogilvy.com
	SERMO NETWORK	Tanya Hughes	3-5 Rathbone Place London, W1T 1HJ United Kingdom +44 20 7268 6100 www.sermocommunications.com
	SOMACOMM	James Shackelford	54 W.40th Street, New York, NY 10018, USA 212-920-5344 www.somacomm.com
	SPN COMMUNICATIONS	Andrey Barannikov	Ryady Soldatenkova Building Danilovskaya Manufactura Business Centre 9/1, Varshavskoye Shosse 117105, Moscow, Russia +7 495 510 22 00 www.spncomms.com
	THENETWORKONE	Paul Squirrel	48 Beak St, Carnaby London W1F 9RL United Kingdom +44 20 7240 7117 the.networkone.com
	WEBER SHANDWICK	Rachel Friend	2 Waterhouse Square 140 Holborn London EC1N 2AE United Kingdom +44 20 7067 0000 www.webershandwick.com

ICCO  
#worldprreport



---

ICCO  
82 Great Suffolk Street  
London  
SE1 0BE

T 020 7233 6026  
[www.iccopr.com](http://www.iccopr.com)