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Omnicom Group, Inc. (OMC)

J.P. Morgan Global Technology, Media and Communications Conference

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CORPORATE PARTICIPANTS

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.

OTHER PARTICIPANTS

David Karnovsky
Analyst, JPMorgan Securities LLC

MANAGEMENT DISCUSSION SECTION

David Karnovsky
Analyst, JPMorgan Securities LLC

All right. Let's get started. My name is David Karnovsky. I cover Media, Entertainment, and Advertising at JPMorgan. Happy to have back at the conference from Omnicom, John Wren, Chairman and CEO; Phil Angelastro, Executive VP and CFO. Thanks so much for being here.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

Thanks for having us.

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QUESTION AND ANSWER SECTION

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Great. John, I'll start with you. So, recently, you've described Omnicom as a marketing and sales company rather than as a advertising and marketing company. That's a deliberate shift. I assume that's not just for investors, but for your employees and clients. So, what's the key message that you're communicating here?

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

I'm going to change the line – I changed that last quarter as far as you're referring to, and yes, it is for both external and internal. With the addition of Flywheel, we are a full funnel basically, from the top of the funnel all the way through the funnel to the actual sale. The reason I'm going to probably change my language is, because in a meeting with Amazon last week, in a report that Flywheel has sent to them, Duncan, the man who runs it for us, used the term full funnel and they ripped it off. They admitted to plagiarizing it and their Upfronts were very successful. So, I'm probably going to take it back, so – but we're the only ones that can go from the very top of the funnel through to the bottom of the funnel and do it successfully. And it's not based upon talent or individual people or individual skills of people, it's based on the extensive amount of data that we have and the tools that we've built.

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Maybe following up on that. So, with Flywheel, you're approaching six months on the acquisition. Maybe discuss a little bit of the integration into the Omni platform. What has it meant to combine the data that you previously had with the data that sits in the Flywheel's commerce stack?

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

Well, the Flywheel Commerce that doubled the amount of data that we had. We used the waiting period that we had to wait in the UK to make sure that we were able to merge those files day one. So, by week one, we had that completed. It turns out that the Flywheel data and the information it brings actually to date is of more benefit to our branding and more traditional clients. I didn't know which way that was going to go. The integration has gone brilliantly. As of this morning, we are on 51 joint pitches. Flywheel would describe, based upon their business, 8 to 10 of them are important from size and capabilities, but we're very happy with the pace at which we've been able to integrate. Was it last week – the week before last, we held our Annual Shareholder Meeting in their headquarters in Baltimore, and all their people are absolutely thrilled to be part of Omnicom. So, it's going very, very well.

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Just going back to a comment you made, you said the Flywheel data has been more kind of valuable to the clients that care on the branding side. I guess, you were saying you didn't know if it was going to be the branding clients or the performance clients. Is that the...

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John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

I didn't know how to weight it, but thus far...

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Yeah.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

...it's made us more powerful. It has made us more powerful in terms of our ability to do targeting and to identify audiences on our more traditional type of media pitches. And I think if you look at all the external people that keep score on wins and losses, Omnicom's been number one and remains number one so far into this year. So, it's been terribly beneficial. It's going to only become increasingly beneficial as we go forward. Because we've also applied – rather than spend time dillydallying, trying to put these things together, we're able to do it so quickly that even though we've been using, in the Omni platform, AI for the last 15 years, with generative AI, we're able to bring large language models into it, and not ready to make any announcements, but we already can do it with Open 3.5.

I think the plan is in the next couple of months to go to 4.0, but we can then also ingest Llama, Claude, all these new developments as they're coming along, which is going to make just the vast amount of this data and our ability to optimize it with large language models, it's going to make it terribly more useful to the 40,000 people that have been working for us that have been credited to actually enter and use the platform. So, to us, it's all going a little faster than we had cautiously planned for this integration. The integration is going at a pretty rapid pace.

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

About the integration from a client mix perspective, right, when you announced the deal, I think Duncan had talked about Flywheel could gain access to verticals outside CPG, where it had been focused. Omnicom could move deeper into CPG, where it's historically under-indexed. Are you seeing execution on that?

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

Well, as I said, we came together on January 5, we're at May, what, 20, 22. We're in 51 active pitches. I take that from any acquisition and the teams are jointly working between preexisting Omnicom companies, they're jointly pitching for new business on 51 occasions. Flywheel doesn't have that many people. It only has 2,000 people. So, you can imagine, we're working at quite capacity, and it's being very helpful, especially in pitches like the Amazon pitch, which is going on right now. And we're only at the very beginning of this, because, as a sector, online purchasing, if you look at anybody's report, is expected to be a tremendous growth area as we move into the next three, four, five years. So...

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Got it. There was a headline last week, I think Forrester had named Omnicom a Leader in Commerce Service. Can you tell us a little bit about what was announced there? I think that relates to Flywheel.

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John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

No. Actually, it doesn't really relate to Flywheel, which is, what – we would have been even further, Forrester does...

David Karnovsky
Analyst, JPMorgan Securities LLC
Q

Pre-Flywheel.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

Yeah.

David Karnovsky
Analyst, JPMorgan Securities LLC
Q

Yeah.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

This was pre-Flywheel. It, basically, takes all the service providers, all the people in our industry, and speaks to their competence, and whether or not – how they rate against each other. We were a leader. There are one or two out of our competitors that also fell into that same category, that was all done prior to Flywheel. We fully expect to be even further up to differentiate ourselves the next time a Forrester or a Gartner comes and does a report like that. So, we're very happy with it.

Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.
A

Yeah. The Leader category is the top category in Forrester's terminology, which they're very particular about what you can and can't say regarding press releases, et cetera, when the rankings come out. But certainly, we're pleased with how we performed last year. I think, we weren't even in the – or two or three years ago when they did the first one, we weren't even in the report in that category.

David Karnovsky
Analyst, JPMorgan Securities LLC
Q

Maybe you could speak to what they were focused on and how does that tie out or maybe just rounding out the conversation on commerce, how does Credera tie in here? Can you speak to the growth of that unit as it relates to business transformation separately? I think one of the kind of standout comments I thought from the earnings call was how many employees Credera is up to now. I didn't realize it was 4,000. Yeah.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

I've been doing the talking all morning. Do you want to talk about Credera? I'll hand that to you.

Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.
A

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Certainly, precision marketing is a discipline that we certainly have a lot of confidence in, in terms of its growth prospect. Credera is a big part of that. We acquired Credera several years ago, did a few acquisitions to supplement their offerings. They've got a business or businesses that play in the business transformation space. Obviously, they have a lot of deep capabilities in the various marketing stacks that our clients use, whether it be Adobe, Salesforce, et cetera. They've grown quite well, and I think the commerce offering and the commerce capabilities that they have from a consulting perspective and a CRM perspective have been very helpful. And we expect that will continue to be more and more of a differentiator as they get integrated on pitches with Flywheel.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

And they've also added a AI consulting practice as well that's nascent, but it will grow over time.

David Karnovsky
Analyst, JPMorgan Securities LLC
Q

And about the market for kind of the big digital transformation projects that had paused at some point last year, how does that kind of look in terms of the traction?

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

We were – I think some of our competitors complained about that, we didn't. We had – in the beginning of last year, there was a pause in some budgets. By the second half, they were already being restored and we don't see anybody holding back now. So, especially, we've made quite a number of additional investments in doubling down on our expertise in Adobe, Salesforce, and other commonly used platforms by our client base, and that's what we're looking to do, and they're all preparing themselves for how they're going to put AI and generative AI into their systems, so.

Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.
A

Yeah. I think if you look at to that specific question as well, the component or the percentage of our revenue that comes from tech clients, it's been pretty consistent over the last two years, quarter-to-quarter. So, while there was a little bit of maybe a delay on a lost client in last year's results or the first part of last year's results, we haven't experienced what others – what our other competitors seem to have experienced in that category.

David Karnovsky
Analyst, JPMorgan Securities LLC
Q

Right. The broader digital business transformation business, even aside from tech, seems pretty healthy.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

Yeah.

Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.
A

Yeah. It's doing just fine. I think it's probably not as robust as it was back in 2020...

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David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Pandemic.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

No.

Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.

A

...2021, 2022, coming out of the pandemic, that business is performing well.

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Okay. John, you said 51 active pitches, sounds a little accelerated to maybe recent activity. Is that the case? Is that all media? Are you seeing acceleration on the creative side?

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

It's primarily media, but Flywheel is very helpful...

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Okay.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

...to all of our client relationships. I mean, you can take a client that we have a media relationship with, but I mean – excuse me, a creative relationship with, that we don't necessarily have the media, because the clients selected to separate the two. Amazon (sic) [Flywheel] brings a whole other – it brings the sales department of a client. It opens that up to us rather than simply the Chief Marketing Officer. And so, we're able to leverage off of those relationships, and in a non-challenge – for a client that's, to date, suggested that they want to keep media and the rest of marketing separate, we honor that. But that doesn't preclude us from bringing Flywheel in, because it's a new sales channel. And so, it works across the whole platform expertise that we offer. There's been closer relationship, obviously, and there's more of those 51 pitches are associated with media pitches that are going on.

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

And are those all opportunity, is there anything defending in there?

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

Well, we are – this has nothing to do with Flywheel. The only thing that of any size that we're defending this year is VW, and VW is scheduled to be decided by June 6. And so, we're very hopeful that we'll be reappointed, and all the other pitches that are out there, and there are quite a few, are all opportunities for us.

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Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.
A

Yeah. The 51, David, is not – it's not 51 pitches that clients have come to us on, these are...

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

Yeah.

Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.
A

It's – some of them are pitches, but most of them are target lists that we and Flywheel are jointly going after, either with existing Omnicom clients or existing Flywheel clients, as new opportunities grow for both of us.

David Karnovsky
Analyst, JPMorgan Securities LLC
Q

Great. Maybe just following up one on new business, I was curious. We saw Gap retained Omnicom for media. They did shift agencies, right, I think to OMD from PHD. What's usually going on under the surface in a situation like that?

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

What's the Rod Stewart song? But that change is – it's just a change in personnel, a change in management, that once they put it into review, they had a change in management, and it was more than simply a defense. We were defending a small part of that business and we extended to having it all at this point. And there's a new CEO in there by the name of Richard Dickson, who's just recently been appointed. I think there was an article on him in The Wall Street Journal this past weekend, and he comes from Mattel. He is the guy behind Barbie, and he sent in to reinvent the company, part of that, he's starting with his outside vendors, and through a very arduous, long process, he selected us.

David Karnovsky
Analyst, JPMorgan Securities LLC
Q

Okay. So, at earnings, you raised the bottom end of your organic guide. You're now looking at a range of 4% to 5%. Obviously, macro, you're in project work, play a big role in how the year turns out. But John, maybe you can update what your conversations with clients are like, what you're hearing in terms of their level of investment, anything incremental by vertical that you could say?

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

Well, we're very confident in the guidance that we gave. I'm not planning to change it here, so.

David Karnovsky
Analyst, JPMorgan Securities LLC
Q

I'm not expecting to make changes. Anything on the conversation side?

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John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

No. Clients are all obviously cautious, because of the consumer and how much debt the consumers run up. Having said that, they're all very focused on their brands and growing their revenue. So, you can go sector by sector, there are different attitudes, nuances, concerns. But when you measure the concerns with the opportunities, I'd say, on balance, they're all optimistic, and that's also benefited, by no small matter, in the fact that this is an election and an Olympics year. And so, the economy historically has always performed very well through an election. And even though the Fed's been reluctant to raise, I think people are beginning – I mean, to cut, people don't expect any increases in interest rates, and they're becoming more and more comfortable with the current rate environment.

Now, thankfully, we're not in the mortgage business or selling of new homes. If we were, then we would be in an industry we could talk negatively about, but on balance, we're fine.

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Anything to call out by verticals?

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

No. I mean our auto business is strong. Not for the reasons I would have suggested we would be strong September of last year, because electric cars haven't taken off the way that people expected them to, but they've all adjusted. Travel is still going very strong. Healthcare has been strong, continues to be strong, I don't see anything let up in that. Tech for us has been strong. It's an opportunity more than anything else.

Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.

A

I don't think there's anything else that really stands out as notable from a negative perspective certainly.

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

You talked to the cyclical events, Olympics with the events. You had the political consultancies, you'd added to that last year, say anything about how that's tracking. Phil, anything on the – what the cyclical contribution is expected to be?

Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.

A

Well, I think certainly, the businesses we expect to perform better in an Olympic year first, our experiential businesses primarily are tracking as we would expect. They're going to – we expect that they're going to have a good middle of the year, given it's a summer Olympics. What happens in the fourth quarter with those businesses in this type of a year, most likely they'll be – they'll tail off a bit. But certainly, they're tracking very well, as we would expect. And the PR business, we expect it to ramp up in particular in the second half of the year. They're doing fine and the new acquisition has been integrated quite well. And we certainly still expect some good performance from both of those disciplines around the Olympics and the elections. I think the Olympics and the elections don't really meaningfully impact the other disciplines, generally positive, not negative, but they don't really drive the growth on a one-off basis.

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John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

Yeah. If you went back 15 years, it was a tailwind. Now, it's a breeze.

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Well put. Advertising has been a leading discipline for you going on several quarters, media in particular, you don't break it out. But assuming – if we assume by the growth in third-party cost that principal media has been a nice contributing factor. John, maybe you can speak to that, the strength you're seeing in your media offering, how that's resonating with clients.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

Sure. Well, if you go back, we do have a principal media business. It's about the third of the size of say Publicis' business in the same area. If you go back five or six years, it was a controversial topic, because it's an opt-in product. And five or six years ago, when the problems were first raised, Martin Sorrell was the Head of WPP and he took a little bit too much liberty in how he was using it. What we learned from that experience is we still do an opt-in. The client has to agree to utilize that product. They utilize it when it's to their benefit. If we took any learning away from that experience five or six years ago where people were somewhat critical of it, it was compliance. So, what we've put in since then is a compliance department, because you could hire me today as the CMO, agree that this is a good product, you want to opt-in. It's in the contract.

The average tenure of a CMO is about three years nine months. So, four years from now, we're going to be dealing with somebody else who didn't sign that contract. So, we put a compliance department in which basically says, not only every statement of work has to be signed off on, quarterly, we compile it, we do a separate report. That separately report is then sent back to the management to say you've opted-in every which way, but loose on this and here's a confirmation of what you did last quarter. You always have the ability to opt-out, if you choose to. And so, we're very confident that, whereas five or six years ago, there was fuzziness around it and there was some controversy, clients utilize it and they utilize it for – because it helps them mitigate the inflation cost that they have in media. And every once in a blue moon, I think recently there was some articles about the ANA...

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Yeah. They came out.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

...resurfacing this. But if you can imagine you're – Marc Pritchard, I'm not saying anything bad about Marc, P&G, they don't use it, stands up on stage and complains about it. And all of your CMOs, who do use it, you're not going to stand up and say, Marc, shut up, we use it, you don't use it, because you don't want Marc to know your business. So, we do have constant compliance with it. Also, laws have changed in the United States. Laws have changed especially in Europe during that period of time. So, making sure that we have proper compliance of opt-in is fundamental.

So, this is – it was a big nothing when it first came out. It's something that I'm terribly confident about as we sit here today. And probably the one reason we're a third the size of what I think Publicis is in this area is we kind of cap, and it's our own internal control measures, how much of these products were offering to a particular client.

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Because a client puts us in account review, I don't want to be recovering from too much, having to recover too much principal product, so having had a bad experience in that three or four years ago. So, I think we're conservative at just about every point you can bring up on this subject.

Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.
A

Yeah. I mean it's another tool in the toolkit of services that we offer, but the only reason we offer them is because the clients want them and the clients ask for them, and the clients are well aware of the services that are being provided to them. And the media business itself is robust, the assets we have, the people we have, the platform we have in Omni and now in Flywheel, those are really the driving reasons for the good performance in the media business.

David Karnovsky
Analyst, JPMorgan Securities LLC
Q

Just sticking on advertising for a second. Creative has been a laggard. That's true for the industry, though. Phil, I think you said at earnings, you expected an improvement to the year. Just want to follow up on that, see what the drivers of the better performance would be.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

Sure. It's not a laggard in the sense that, creative is our IP.

David Karnovsky
Analyst, JPMorgan Securities LLC
Q

Right.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.
A

We're known as an advertising and media company. Advertising, which used to be 50% of our revenue is now – general media advertising is probably 20%. Technology has stripped revenue from those agencies. When you take a look at the various forms of media that you can – if you come up with a great campaign, you can utilize that. Four years ago, five years ago, if you wanted to change the medium that it was originally designed for, you had to send it back to the agency to be recut, re-edited, or whatever. We now have dynamic content tools that when a campaign is created, it's tagged, it's put into a computer, and we can reconfigure it instantly, right, for TikTok, for YouTube, for whatever the media is selected that we want to reach.

While that technology has replaced some of the arms and legs that used to be in that 50% of advertising, but it hasn't changed the necessary need for the creative talent where the real IP is. It's just taking some of the hours, when we were paid fee-for-service, out of that particular P&L center. And people like me haven't changed the P&L centers to necessarily reflect all of that. And so, when you look at it, when we report it, that's why we report it as one, it's always going to be our IP...

David Karnovsky
Analyst, JPMorgan Securities LLC
Q

Yeah.

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John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

...no matter what technology does, because if it was just technology, technology doesn't bring emotion, empathy, and influence to a particular problem to distinguish you as a client from your competitor. It's that IP, it's those people, those knowledge workers that make all the difference in the world. So, at some point, not quite ready for it now, we'll force you to change how you refer to us, but we're not there yet, so.

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

Got it. Fair enough. Gen AI continual point of discussion for you and your peers over the past year. Paolo, your CTO, had an interesting comment, he said Gen AI is a co-pilot today, eventually it moves to a true partner at the creative and strategic level. John, what are the steps to implement from here and why are you better positioned than your peers?

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

Well, we've been at this for 15 years, number one. Number two, the addition of Flywheel doubled the amount of data that we have and the data that we own. We've been able to increase and we're always improving our optimization tools. Our people are – and we've introduced large language models, which makes it more useful to a larger group of people and more intuitive for people to use. Currently, it works off of Chat (sic) [ChatGPT] 3.5. We're planning to convert it to 4.0 in the coming months, but we can also use Llama, we can use Claude, we can use whatever gets invented next week, too, because the platform was built to adapt itself to that.

Now, the difference is, it's the vast amount of information that we have, it's our ability to optimize it, but it's also that 15 years of ingrained training and [ph] ingenuity (00:29:31) about how do you cross-examine or interrogate the database that you have in order to get the best, most effective plan for a client. So, it's not only pick an audience, it's pick an audience and what time of the day should I message that audience, what is the medium that I should message them from, what's the tone of that, what should the creative be. All of that, no matter how good the technology is, all of that has to be intuitively built into the people that you have working for you and be part of the system in order to make a difference. Otherwise, you can buy something off the shelf, and if you're selling skin cream, you'd have the same media plan as the next guy who's trying to sell skin cream.

So, that's what's going to – the two things that are going to differentiate us is, one, we're not building it, we actively have the people that had built it engage in improving it constantly. Two, we have a workforce that is used to it, they are certified to use it and they know how to interrogate it for the benefit of the client. And so, all these improvements just make my knowledge workers more efficient, more powerful, and along the way, we're able to measure ourselves increasingly because of the technology. So, we know that $1 spent should yield $1.29 or $1.39. And increasingly, as we can do that through the services that we offer, that makes us terribly important to our clients. Because if I can prove to you that if you spend a buck with me, I can get you back a $1.29 that become the woes of the economy, and ups and downs are not going to be effective if you can prove what you're doing.

David Karnovsky
Analyst, JPMorgan Securities LLC

Q

So, you're alluding to a performance-based model.

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John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

A

Yeah. And increasingly, we're moving towards that. I mean, what Flywheel brings to us is Flywheel gets paid based upon the gross sales that it brings to the platforms that it operates on. It doesn't get paid for the services that it provides for those clients. So, that's the biggest single chunk of our company that's outcome-based. But increasingly, as these things improve, we're starting to interrogate things that we can do, where we used to be paid purely fee-for-service, where maybe we can segment those KPIs and get intelligent clients to talk to us about it.

A simple example, I'm building a brand for a big car company, great. I'm going to want to be paid for the creative people and things that I bring to that. If one of those elements is how many people can I get into your dealership, I'm actually – if you want to segregate that as a KPI, I'm willing to do that at a pure risk basis, right. Because you want to pay me x-dollars to get people in, I'm happy to do that. As our tools get better, as our optimization gets better, it's not going to be a giant leap towards this fantasy of getting paid only on outcomes, but we're increasingly learning how to segment these things and move closer and closer to that. And the day that we can get there, that's when this will be just an incredible business with incredible growth, but it's a journey.

David Karnovsky
Analyst, JPMorgan Securities LLC

Got it. So, good note to end on. Thanks, John. Thanks, Phil, for being here.

John D. Wren
Chairman & Chief Executive Officer, Omnicom Group, Inc.

You're welcome.

David Karnovsky
Analyst, JPMorgan Securities LLC

Thanks for coming

Philip J. Angelastro
Executive Vice President & Chief Financial Officer, Omnicom Group, Inc.

Thank you.

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