



CELEBRATING AN INDUSTRY LEGEND

Jeremy Bullmore has been described by Campaign magazine as "quite possibly the most admired man in advertising". He has contributed an essay to WPP's Annual Report for over 20 years. Thank you, Jeremy.


I can take no credit for one of the best decisions WPP has ever made: to invite Jeremy Bullmore to serve as a Non-Executive Director between 1988 and 2004 and, later, to join the WPP Advisory Board.

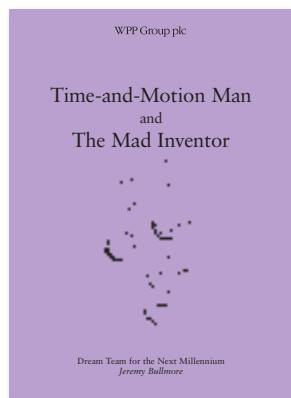
To mark Jeremy's retirement after almost 70 years with JWT and WPP I was going to write a particularly personal eulogy on the qualities that characterise every encounter with him: but the joys of Jeremy's counsel, wit and insight are widely famed. His ability to synthesise complex issues into actionable, entertaining advocacy represents our industry at its very best. And anyway, Jeremy is famously modest and has declined all our offers of public thanks.

Jeremy has displayed the value he brought to WPP in his essays for this Annual Report. Here I have selected words from the essays which resonate and delight as much in 2022 as when they were written. They serve as a reminder of what is changing and what will always be true, however our role and expertise evolve.

With wide industry support, we are launching a Best of Bullmore public online archive later this year. Visitors will be able to access both the WPP essays and a treasure trove of Jeremy's books, journalism, agony uncle columns, speeches, advertisements and more.

Mark Read
Chief Executive Officer

 **Read all of Jeremy's essays here: wpp.com/the-bullmore-collection**



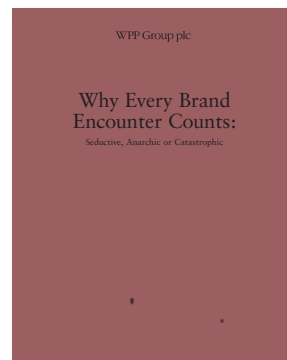
**1998
TIME-AND-MOTION MAN AND THE MAD INVENTOR**

"Where once there was an industrial age, and then an information age, we're now well into the age of the imagination: an age where the price and availability of knowledge and technology may favour the small over the large; the innocent over the experienced; the bold over the cautious; the inventive (and frequently wrong) over percentage-playing consolidators. An age where something called intellectual capital can make a nonsense of conventional balance sheets.

"As business learns to compete in the new creative age, the efficient exploitation of the imagination will be as critical to success as the exploitation of coal once was."

**1999
WHY EVERY BRAND ENCOUNTER COUNTS: SEDUCTIVE, ANARCHIC OR CATASTROPHIC**

"If we successfully traced and identified every encounter that had contributed over time to that brain's view of that brand, the resultant three-dimensional map would be like a huge bowl of multi-coloured spaghetti: as if we believe that only conventional communications will be noted by our publics and that all other encounters will be screened out. But no manifestation of a brand is ever ignored; and all will make some contribution, positive or negative, to that brand's reputation."



**2001
POSH SPICE & PERSIL – BOTH BIG BRANDS; BOTH ALIVE; AND BOTH BELONGING TO THE PUBLIC**

"It was very astute of the young Posh Spice to choose not Robbie Williams nor Sir Cliff Richard nor Madonna as her benchmark of fame but the country's best-known washing powder. Because just about the only thing that successful brands have in common is a kind of fame. Indeed, it's been suggested that brands are the real celebrities. And for most human beings, fame not only holds a powerful fascination but bestows an incalculable value on anything that enjoys it. We value the famous far more highly than the little known. It is one of the peculiarities of fame – whether for people or products – that real fame appears to be spectacularly untargeted.

"Victoria Beckham is one such example. So is Madonna. Real fame implies being known to millions of people who have never bought your records and never will. Stephen Hawking is known to millions of people who will never understand a word he writes; and to 10 times as many who will never even try to.

"To the consternation of media planners and buyers in advertising agencies, the same is true for brands."





2008
"I'M SORRY - YOU'VE LOST ME": FIVE WORDS NO BRAND SHOULD EVER HAVE TO HEAR

"We'll probably look back on this time and realise that 'old' media and 'new' media had more in common than we realised and that 'digital' was a curious word to have emerged as the name for a form of mass communication that gets closer to conversation than anything before it.

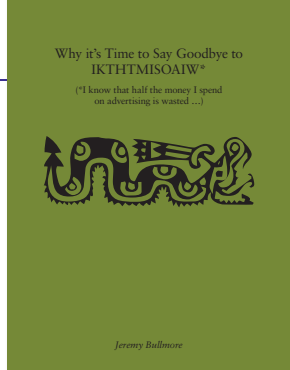
"It won't be tidy. But there really shouldn't be any excuses, during recessionary times or not, for brands to lose their followers through becoming too remote."

2011
PLONK AND PLACEBOS: THE CURIOUS TRUTH ABOUT STRONG BRANDS; AND WHY PEOPLE ARE RIGHT TO PREFER THEM

"A fancy label on a wine bottle won't make plonk acceptable. Bad stuff will always be bad stuff, however prettily presented. But wine that's known to have come from a French chateau will actually give more pleasure to most drinkers than will exactly the same wine poured from an anonymous bottle.

"Nobody's been deceived or duped; at little or no extra cost, more enjoyment has been delivered. For everyone in marketing, and particularly in marketing communications, all this clearly has huge implications; half-understood, perhaps, but strangely under-recognised.

"A brand is not just a product with lipstick on. A strong brand delivers a set of satisfactions as intertwined and interdependent as if they'd been whirled around together in a kitchen blender."

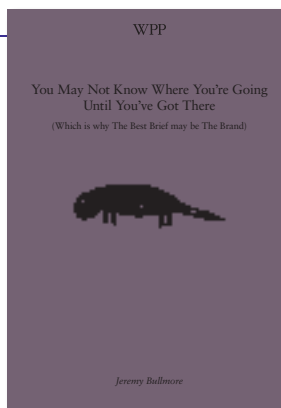
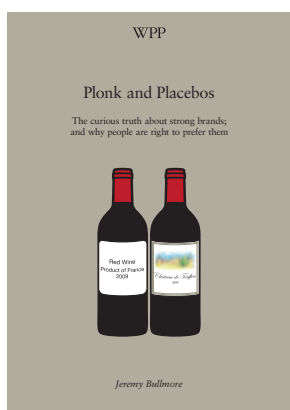


2013
WHY IT'S TIME TO SAY GOODBYE TO IKHTHMISOAIW (AS IN: "I KNOW THAT HALF THE MONEY I SPEND ON ADVERTISING IS WASTED...")

"Since IKHTHMISOAIW was first uttered (or not, as the case may be) the value of advertising has been put to the test, over and over again, in good times and bad, and its use continues. No advertiser spends money on advertising unthinkingly: it either earns its keep or it gets the elbow. If advertisers were offered the chance to be just as successful without it, they'd snatch at it.

"It must surely also be true that the unthinking parroting of IKHTHMISOAIW over the years must, at some level of consciousness, have deterred competitive enterprises - whether brands, financial institutions or charities - from making more profitable use of this invigorating activity. And there must be many smaller companies, the ones on whom even large national economies depend, who could have been even more successful had they not been almost unconsciously discouraged from using advertising by nothing more than unfounded superstition.

"It's probably too much to hope that IKHTHMISOAIW will ever meet the oblivion it deserves; but if we all join in, we can maybe start to make its perpetrators feel as ignorant as they are."



2014
YOU MAY NOT KNOW WHERE YOU'RE GOING UNTIL YOU'VE GOT THERE (WHICH IS WHY THE BEST BRIEF MAY BE THE BRAND)

"If we start by being honest with ourselves, we should happily concede that just about everything we've ever done of real originality and merit has contained some element of apparent accident - whose use and value became explicable apparent only after its unexpected emergence."

2016
JUST BECAUSE YOU CAN DOESN'T MEAN YOU SHOULD: HOW "PERSONALISATION" CAN GET ALTOGETHER TOO PERSONAL FOR COMFORT

"We don't, on the whole, like pushy people; people who get too close at parties and who tell us that they really, really want to be best friends. And in much the same way, we won't respond well to pushy brands; brands that claim to understand us when they clearly don't. So brands shouldn't be seen to be making all the running. The skilful brand custodian imbues a brand with characteristics and character that are most likely to attract the attention of its clearly defined target audience - and then invites that audience to make that final, all-important connection themselves."

2020
NOW IS THE TIME FOR BRANDS TO MAKE UP FOR LOST TIME

"On one subject, at least, all commentators are agreed. This last year has called for an unprecedented degree of re-examination. (And an unprecedented use of the word unprecedented.) Nothing can be taken comfortably for granted; just about everything needs to be pulled up by its roots, interrogated and tested for its inherent worth. And that is certainly true for The Brand.

"For many brands, the year 2021 will need to be a year of repair; a year where communications are called upon to help compensate for the absence of direct experience. It will demand creative excellence of the highest order; communications that are so true to the personality of the brand that they come close to being its proxy."

