REGMA

2nd edition 2025

diagnostics

Global & Regional rankings

FREE EXTRACT **2025** FREE EXTRACT

NETWORKS & GROUPS EVALUATION
BASED ON 19 CRITERIA

dashboards by network

trend-graphs over 3 years

bi-annual ◎ October 2025

700 agencies evaluated in **45 countries**

The DIAGNOSTICS report
develops a thorough and relevant
portrait of the competition thanks to 19 criteria going well beyond the basic measure of business volume

This qualitative evaluation works as a unique and relevant marketing index, allowing for an effective comparison of agency performance across multiple identical criteria in 45 countries. The 19 criteria combine both one-year and three-year KPIs - ensuring the assessment goes beyond short-term analysis - to evaluate not only each agency's momentum (*pitches won/lost*, *new business balance*, *awards*, etc.) but also its structural strength (*specialized staff and capabilities*, *client portfolio composition and analysis*).

The goal is not to identify which agency wins the most clients lately (that's the *New Business Balance*), nor which is the biggest in size (that's the *Activity Volume*), nor even which is the most competitive in pitches (that's *Compitches*). The objective is to determine which agency performs best overall, demonstrating both excellence and consistency across all criteria. The multi-criteria analysis also allows for comparisons between agencies of similar size, helping to identify differences in their profiles in terms of types of wins (global vs. local), client portfolios (large vs. mid-sized advertisers, local vs. international clients), and level of diversification. This provides media professionals with a deeper understanding of the competitive landscape and supports more informed decision-making.

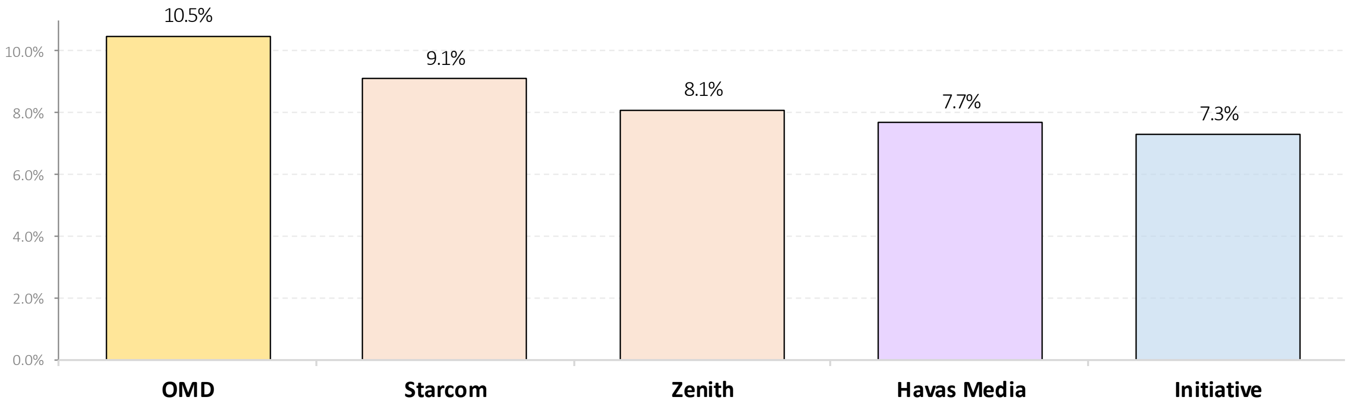
Thanks to this unique methodology, it's often clear that the largest agencies are not necessarily the most high-performing ones at a given time.

The Diagnostics report enables you to assess agency performance according to this exclusive index, through a wide range of key findings, tables, rankings, trend-graphs , dashboards and analyses available at global, regional, and local levels.

Groups & Networks overall results

1- OMD tops the ranking by network

• The score below is the QUALI-SHARE of each network based on total points aggregated from 45 countries and, for each agency, the total of points is based on 18 or 19 criteria. See methodology



Global agency ranking in quali-share Oct 2025

- ✓ n°1 **OMD** keeps the crown for the 10th consecutive time
- ✓ n°2 **Starcom** confirms its second spot with a strong increase
- ✓ n°3 **Zenith** secures the third place, confirming Publicis's strong momentum
- ✓ n°4 **Havas Media** with a strong position in its core markets Top 5 Europe and Latam
- ✓ n°5 **Initiative** rebounds thanks to several global wins incl *Volvo* and *Bayer*

2- OMD among the Top 3 agency in every region except LATAM

• The score below is the QUALI-SHARE of each network based on total points aggregated in each region. See Part01b – Regional Ranking

North America Top 3 Agencies	Quali Share
Spark Foundry	11.8%
OMD	11.2%
Starcom	10.4%
Initiative	10.4%

LATAM Top 3 Agencies	Quali Share
Havas Media	18.9%
Initiative	17.4%
UM	15.2%

EMEA Top 3 Agencies	Quali Share
OMD	11.0%
Havas Media	9.9%
Starcom	8.5%

APAC Top 3 Agencies	Quali Share
OMD	10.2%
PHD	9.8%
Mindshare	9.1%

Groups & Networks overall results

3- iProspect is the fastest-increasing agency over the past three years

• See table A4 and trend-graphs 7 to 12.

	3 years 2025 vs. 2022 in % points	6 months 2nd 2025 vs 1st 2025 in % points	Quali-Share 2nd Ed. 2025	Quali-Share 1st Ed. 2025	Quali-Share 2nd Ed. 2022
iProspect	**+2.2 pts**	+0.9 pts	5.9%	5.0%	3.7%
Starcom	**+1.7**	+0.6	9.1%	8.5%	7.4%
Hearts & Science	**+1.5**	+0.1	2.1%	2.0%	0.6%
Zenith	**+1.1**	+0.2	8.1%	7.9%	7.0%
Spark Foundry	**+0.9**	+0.4	4.9%	4.5%	4.0%

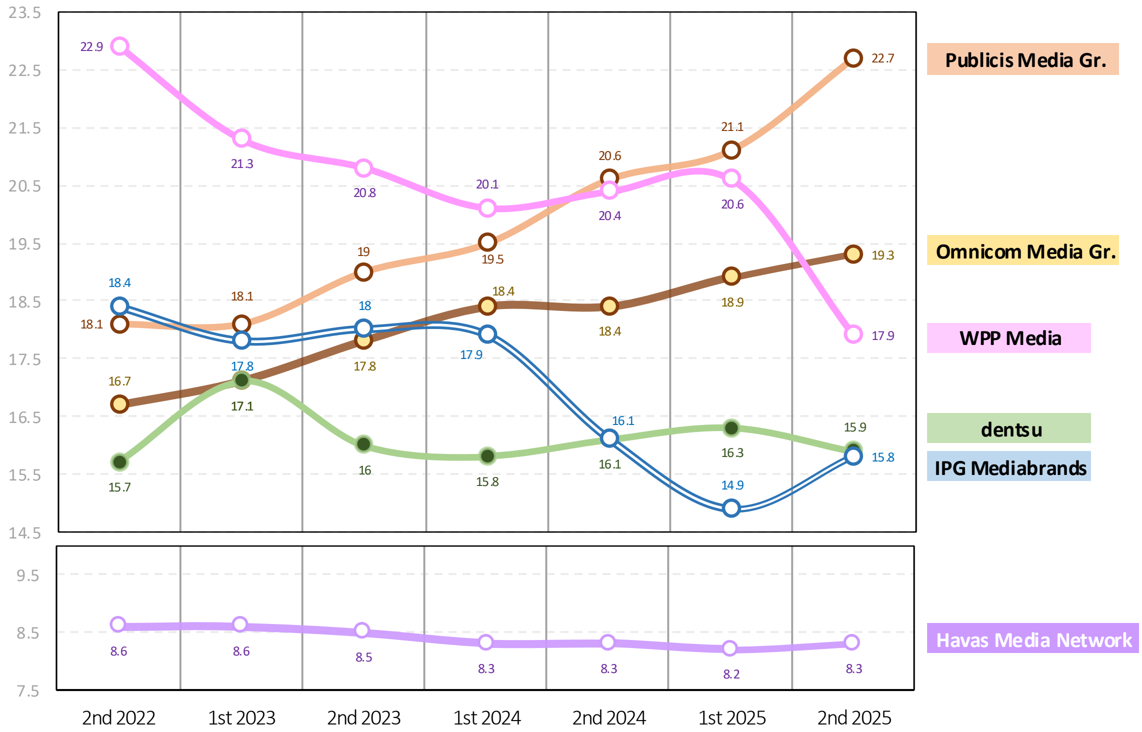
iProspect leads this ranking with a 2.2pt increase in quali-share over the past three years. This is a remarkable performance, although it should be analyzed in context: three years ago, the agency was just beginning its restructuring as dentsu's new global media brand and therefore started from a relatively modest base. Nonetheless, significant progress has been made in recent years, with notable wins including *BMW*, *eBay*, *Ferrero*, and *Zalando*.
A similar observation can be made for **Hearts & Science**, which was launched globally by OMG in 2023.
Driven by major account wins over the past three years (Mars, Pfizer, Mondelez EMEA, AB inBev, Paramount, Unilever SEA, Coca-Cola USA, etc.) , **all three Publicis agencies** now rank within the Top 5, highlighting the exceptional overall performance of the French group.

See the list and their quali-scores in part 1.

Groups & Networks overall results

4- Publicis Media Gr. confirms its leadership

see table A6, including standalone agencies.
In quali-share, based on total Groups without independents.



After a long period of dominance since the creation of this Diagnostic report in 2014, **WPP Media was overtaken by Publicis Media Gr. in the previous evaluation.** The French group, currently experiencing strong growth, consolidates its leadership position in this edition, while **WPP Media** continues its decrease, now falling behind **Omnicom Media Group** for second place.
With 35.1% estimated quali-share, the OMG + IPG is set to become the industry leader by far.
Over three years, **Publicis Media Gr.** is the group that has increased the most (+4.6pts quali-share) ahead of **OMG.** Conversely, **WPP Media** have decreased by -5pts over the same period.

5- Publicis Media Gr. leads in N.A and in EMEA

see table A6, including standalone agencies.
In quali-share, based on total Groups without independents.

Region	Group leader	Quali-Share	OMG + IPG Mediabrands
North America	**Publicis Media Gr.**	**28.9%**	42.7%
Latam	**IPG Mediabrands**	**32.0%**	47.0%
EMEA	**Publicis Media Gr.**	**19.9%**	32.8%
APAC	**WPP Media**	**25.6%**	30.4%

Publicis Media leads in two key regions N.A and EMEA, while WPP Media; although decreasing still domoinates the ranking in APAC

According to the qualitative evaluation index, **the new entity OMG + IPG will be a robust leader in every region.**

PERIMETER OF THE STUDY

692 agencies in 45 markets

Details for each market are available within the **Domestic Reports** available on recma.com

- **606 agencies** part of the networks
- **20 standalones** agencies in 13 countries
- **66 independent** agencies in 37 countries

Two sets of criteria : Vitality & Structure

The qualitative evaluation is based on two sets of criteria :
Vitality (9 criteria) and **Structure** (9 to 10 criteria), which leads to an evaluation that does not rely purely on the newbiz impact. **STRUCTURE** weighs **55%** on the total score vs. **VITALITY 45%.** *Details can be found in the Methodology section part 4.*

Country weightings

The weighting of local markets is based on the latest Activity Volume evaluation. Regarding the Top 5 Countries, local scores are weighted from 25 (USA), to 8 (France). We applied a rating of 10 for UK, Germany and China. *Details for every market can be found in the Methodology section part 4.*

All New Biz from Sept 2024 to Sept 2025 included

- New biz accounts are registered **over one year** including moves from Sept 2024 to Sept 2025 following a month's-long inquiry towards networks HQs as well as local agencies in 45 countries. Date of announcement is taken into account and not date of effectiveness
- **Retentions are not taken into account** in the *Net New Business* criteria (T21) but included in the *Compitches* (T18) and *Client Relationship* (T25).
- More info on New Business Balance in each Domestic Report and in the RECMA New Business Balance global database (available to subscribers only).

Acquisition of IPG by Omnicom Group

The acquisition of IPG by Omnicom Group, announced in Dec. 2024 and expected to be finalized in the second half of 2025, marks a historic event in the communications sector. While OMG had already considered a merger with Publicis Groupe in 2013, this deal far exceeds recent major acquisitions, such as those of *Sapient* or *Epsilon* by Publicis, or *Aegis* and *Merkle* by dentsu.
This event is historical for several reasons: on the one hand, due to its financial scale, and on the other hand, because it fundamentally reshapes the structure of the industry. This "New OMG" is not yet finalized, so **OMG and IPG Mediabrands are, of course, evaluated separately** in the different rankings of this report. However, we have added a line in our global and regional group rankings for reference, to reflect what this new group would hypothetically look like.

Omnicom Media Gr. + IPG Mediabrands	**Quali-Share**	Rank
Global	**35.1%**	1
North America	42.7%	1
LATAM	47.0%	1
EMEA	32.8%	1
APAC	30.4%	1

MARKET OVERVIEW

What are the 12 biggest pitches that have most influenced the new business balance criteria in this report?

For both the local evaluations and this global report, the account moves considered span a full year (from September 2024 to September 2025), rather than only those occurring in 2025. The last 12 months were marked by several major global pitches, including *Unilever*, *Mars*, or *Paramount*. Not shown in this table as it was announced before Sept 2024: *Amazon* or *Volkswagen*.

The Top 12 pitches since Sept 2024 included in this report are:

	Advertiser	Main winner	Main incumbent	Scope	Date
1	**Unilever**	**Multiple Agencies**	Multiple Agencies	Global	Q3 2024
2	**Mars**	**Publicis / Starcom**	EssenceMediacom	**Global**	Q2 2025
3	**Paramount**	**Publicis / Starcom** **IPG / Initiative** (USA partly)	Wavemaker Horizon (USA partly)	Global	Q2 2025
4	**Aldi**	**Publicis / Starcom**	Wavemaker	EMEA	Q3 2025
5	**Bayer**	**IPG / Initiative**	EssenceMediacom	Global	Q3 2025
6	**Coca-Cola**	**Publicis Collective**	EssenceMediacom	USA	Q1 2025
7	**LVMH**	**Havas Media**	Publicis Media	EMEA	Q3 2025
8	**Henkel**	**WPP Media**	WPP Media	EMEA	Q4 2024
9	**Sky**	**Publicis Media**	EssenceMediacom	EMEA	Q3 2024
10	**Spectrum**	**Horizon Media**	PMG	USA	Q1 2025
11	**Volvo**	**IPG / Initiative**	Mindshare	Global	Q4 2024
12	**BMW**	**dentsu / iProspect**	iProspect (offline) Mediaplus (digital)	EMEA	Q3 2025

In addition to the top pitches that naturally have a significant impact on agency performances, RECMA has conducted an in-depth analysis of thousands of **accounts won or retained across 45 markets**, whether through formal or informal pitches. These movements obviously influence agency Vitality performance (criteria: *New Business Balance*, *Competitiveness in Pitches*, *Client Portfolio Growth*) but also, depending on the size of these accounts, impact client portfolio factors such as *Big Advertisers*, *Local Roots*, *Exposure*, and *Relationship Stability*.

More info on New Business Balance in each Domestic Report and in the RECMA New Business Balance global database (available to subscribers only).

PERIMETER OF THE STUDY

GroupM is now WPP Media

2024 and 2025 have been two years of deep restructuring for **GroupM, now rebranded as WPP Media**. A year ago, Brian Lesser replaced Christian Juhl as CEO of GroupM, and since September 2025, Cindy Rose has taken over as CEO of WPP, succeeding Mark Read.

By rebranding as WPP Media, the group is signaling a **major shift toward centralization**, even though its media brands (EssenceMediacom, Mindshare, Wavemaker, and T&P) will, of course, continue to exist.

More focused on AI, and **more integrated across creative, production, data, and commerce**, the British group is now following a transformation path already taken by other networks such as Publicis' Power of One, Havas' Converged, or dentsu's One.

Horizon Media and Havas join forces to create Horizon Global

After the acquisition of IPG by Omnicom Group, another bold move is shaking the industry: **the joint venture of the French Havas Media and the American Horizon**. Horizon Media, a long-time U.S. powerhouse, may face limitations due to its lack of international footprint, whereas Havas Media, in a positive NewBiz trend (*LVMH*, *Emirates*), is seeking to scale up its operations in this key market. By combining Horizon's domestic strength with Havas' global footprint, Horizon is now better positioned to target large U.S. or multi-market advertisers that generate a large share of their business in America, while still requiring international support. With respective U.S. market shares in Billings of 7.4% (Horizon) and 1.8% (Havas), the newly formed entity aims to consolidate its top position in the U.S. market while becoming one of the largest media investors Worldwide in terms of Activity Volume.

At the qualitative level, by **aggregating Horizon USA's weighted points with those of Havas Media Global, Horizon Global would rank as the third agency with 1 901pts**. Still far behind OMD at the top, but it would climb onto the podium, positioning itself between Publicis' two agencies, Starcom and Zenith.

Horizon Global	**Global** Quali-Points	Global Rank
Horizon Global	**1 901 pts**	3
Havas Media (Global)	**1 626 pts**	4
Horizon Media (US only)	**275 pts**	

Domestic Reports update

Following new data or new analysis, all domestic rankings can be revised delivering a more accurate information. More information on recma.com.

INTRODUCTION

A Marketing Index • Perimeter of the study
Groups & Networks overall results
Key findings by networks

PART ONE

Networks & Groups hierarchy

based on a Qualitative Evaluation in 45 countries

A	**Global rankings** & **Trend-graphs**
B	**Regional rankings** & **Trend-graphs**

PART TWO

Additional points of analysis

Vitality & Structure ranking • Networks rankings by specific criteria (client portfolio profile, staff experts, new business balance) • How many *Dominant?* • Standalone agencies Independent agencies • Local Planet agencies Mediaplus agencies

PART THREE

Management dashboards

WPP MEDIA • dentsu • Publicis Media Groupe
IPG Mediabrands • Omnicom Media Gr • Havas Media Ntw

A	**16 dashboards** & **Trends-graphs**
B	**15 dashboards by regions**

PART FOUR

Methodology

Introduction

The most comprehensive report for analysing media agency performance.

This edition n°31 provides an in-depth Qualitative Evaluation scores in "quali-points", based on 19 criteria which reveal the strengths and weaknesses of around 700 media agencies in 45 countries that are not linked with their activity volume or billings.
As it goes beyond the measure of volume, the qualitative evaluation is a highly effective external audit for assessing agencies by highlighting their strengths and weaknesses.

1. In each market, agencies are evaluated against one another and receive quali-points based on their strengths, leading to a ranking and profile ranging from *Dominant* (more than 20 pts) to *Average*.
2. Local scores are then weighted based on market size from a maximum of 25 for the USA to 1 for the second-Tier countries below $2bn adspends and leading to global and regional rankings which are used by advertisers to benchmark their media agency portfolio and agencies to produce relevant credentials.
3. Moreover, quali-points over six periods, or three years as the Diagnostics is bi-annual, enable us to design **trend-graphs** by **Group** and **network** globally, by region and countries providing an easy digest on top of the rankings. More than 150 trend-graphs are available in the whole report.

In depth analysis

The report opens with **20 pages of key findings** designed to give readers a clear, comprehensive understanding of the competitive landscape through a selection of rankings (global, regional, by criteria) and analysis.

The findings are completed by two sets of **Management Dashboards** for 15 networks:
1/ **by country** size and 2/ **by region.**
The Dashboards include for every network, a **"Radar"** that shows the quali-scores in the Top 15 countries and reveals the heterogeneity of all the networks. Dashboards include also the quali-scores of the current and previous periods, plus those of three years ago summarizing the markets' scores and evolution. These networks quali-scores in 45 countries are completed with indications of the gaps from now to 6 months and 3 years ago, including the current ranking in each country. It enables to quickly identify the markets that have improved vs. the ones that have decreased.

Standalone agencies and major Independents' performances are included in the Section Two, revealing best performing agencies in their home markets.

Thus, we deliver a thorough and exclusive analysis of the industry enabling professionals and advertisers to anticipate and optimize their partnerships.

Wishing you an insightful reading.

Fulbert Billaudot
Research Director

AGENCY PERFORMANCES & EXPERTISES

Quali-score is a marketing index revealing the strengths & weaknesses of the agencies

1. Quali-points

Quali-points are based on the total number of points distributed to each agency, according to the 18 to 19 KPIs/ criteria in the Qualitative Evaluation applied in 45 countries.

See definition of each criteria in **part 4 Methodology.**

Every agencies is assessed through each criteria according to **a 4-level Strength scale** which provides:

- **Two points for a strong strength**
- **One point** for a *light* strength
- **No point** for an *average* score
- **Minus one point for a *weakness***

Consequently, the changes in overall Quali-points from one period to another represent **the relative differences in competitiveness** between agencies and in their marketing offering to advertisers.

A change of two or one Quali-points is not significant. Also, the same granular data assessed as a strength in the latest period could be assessed average in the current period if many competitors increased their scores, leading to level up the threshold.

2. Competition Index

This metric provides **the distance to the leader.**
Network n°1 = index 100; Network n°2= ratio between this n°2 network and the leading network in *Quali-Points.*
The Competition index enables to easily visualize the hierarchy between the agencies.

3. Quali-share

The metric is a ratio between an agency Quali-points and the total score of the 16 networks, by country, region or zone.
A growth in quali-points can be combined with a decrease in Quali-share if the total of the industry increased more than the network.
In Part One of the report, **trend-graphs are in Quali-shares**. In Part Three, Management Dashboards, in quali-points, providing insights to each agency trend.