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It was great to see such a strong response to our first member survey, released this year. Aside from affirming strong alignment with our goals and objectives, it reflects a high level of engagement among our members which is required to ensure membership value is maximised.

Now in its third year, this report is designed to provide a summary of achievements from the past twelve months while highlighting the broader opportunities available to you in 2015.

Key highlights this year have included:

• The announcement of an ongoing alliance with the UK’s Institute of Practitioners in Advertising (IPA), marked by the licensing of the IPA’s internationally certified professional development curriculum for the Australian marketing communications market;

• The release of industry recommendations on how to achieve a gender diverse workforce, revealed at a dedicated CEO leadership forum and shared on a newly developed online hub;

• March’s CEO creative leadership forum – an exclusive member lunch with Sir John Hegarty and David Droga;
• Expansion of our member guidance service, allowing members access to advice from workplace relations specialists Employsure and management consultant Wayne Kingston, as well as two complimentary legal clearances a year from our partner, von Muenster Solicitors & Attorneys; and,

• Provision of an abundant professional development seminar calendar, delivered by the AMG, APG, and PRC, as well as several regulatory seminars which ran nationally.

We will continue our focus on delivering world-class professional development opportunities for members in 2015, as the next phase of our new IPA program rolls out alongside our refreshed Graduate Program, AWARD School, and AdSchool program.

Major initiatives will include the release of a study quantifying the economic value of the industry, as well as a CEO leadership forum with Dan Wieden, Co-founder and Chairman of Wieden+Kennedy, who will also be taking on the role of Chairman of Judges in our 36th AWARD Awards.

Next year will also see a change in leadership for The Communications Council. After three years as CEO, I will be leaving my position in December to pursue a new marketing opportunity. It has been a great privilege to work with so many creative and inspiring minds and be part of some of the aforementioned progressive initiatives that have helped to raise standards for agencies over the past few years. The search for the right person to lead the organisation into 2015 is now underway and will be announced in the New Year. I’d like to thank all of our members, lecturers, consultants, sponsors, and councils for your continued support.

Maximise the value of your membership

Be in the industry you’re in. You can maximise the value of your membership by getting involved in a number of ways, whether through awards, events, training, or networking.

10 ways to get involved

**Continuous professional development** – Enhance individual careers and business capabilities by up-skilling your team through our world-class professional development programs. Choose from a number of new internationally recognised IPA qualifications, or courses from our long-running training programs, AWARD School and AdSchool.

**Guidance** – Contact our guidance line or email us regarding legal and regulatory issues. Copyright, IP, privacy, employment contracts, and industry Codes are common topics raised by members. We aim to respond to your requests within 24 hours to help you make the right decisions for your business.

**Seminars and events** – Attend our industry seminars and networking events. From CEO leadership forums to professional development seminars and speaker events, we offer something for each member group, individual and professional level. Network, learn and unite around key issues. We ran more than 65 events this year, and offer significant member discounts.

**Talent recruitment** – Participate in our highly-regarded industry Graduate Program. We will work with you to recruit, train and develop the next generation of talent with a refreshed training program which offers the internationally recognised IPA Foundation Certificate as well as a continuous professional development schedule led by today’s industry leaders. We also post job advertisements on our online jobs page, free of charge.

**Awards** – Celebrate your agency’s best work by entering into our specialist awards. Our annual ceremonies showcase the best in class and provide an evening of industry networking for your team. Member agencies receive significant discounts.

**Member councils** – Get to know your industry peers. Our member councils run professional development seminars and lead a number of best practice initiatives that call on members for support.

**Best practice online resources** – Align with best practice principles. We are dedicated to raising professional standards through best practice initiatives and guidance. You can access our guidelines and resources on our online Agency Resource Centre.

**Benchmarking** – Participate in our annual Salary and Cost & Income Surveys. Valued member resources, the surveys provide participating members with a benchmarked overview of the industry’s employment and financial landscape.

**Effectiveness case studies** – Access winning Effies case studies on our website to see the writing and the strategy behind the most effective campaigns.

**Stay connected** – Sign up for our monthly newsletter or senior management newsletter, The Network, to ensure you’re in the know about industry news and events.
About The Communications Council

The Communications Council is Australia’s peak body representing agencies in the marketing and communications industry to government, industry, media and the public. Businesses we represent span a broad range of disciplines, ranging from digital, media, strategy and PR to healthcare, production, promotion and creative.

We are committed to growing member businesses and developing individual careers through the provision of world-class professional development programs, advocacy and support.

Our Purpose
To promote the value of agencies by engaging with clients, the industry and the government

Our Goal
To make our members more professional and more profitable

Our Objectives
To provide industry guidance and leadership and to raise standards and professionalism

To offer continuous professional development for the attraction and retention of agency talent

To champion commercial creativity and effectiveness
In both my capacity as an agency CEO and Chair of our industry body, I am constantly assessing how and where value can be delivered. As the landscape evolves, so do the needs of our clients and our members.

Our industry reputation study revealed today’s clients no longer look to agencies for good campaign ideas but for real creative business solutions and leadership. The new fragmented media landscape has brought significantly more opportunities for businesses, but also more complexities and ambiguities. Greater and more diverse skillsets are required to develop and execute effective strategies, and more clarity is needed to track and demonstrate marketing ROI. These areas provide huge opportunity for agencies to deliver value to clients.

Therein also lies the opportunity for us as an industry body to offer real value to agencies - through the sourcing and provision of world-class training, development of best practice guidance and up to date research, and in building a culture and showcase of effectiveness through our awards and initiatives.

In line with our member survey feedback, in 2015 we will focus on promoting the value of agencies to clients, industry and the broader community. A highlight for next year will be the release of a major study, quantifying the economic value of advertising – an initiative which will help demonstrate externally the significant contribution made by our industry.

Thank you for your ongoing support. I look forward to working with you in the New Year!

Sudeep Gohil
Chair, The Communications Council
Chief Executive Officer, Droga5
Our industry at a glance

$1.9bn  Revenue
0.9%  Annual growth 2009–2014
2.0%  Expected annual growth 2014–19

Source: IBISWorld Industry Report M6941, April 2014

Overview

The fragmented media landscape has transformed the nature of marketing communications in recent years. Developments in digital technology have allowed brands to speak directly to consumers and gain new insights into how target audiences behave. As such, the majority of today’s marketers are turning greater attention to owned channels and relying more heavily on data to inform their decisions. According to PwC’s July CMO report, Australian Entertainment & Media Outlook (2014–2018), seven in 10 marketers have seen a shift in their marketing expenditure from external to internal channels, and three in four marketers are using data more. But marketers recognise that keeping a captive audience in today’s landscape requires greater focus on content and creativity. And accessing, analysing and utilising data effectively are also key challenges for most.

The changes bring a realm of opportunity for agencies with specialist expertise and resources to offer leadership to clients through uncertain territory. Our 2013 Reputation Study revealed marketers are turning to agencies not for great campaigns but for real business solutions. In light of PwC’s latest findings, this has never been more important, with four in five marketers now seeing a shift in their function from a departmental approach to a whole-of-business approach, involving them in core business decisions. This is great news for our industry, as brands recognise marketing communications not only as a business component but an invaluable business driving force.

Ad spend

Growth of the Australian ad market has remained relatively flat over the past year. While Carat’s September report predicted a 5% rise in global ad spend for 2014, an increase of only 0.1% was anticipated locally. Reports from Carat, GroupM and ZenithOptimedia, however, all suggest advertising spending in Australia is set to recover in 2015. Digital remains the top choice for ad spend allocation, as marketers and agencies follow evolving media consumption habits. September’s CEASA report claimed that of a total advertising expenditure of $6.2 billion for the 2014 financial year in Australia, digital accounted for 34%. TV advertising stayed static but strong at 27%, while other channels such as radio and print made up the remaining.

Agency models and talent

Shifts in marketing spend and consumer habits have prompted agency models to adapt over recent years to enable delivery of more integrated and holistic business solutions to clients. While some agencies have merged to acquire the new disciplines they require, we have also seen greater collaboration between agencies to achieve a similar goal. New job titles and roles are also being introduced as demand for new and varying skillsets grows, particularly in the areas of digital and data analysis as technology advances and clients look for greater accountability.

Revenue

Following steep declines in 2008–09, the last two years have seen a modest recovery for advertising revenue, resulting in an annualised 0.9% growth for the five years through 2013–14. In 2013–14, revenue is forecast to be $1.9 billion, according to IBISWorld. However, with the number of agencies operating in the industry also increasing, industry profit margins have declined from 21.5% of revenue in 2008–09 to an estimated 19.8% in 2013–14.
With an increasing amount of the marketing budget now being put towards owned and earned channels, revenue for public relations agencies has increased more dramatically with an annualised industry revenue growth of 4.7% for the five years through 2013-2014.

Regulatory pressures

There were a number of important regulatory developments this year, particularly in response to changes in the media landscape and ways in which agencies are now targeting audiences. Some of the key developments and evolving areas include:

Privacy – On 12th March, 2014, new data protection laws came into effect, restricting how Australian businesses collect, store and use customer data. The Privacy Amendment (Enhancing Privacy Protection) Act 2012 (Cth) introduced a set of mandatory privacy principles to replace the National Privacy Principles and the Information Privacy Principles contained in the Privacy Act 1988 (Cth). The Communications Council ran a national seminar series for members as well as providing guidance on how to deal with the changes via our newsletters. This was an important update for all agencies, marketers and publishers and failure to comply can result in serious penalties with potential fines of up to $1.7 million.

Outdoor advertising – Following the 2013 inquiry into sexually explicit outdoor advertising in Queensland, the state government responded in August this year with a positive endorsement of the effectiveness of the advertising self-regulation system, recognising the strong advertiser compliance rate of 99.45%.

Alcohol advertising – A review of the Alcohol Beverages Advertising (and Packaging) Code (ABAC) was conducted in 2013 resulting in a number of important updates this year, which respond to developing community standards and extend the Code’s reach to cover the broader marketing mix. The newly titled ABAC Responsible Marketing Code was implemented on 1st July and was presented to members of The Communications Council at an ABAC seminar series in June.

Online reviews – As Australians rely more heavily on online reviews to influence their purchasing decisions, many business owners are exploiting consumers by taking advantage of the technology. Under the Competition and Consumer Act 2010 (Cth), organisations face penalties of up to $1.1 million if they are seen to be engaging in misleading or deceptive conduct, and the ACCC has become very serious about targeting fake or misleading reviews. In December 2013, the ACCC released a set of best practice guidelines, What You Need to Know About: Online Reviews – a guide for business and review platforms. The guidelines, which were shared with members via The Communications Council’s newsletter, provide guiding principles for businesses and review platforms to follow so that they can avoid engaging in misleading and deceptive conduct.

Healthcare guidelines – Guidelines for healthcare advertising were updated and released by the Australian Health Practitioner Regulation Agency this year in line with new legal requirements. Most significantly, the use of testimonials is now prohibited in advertising for health practitioners or health services.

Child employment – Following industry consultation, the Victorian Government launched a revised Mandatory Code of Practice for the Employment of Children in Entertainment in October 2014. The changes came into effect on 13th October, 2014 and ensure children under the age of 15 who are employed in entertainment are better protected, while making it easier for employers to understand and meet their legal obligations. A new and streamlined free permit process was also introduced to save employers time and money.

Copyright licensing for coverage – In late 2013, The Communications Council updated members on an important Copyright Agency crackdown on the sharing of unlicensed coverage and press clippings. With many PR agencies unaware of the licencing requirements for posting and sharing copies of PR coverage on websites or via email with clients, the Copyright Agency’s sudden issuing of significant agency fines without prior warning left agencies in a vulnerable position. Agencies were directed to obtain the relevant licence or remove all clippings from websites.
Membership

The Communications Council represents almost 5000 marketing communications professionals from more than 170 agencies across Australia. Our member base spans a diverse range of specialisms from creative, digital, healthcare and design, through to direct marketing, promotion, public relations, production, and strategic planning.

We welcomed nine new member companies in 2014, including: Airbag Productions, Fin Design + Effects, Jungleboys, Pulse Communications, Rabbit Content Australia, Rapid Films, Robber’s Dog Films, Scoundrel, and The Editors.

Member priorities

It is important that each year our focus and priorities adapt in line with the developing needs of our members. The launch of our new Member Value Survey this year has allowed us to better identify where to channel resources in 2015 to deliver the highest value to our members.

Galvanising our members

Our unique position enables the different corners of the industry to come together through a variety of events, award programs, groups and industry initiatives, which proves to be increasingly valuable to members as today’s clients look for greater collaboration between agencies.

In the last twelve months, more than 65 events took place across the states, galvanising the industry to collaborate on important issues, network, celebrate commercial creativity, launch initiatives, and learn and develop together.
More than 65 events in 2014

Top 10 member priorities

- Industry surveys (eg. Salary Survey, Cost & Income Survey)
- Effie awards
- Publishing best practice resources for the industry
- AWARD School
- Industry studies (eg. Reputation Study, Economic Value of Advertising Study)
- Leadership forums
- AWARD awards
- Regulatory workshops
- Member guidance
- Graduate Program

Member representation

The Communications Council has dedicated state representatives to ensure local issues are communicated effectively at national and state levels, and that all members are sufficiently resourced to move in line with the progress and objectives of the national board.

In addition to rolling out The Communications Council’s national programs locally, state committees and representatives also support a range of state-specific activity. New South Wales – Reflective of our member base, the majority of The Communications Council’s team is based in the NSW. Our national board met five times in Sydney this year to discuss and monitor the direction of The Communications Council, update on major initiatives and plan for upcoming opportunities.

Victoria – A dedicated committee in Melbourne has ensured objectives of the national board have been supported and communicated effectively in VIC, as well as aiding the production of major projects such as The Communications Council’s Best Practice Agency Selection Guidelines, and specific local events such as supporting this year’s Design Festival, Look Upstairs. Audrey Maxwell also took on the role of Membership and Professional Development Manager in VIC full time covering maternity leave for Suzy Leys.

South Australia – A number of key position changes took place in SA this year. Bryce Coombe, MD of Clemenger BBDO Adelaide was appointed SA Chair – a position previously held by John McLaren for a combined seven years. Since assuming the position, Bryce has begun discussions around government procurement processes with Ian Nightingale, Industry Participation Advocate, following a desire among members for greater dialogue around the issue.

The role of Membership and Professional Development Manager in SA has also seen changes, with Michelle Wye covering maternity leave for Lauren Rowett for a significant part of 2014. Several local events were held or supported by The Communications Council during this period, including two member meetings, AMI’s SA Marketing Week, and a Briefing Workshop presented by John McLaren.

Western Australia – Local activity in WA included forging greater links with the Perth Advertising and Design Club (PADC). Vice Chairman of The Communications Council in WA, Gavin Bain, became a patron of the group, working closely with Toni Scampoli (Chair of The Communications Council in WA), Danielle Norrish (State Manager) and PADC to gain support and sponsorship for the newly named Skulls awards. Danielle Norrish also represented AWARD as adjudicator on the Skulls judging panel and will be taking on the role of Program Director of Emergence Creative Festival this year.

Queensland – As part of a broader Queensland Government procurement review, The Communications Council in QLD represented the industry at several meetings this year to voice concerns with the previous tendering system and share recommendations for how it may be developed. In July, The Communications Council also supported the AdSpace 2014 School Challenges event – a School competition, raising awareness of careers in advertising involving pitching ideas based on a real client and brief. A record of nine schools participated in the full day event.
Industry leadership

We are committed to building the industry’s reputation to ensure Australia’s communications agencies are respected and valued for the significant contribution they make to culture, society and the economy.

Best practice projects

Each year we invest in important research projects and work with our member councils and groups on a range of best practice initiatives to create industry benchmarks, deliver key insights and help raise professional standards. Important projects from 2014 include:

Gender diversity recommendations
- Following the release of our Gender Diversity Study findings in 2013, this year the Gender Diversity Group developed and launched an online hub containing a set of practical recommendations to help agencies achieve a gender diverse workforce. A leadership forum was held in Sydney and Melbourne in June, inviting members to hear from Gordon Cairns, Co-Founder of
the Male Champions of Change as well as our Gender Diversity Group and Industry Champions, who shared their experiences trialing the recommendations in their own agencies. The event was also recorded for agency leaders in our other member states.

**PRC Measurement Template** – The Public Relations Council released a best practice Measurement Template at member forums in Sydney and Melbourne in July, developed to assist members with an agreed approach and metrics for measuring the value of PR activity.

**Industry commentary culture** – Over the past year, The Communications Council, led by the PRC, has been investigating how the rise of anonymous and malicious commentary on our trade press websites is impacting both our industry’s reputation and those individuals working in it. Research has been conducted to compare the situation in Australia to overseas, incorporating feedback from members also. Following meetings with all key trade titles, The Communications Council will share findings and plans on how we may address the issue towards the end of the year. This will involve access to an updated Social Media Code of Conduct for agencies.

**Production procurement roster process overview and recommendations** – Following several months of consultation with agency leaders, heads of production, client marketing leaders and third party consultants, The Communications Council, in conjunction with the CPC, developed a set of recommendations to recognise and address the key issues facing today’s marketers in the area of procurement of production and post-production service.

**IPA reports** – Through our alliance with the UK’s IPA, The Communications Council has delivered a number of valuable IPA industry reports to members this year, including *Know the Value of Media* and *How to Evaluate the Effectiveness of Communications Plans.*

**Best Practice Agency Selection Guidelines** – The Communications Council, MFA and AANA have been working collaboratively to produce a best practice guide to assist clients and agencies with pitching and partnering. The guide will be available for members in 2015.

**Economic Contribution of Advertising Report** – Research which will quantify the value of our industry in Australia will begin next year, highlighting the contribution made to the economy, employment and client businesses. This will be a major project for 2015 conducted in partnership with AANA and MFA.

Members can also access past projects and research developed by The Communications Council, including: APMA Pitching Guidelines, Client/Agency Agreements, the Social Media Code of Conduct, Industry Reputation Study, Online Behavioural Advertising Guidelines, IPA Guidelines: Agencies Working Better Together, and the CPC’s Standard Production Agreement.

**Guidance and resources**

**Guidance line** – A critical service for members, The Communications Council works with industry partners von Muenster Solicitors & Attorneys, Employsure and marketing consultant Wayne Kingston, to offer guidance on industry codes, regulatory frameworks, business operations and team management. This service is strictly for members only and can be accessed by any individual within a member agency.

In 2014, we responded to more than 200 member queries, with questions on copyright, IP, and the use of certain trademarks the most common. Guidance on health claims, privacy and spam, alcohol advertising, testimonials and misleading information were also key areas of concern.

As of 2015, all member agencies will be provided two complimentary legal clearances of advertising material per year in addition to guidance.

**Benchmarking surveys** – Members are annually invited to participate in our Salary Survey and Cost and Income Survey, which provides all involved exclusive access to the benchmarking resources. This year, 115 agencies took part nationally.

**Regulatory workshops** – In addition to tailored agency workshops on the ACCC, ASB, and Ethics, we also held several series of national regulatory workshops this year to keep members updated on important developments in the regulatory landscape. Seminars
covered the new Alcoholic Beverages Advertising Code (ABAC), the new Privacy Laws, and a broad overview of the regulatory system, which was developed in conjunction with the Advertising Standards Bureau (ASB), Outdoor Media Federation (OMA), and the Australian Association of National Advertisers (AANA).

Online resource centre – Our online resource centre allows members to access a range of best practice tools and documents which aim to help members run better businesses. This includes information and guidance on: agency remuneration, contracts, intellectual property, talent, tax, industrial relations, and voluntary codes and regulations.

Thought leadership and promotion of the industry

It is our goal to promote the value of agencies to business, media and the public. Thought leadership plays an important role, ensuring our industry remains, and is seen to be, innovative, proactive and progressive. In addition to our own events, initiatives and communications, The Communications Council also represents our members at a number of external events.

CEO leadership forums – Two CEO leadership forums were held in 2014. March welcomed members to a sell-out Sydney lunch with advertising luminaries, David Droga and Sir John Hegarty, who shared both personal career insights and experiences as well as forward thinking on the future of the marketing communications industry. June’s leadership forum was the culmination of the Gender Diversity Group’s findings, launching recommendations on how to achieve a gender diverse workforce. Both forums were recorded and sent to members across Australia.

Agency Symposium – As part of an organising group, The Communications Council and the MFA worked together to develop content for September’s Ashton Media Agency Symposium in the Hunter Valley. The event welcomed 90 senior management members from creative and media agencies to discuss the value of advertising at a two day event featuring local and international keynotes and leadership labs.

IPA President Ian Priest delivered a keynote presentation on his ADAPT agenda, covering Alliances, Deliverables, Actions, Profit and Talent, as well as running workshops on remuneration.

WFA Global Marketer Conference – The Communications Council lent its support to the AANA & WFA Global Marketer Conference in March, which brought together marketing communications professionals to be inspired by world-class international speakers.

Mumbrella 360 – Annalise Brown, CEO of Porter Novelli Sydney represented the PRC at Mumbrella 360 in June, participating in a panel discussing the measurement of PR.

SWIMM – Margaret Zabel acts as a mentor in the Senior Women in Media and Marketing program (SWIMM), illustrating the importance of female leadership.

SheSays – Providing guidance and insights to mid-level women in media and marketing, Margaret Zabel led the Melbourne SheSays session, The Truth about Women in Leadership in November 2013.
Media relations – From engagement around thought leadership and industry initiatives, to events and awards wins, we work to ensure trade, business, local and national media are informed of the progressive work coming from our sector.

Cross industry collaboration
It is imperative that The Communications Council is closely connected with representatives of the broader industry, allowing for collective leadership in addressing major industry issues and enabling a more insightful and informed approach to raising professional standards across the board.

Institute of Practitioners in Advertising (IPA) – We were thrilled to announce a major international alliance with the UK’s prestigious IPA this year. From the implementation of the IPA’s internationally certified curriculum in Australia to the sharing of industry research, contacts and projects, the ongoing relationship with the IPA will allow both bodies to access a range of overseas learnings and networks.

Australian Association of National Advertisers (AANA) and Media Federation of Australia (MFA) – Our commitment to continued collaboration with the AANA and MFA in 2013 has manifested in a number of important projects and events this year, from co-developing the Agency Symposium Program with MFA and supporting the AANA and the WFA Global Marketer Conference, to partnering with AANA and MFA on next year’s Economic Contribution of Advertising Study and Best Practice Agency Selection Guidelines.

Cross industry self-regulation seminars – A national series of self-regulatory workshops ran this year in collaboration with AANA, ASB and OMA. The sessions provided members a holistic overview of the system and the types of cases that raise issues under the codes.

Australian Marketing and Media Industry Forum (AMMIF) – AMMIF meetings provide us with a valuable opportunity to discuss legal and self-regulatory industry developments with those representing the broader communications industry, as well as sharing successful initiatives in the area of best practice and advocacy.

Alcohol Beverages Advertising Code (ABAC) Scheme – The Communications Council holds a position on the Alcohol Beverages Advertising Code Scheme Management Committee, which meets four times a year. In June, members were invited to attend a national seminar series to be updated on changes to the code.

Australian Digital Advertising Alliance (ADAA) – As part of the ADAA, we meet regularly with leading business and industry associations in the online advertising sector regarding the Australian Guideline for Third Party Online Behavioural Advertising. This year, the group has invested in revamping the Your Online Choices website, as well as reviewing the Guideline.

D&AD – Discussions with D&AD began this year regarding a long-term association around our awards and development opportunities for creatives in Australia.
Professional development

Outlook

Developments in the media landscape continue to dramatically affect the way marketing communications agencies operate, broadening creative opportunities, changing agency models, and subsequently demanding a broad new set of skills. Up-skilling has never been more important, as clients turn to agencies to provide leadership through evolving and unfamiliar territory.

It is imperative that today’s agencies have access to world-class training if they are to ensure employees at all levels are able to perform in this fast-evolving environment. The quality and types of training available to members of The Communications Council has therefore been a key priority over the past few years. Following a major professional development review in 2013, we were delighted to announce a revised and exciting internationally certified curriculum this year.

IPA curriculum launch in Australia

In September, The Communications Council became the first industry body to formally license and implement the IPA portfolio of internationally certified online and experiential courses overseas. The landmark agreement between the Australian and UK agency trade bodies is part of a broader movement to create a global benchmark for best practice in professional development for the advertising profession around the world.

The benefits

For agencies
- Mark of commitment to high standards and professionalism
- Driver of profit margins
- Recruitment and talent retention tool

For individuals
- Support career growth
- Industry-wide, award-winning IPA Qualifications Program
- Portable career development record

Our goal is to set benchmarks for best practice in the global advertising profession. There is clear evidence from our agencies in the UK of the direct and powerful link between investing in people and business performance – ultimately our thinking adds value to our clients’ brands and drives real competitive growth. I am therefore delighted that we have collaborated with The Communications Council in order to share our global benchmark of best practice learning with agencies and clients in the Australian advertising industry.

Ian Priest,
IPA President
Founding Partner, VCCP and Group COO, CSM
IPA Program in 2014

IPA Campaign Planning Course

The first residential course in the Australian IPA program, IPA Campaign Planning ran in Sydney in October welcoming 18 students from across the states to a three-day intensive, residential program that covered the whole campaign process from marketing strategy to campaign solution. Before crafting and pitching their own strategies and solutions to the judging panel, attendees received presentations from 13 industry leaders, including a surprise guest appearance from Jeff Goodby. Feedback from delegates was outstanding. Rating the course overall, 70% delegates deemed it ‘excellent’ and the balance ‘very good’. For 80% of the delegates, the course exceeded their expectations.

The course was ideal for those who have some solid advertising experience under their belts, but want access to the expert insight that will push them up to the next level. It really helped me connect the dots across pitching, research, insights, creative, media and everything else that you need to manage to get to truly great strategy. It was the full spectrum. The course was a mix of lectures, Q&A sessions and working groups, meaning you had the opportunity to put your new knowledge to work straight away. The calibre of the speakers was top notch, too. We got the chance to talk to some of Australian advertising’s leading lights.

Jon Deves, Planner at Publicis Mojo, attended the IPA Campaign Planning Course in October 2014

IPA Foundation Certificate

The IPA Foundation Certificate, our first online qualification, opened in November. Considered a rite of passage in the UK industry, this is the sector’s key entry level qualification that provides junior adlanders with an understanding of the entire brand communications process, from the client brief to final execution. The qualification, which has been tailored to the Australian market, consists of 30 hours of online learning and an offline two-hour exam which will be held in locations across Australia.

IPA Program in 2015

Online qualifications

IPA Eff Test
The IPA Eff Test is a challenging qualification that promotes the comprehension of, and engagement with, planning as the USP of agencies; specifically it will help identify planning and effectiveness measurement techniques as central to understanding how agencies can create effective campaigns for their clients in the future.

30 hours of learning, with a 2 hour online exam.
Members $895 | Non-members $1495

IPA Commercial Certificate
This qualification has been created to give future industry leaders an education in agency finance, to help with those important client conversations and to build the understanding that you need to create great work that delivers a great profit.

8 hours of learning, with a 30 minute online exam.
Members $350 | Non-members $695

IPA LegRegs Certificate
Get a thorough grounding in the legal and self-regulatory measures which affect our business. This certificate ensures that advertising and marketing practitioners are fully conversant with the legal and self-regulatory measures that determine our business.

6-8 hours of learning, with a 30 minute online exam.
Members $350 | Non-members $695

IPA Foundation Certificate
Continuing from 2014, the award winning IPA Foundation Certificate online learning program will run in 2015, providing junior industry people, regardless of discipline, with the knowledge to perform their roles with confidence and expertise.

30 hours of learning, with a 2 hour offline exam
Members $795 | Non-members $1295

IPA Search Certificate
The IPA Search Certificate is aimed at any individual who is new to search and is looking to build their knowledge about SEO and PPC, regardless of agency background. This industry leading qualification will set a standard for industry best practice.

3 day residential
Members $2500 | Non-members $4000
Experiential Courses

IPA Strategic Planning
A three day residential course targeted at strategic planners in agencies of all disciplines with between 2 – 6 years’ experience. The aim of the 3 days is for them to come away armed with the tools and knowledge to be seen/be the lead strategic brain on their piece of business.

3 day residential
Members $2500 | Non-members $4000

IPA Campaign Planning
This course is designed to familiarise delegates with the major processes involved in moving from client brief to campaign solution so as to create understanding of how strategic, creative and media planning is integral to the creation of effective advertising.

3 day residential
Members $2500 | Non-members $4000

IPA Client Service
During this three day residential course, senior account managers and junior account directors will learn how to make the step up from a management role to a leadership role and deal with the complexities of agency life.

3 day residential
Members $2500 | Non-members $4000

IPA Inspirational Foundations*
A two day course for new starters in the industry that aims to excite delegates about the industry they are joining. They hear from leading planners, account people, innovation teams, creatives, who share insights into the current landscape and the future.

*This course is part of the Communications Council Graduate Program.

Graduate Program refresh
The Communications Council recruits graduates on behalf of member agencies, providing successful applicants with the holistic base training, placement experience and industry contacts to help launch a career in an account management service or planning role within an Australian advertising or public relations agency. From 279 applicants, last year’s graduate program placed 63 graduates in 32 agencies in VIC, NSW and WA.

The 12 month program consists of three components: on the job training and professional career development, an intensive learning program, and ongoing learning and networking. A review of the program for 2015 has delivered an updated application process, including the introduction of a new mobile
optimized application process. Successful applicants also now experience a more diversified industry induction, involving sitting the new internationally certified IPA Foundation Certificate and gaining access to a broad range of industry seminars led by our Industry Member Councils.

A number of our leaders both here and now overseas, have come through the ranks of this important industry program. Our graduates benefit from learning experiences both in the workplace and through the professional development programs. Connecting our grads across the industry through The Comms Council provides them with fantastic opportunities and supports their careers well into the future.

Andrew Dowling
Group Managing Director,
Y&R Group Sydney

Graduate Program refresh
AWARD School Program refresh
Highly regarded by the industry, AWARD School is a launch pad for many aspiring creatives, allowing students to learn directly from some of the best in the business. As such, applications have remained consistently strong over the years. In 2014, AWARD School upped the intensity, requiring students to respond to 10 briefs across 12 weeks, posing both a great challenge for budding creatives, while offering a taste of real agency life. The program also saw a greater focus placed on the many new digital opportunities available to today’s creatives.

Applications
Total: 540

Final student numbers
Total: 199

AdSchool specialised courses available
Our long-running AdSchool Program ran a total of 57 courses and workshops across the states this year, catering for 482 students from a range of disciplines and professional levels within the communications industry. Popular courses included Strategic Planning for Brands and Business, Media Mechanics, and Strategic Digital Marketing and Social Media. Those programs in the digital sphere saw a number of newcomers.

Student numbers nationwide
Total: 482
Effies Exposed introduced
The first national series of Effies Exposed seminars launched this year, designed to equip account management and planning professionals with a deeper understanding of the drivers of effectiveness and how business results can be maximised via marketing communications. The sessions revealed the key differences between winning and finalist cases. Based on an analysis of more than 150 papers, research revealed what drove the leap from good to great results, identifying five key elements of highly effective advertising.

Professional development seminars
More than 20 professional development seminars ran in total this year across Sydney, Melbourne, South Australia and Western Australia, led by Member Councils, the PRC, AMG, and APG. From speaker evenings to practical workshops, mentoring sessions and stakeholder panel debates, the sessions cover a broad range of topics, delivering industry insights and trends.

Member councils
The Communications Council has a wide range of member councils, made up of leading industry experts and senior practitioner. Developing best practice guidance, delivering relevant and inspiring events, and providing knowledge and insights around their respective fields or key issue areas, the councils are an integral part of the Communications Council and extremely influential across the broader industry.

Account Planning Group (AMG) – Under the new leadership of Chair Belinda Murray, CSD of BWM Melbourne, the AMG has continued to deliver on its vision to champion the vital combination of intellectual leadership, professionalism, and business creativity to showcase the value of brilliant Account Management. Event highlights in 2014 included 5 Minute Mentors, SBS research presentation, ‘Who do you think we are?’, and a final coup with ‘Biggsy’s Public Exit Interview’ featuring the inimitable Peter Biggs, CEO of Clemenger BBDO Melbourne.

In 2015, you will see a more transformational approach from the AMG – disruptive leadership being a key driver. Always on dialogue with our members – a 12 month online content series and a breakfast club to name a few. On behalf of the AMG I would personally like to thank all our members for their ongoing support and for embracing the AMG in 2014. You are a very talented group of individuals within Australia and we look forward to putting AMG on the global stage next year.

Belinda Murray
AMG Chair
Client Services Director,
BWM Group

2014 has been another strong year for the Strategy community in Australia. We’ve seen a fresh approach to Cannes with our showcase of unexpected thinking from this year’s festival, the sharing of disruptive ideas from our ‘underground’ Breakfast Club, and the awarding of strategic thinking leading to great creative work, at our latest Creative Strategy Awards.

Russ Mitchinson
APG Chair
Head of Strategy, Leo Burnett Sydney

Australasian Promotional Marketing Association (APMA) – The APMA represents promotional and experiential marketing agencies in Australia and New Zealand, championing outstanding campaign work through the annual Star Awards.

Australasian Writers and Art Directors Association (AWARD) – A key objective for the AWARD Council in 2014 was addressing the significant gender imbalance in the creative sector. Following Communications Council research revealing Creative as the area with the biggest male skew, AWARD instated a number of progressive initiatives to reverse the gender gap. A panel was held at Semi-Permanent festival, debating the issue in front of more than 2000 of the next generation of creatives. Following an impressive nomination and application process, four senior female creatives have been appointed to the AWARD Council in a move to achieve the 50:50 leadership split also desired for the industry. AWARD School also conducted
blind judging for the first time, reducing the chance of gender bias from the process. AWARD is in discussion with D&AD to strengthen the creative offering in Australia, specifically amongst the many creative leader members of both groups. Plans will be announced in 2015 to broaden scope and cross pollinate programs at a local level.

Commercial Producers Council (CPC) – Membership of CPC grew this year, signalling strong support for continued focus on issues facing the commercial production business. Significant work has been done in the area of procurement and preferred supplier lists in particular in 2014. The group engaged with a number of client leaders directly, including Mark Reinke, CMO Suncorp and Mark Lollback, CMO McDonalds to gain their input and have an honest discussion around their issues and experiences. Members were provided an overview of the procurement roster situation, along with learnings and recommendations.

This year will also see Emma Lawrence step down from the role of Co-Chair. Emma was not only instrumental in establishing the CPC three years ago but she has also provided enormous value across CPC projects, particularly in initiating the CPC Standard Production Agreement which is now a formal part of contractual processes for members. In 2015, we welcome Karen Bryson of Finch, who joins Juliet Bishop of Goodwill, as Co-Chair of the CPC.

Public Relations Council (PRC) – The PRC rolled out a packed calendar of events this year, with 13 sessions taking place across Sydney and Melbourne. Member forums covered Talent Management, HR, and Winners from Cannes, as well as a special forum releasing the PRC’s best practice Measurement Template. The speaker series, A Conversation With..., also ran twice in Sydney, welcoming four media heavyweights to share details on daily news operations and PR opportunities.

The first Client Advisory Board Panel was a 2014 highlight, securing four CMOs and Senior Marketers from Tourism Australia, Visa, Jetstar Airways, and KFC to reveal where PR sits in their businesses today and how it can evolve.

The PRC has also worked closely with The Communications Council to research and address the issue of anonymous and malicious commentary on our industry’s trade press. Findings will be released towards the end of the year.

The PRC really stood up in 2014 and became a genuinely effective industry body and a great organisation to share, learn and elevate the status of our profession. That is due entirely to the efforts of the committee and the enthusiasm of the membership. With particular thanks to Michelle Hutton, who not surprisingly leaves our shores to head up Edelman’s consumer marketing globally, and to my successor, the brilliant Mel Cullen from Res Publica – I hope I haven’t left too much mess for you to clean up. Thanks for the ride.

Stuart Gregor
PRC Chair
Founder and CEO of Liquid Ideas

Digital Committee – The Digital Committee is comprised of leaders from specialist digital agencies. Past initiatives have included best practice guidance on social media moderation and this year the group met with a number of digital agencies to discuss issues around payment for pitching and how these might be addressed.

Gender Diversity Group – Formed in 2012, the Gender Diversity Group is focused on addressing the gender imbalance in management in the marketing communications industry. The culmination of months of research and focus groups, in June the group held a dedicated CEO Leadership Forum, formed a group of Industry Champions, and launched an online hub on The Communications Council’s website, sharing practical recommendations to help agencies achieve a gender diverse workforce.

Healthcare Committee (HCC) – The Healthcare Committee represents healthcare marketing specialist agencies working with pharmaceutical and health and wellness clients. This tightly regulated sector faces a number of challenges. As such the HCC maintains a representative on the Therapeutic Goods Administration Code Council to ensure the voice of marketing communications is considered alongside other business groups. This year there has been renewed focus on the role of PR and the status of press releases as marketing communications, for the purposes of the regulatory framework. The HCC works with the Australian Self Medication Industry (ASMI), TGA and other regulatory bodies to champion the needs of member agencies.

People and Culture Group – This group meets regularly to consult on and discuss developments in the area of Human Resources.

Youngbloods

Youngbloods committees exist in each of our member states. Designed to connect and inspire the young people within the communications industry, the groups run a range of different networking and speaker evenings for industry professionals under 30.
We are committed to championing commercial creativity and effectiveness. Showcasing outstanding work from the different corners of our industry, our awards show both celebrate the latest developments and achievements in our sector while raising the bar for innovation each year.

**Effie Awards**

With focus on the effectiveness of commercial creativity, the Australian Effie Awards are highly regarded among clients and agencies looking to demonstrate return on investment. As such, entries have remained strong since launching six years ago in Australia. This year, 193 submissions were entered by 58 agencies across 19 categories. There was a rise in entries to the Digitally Led Ideas category as well as Long Term Effects, suggesting increasing confidence among agencies and clients in the area of digital as well as in the ability to track long term returns. Seven gold, 14 silver and 17 bronze Effies were awarded overall, delivering trophies to a total of 18 agencies and 23 clients.

Without proving effectiveness, marketing and advertising can all too easily be dismissed as simply colour and movement. The awards are bigger than just one night’s celebration – we are trying to build a culture of effectiveness that resonates across our industry every day of the year. We do this collectively because ‘a rising tide lifts all ships.’

Matthew Melhuish
Australian Effies Chair
Chief Executive Officer, Enero

We used the word ‘Partnership’ in the name of our agency because we see ourselves as a true creative business partner to our clients. We exist to achieve results for their businesses, and we are 100% focused and passionate about this. The Australian Effes Awards provides an ideal way for us to showcase the demonstrable effect our work has on our clients’ businesses. Being named Australia’s Effective Agency of the Year was an amazing achievement for AJF, and one that made our team very proud. It served to affirm our ongoing commitment to delivering outstanding return on investment from our strategic and creative work.

Andrew Fabbro
Founding Partner, AJF Partnership
Winners of 2014 Effective Agency of the Year
AWARD Awards
The 35th annual AWARD awards took place at Sydney’s Town Hall in March, in a celebration of the most outstanding creative communications work in the Asia Pacific region. This year’s ceremony presented a total of 24 gold awards, 81 silver, and 143 bronze. The 100 strong jury was also headed by the legendary Sir John Hegarty who took on the role of Chairman of Judges.

AWARD’s primary focus is to raise the bar of creativity in our region, and this year’s award winners did exactly that. We did a lot of work this year to pull together a jury that had a healthy mix of experienced old hands and fresh new faces. Feedback from the juries was extremely positive, with a lot of them surprised at the level of intensive scrutiny and rigour involved in the judging process.

Mark Harricks
AWARD Chair
Executive Creative Director,
The Works Sydney

APMA Star Awards
A hustle-themed ceremony was held at the Shangri-La Ballroom in Sydney for the APMA Star Awards this year. The evening celebrated the finest campaigns from 2014 in the field of promotional and experiential marketing.

The Star Awards is an extremely important event for those working in the promotional and experiential space – it highlights who and what is leading the way and sets a benchmark for future campaigns.

David Lo
APMA Chair
Chief Executive Officer,
The Zoo Republic

Bravo! Awards
The annual Bravo! Awards were held in Sydney this year, recognising an outstanding 37 Australian Global Awards finalists and five winning agencies. In conjunction with New York Festivals, the event is now in its 7th year, showcasing the best of Australian and New Zealand creativity in healthcare.

Now in its seventh year, Bravo! continues to help raise the creative bar amongst healthcare agencies and their clients. With a massive total of 31 finalists and 6 Global awards presented, the outstanding quality of Australian work, is this year, more than any other, testament to the brilliant talent we have in healthcare in this country.

June Laffey
Bravo! Committee Head
Executive Creative Director,
McCann Health Sydney

APG Creative Strategy Awards
Ahead of the December ceremony, the 2014 APG Creative Strategy Awards announced a shortlist of 27 finalists from a total of 99 entries this year. The awards recognise the best of Australia’s planning community, providing entrants a unique opportunity to demonstrate their strategic thinking capabilities and how that contribution has impacted their agency and clients.
The Communications Council Board delivers the strategic direction for our industry body, with Board members providing a practitioners’ perspective to the implementation of our key objectives. The current national board is as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Agency/Company</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Sudeep Gohil</td>
<td>Chief Executive Officer, Chairman</td>
<td>Dentsu</td>
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<td>Adrian Paul</td>
<td>Chief Executive Officer</td>
<td>Droga5</td>
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<td>Alan Taylor</td>
<td>Managing Director</td>
<td>Whybin TBWA</td>
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<td>Andrew Baxter</td>
<td>Chief Executive Officer</td>
<td>Publicis Mojo</td>
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<tr>
<td>Andrew Fabbro</td>
<td>Founding Partner and Business Director</td>
<td>AJF Partnership</td>
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<td>David Lo</td>
<td>Chief Executive Officer</td>
<td>The Zoo Republic</td>
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<td>Jaimes Leggett</td>
<td>Chief Executive Officer</td>
<td>M&amp;C Saatchi</td>
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<tr>
<td>Lorraine Jokovic</td>
<td>Chief Executive Officer</td>
<td>LOUD</td>
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<tr>
<td>Mark Green</td>
<td>Chief Executive Officer</td>
<td>The Monkeys</td>
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<tr>
<td>Mark Harricks</td>
<td>Executive Creative Director</td>
<td>The Works Sydney</td>
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<tr>
<td>Melinda Geertz</td>
<td>Chief Executive Officer</td>
<td>Leo Burnett Melbourne</td>
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<tr>
<td>Michelle Hutton</td>
<td>Chief Executive Officer</td>
<td>Edelman</td>
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<tr>
<td>Russ Mitchinson</td>
<td>Head of Strategy</td>
<td>Leo Burnett</td>
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<tr>
<td>Suzie Shaw</td>
<td>Chief Executive Officer</td>
<td>Host</td>
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<tr>
<td>Wilf Sweetland</td>
<td>Executive Producer/Managing Director</td>
<td>The Sweetshop</td>
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</tbody>
</table>
The 2014 Communications Council team

Margaret Zabel  
Chief Executive Officer  
(02) 8297 3800

Genevieve Murphy  
National Membership Manager  
(02) 8297 3830/ 0411 157 347

Hayley Warwick  
Communications and Public Affairs Manager  
(02) 8297 3806/ 0448 898 334

Danielle Norrish  
State Manager WA  
0409 090 009

Hanns Bergs  
Professional Development and Member Services Manager QLD  
0438806195

Audrey Maxwell  
Professional Development and Member Services Manager VIC  
0417475631

Michelle Wye  
Professional Development and Member Services Manager SA  
0478 768 58

Jo Libline  
Events and Sponsorship Manager  
(02) 8297 3809

Jean Probert  
Events Coordinator  
(02) 9223 0984

Linda Anderson  
Professional Development Manager  
(02) 8297 3842

Shane Dingwall  
Information and Web Manager  
(02) 8297 3808

Sara Lisboa  
Membership Executive and Office Manager  
(02) 8297 3800

Alfred Kim  
Finance Manager  
(02) 8297 3804
Thank you to everyone who has contributed to our initiatives and events over the past twelve months. Our supporters have been extremely generous with their time and expertise, from participating in committee discussions and consultation, to judging awards and leading professional development programs. We are very grateful for your help.
Looking ahead

Last year we set out to transform The Communications Council with a five year strategic plan, building on existing strengths and introducing a number of new initiatives to ensure we continue to deliver increasing value to our members.

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>1 - 2 years</th>
<th>3 - 5 years</th>
<th>5+ years</th>
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</thead>
<tbody>
<tr>
<td><strong>Industry Leadership</strong></td>
<td>Establish consistent membership structure and standards</td>
<td>Consolidate IPA association</td>
<td>Insights centre Cross industry association eg AA UK model</td>
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<td></td>
<td>Enhance guidance services (legal and employment)</td>
<td>Further evolve advice (further develop eg agency management, financial)</td>
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<td></td>
<td>Develop best practice guides and leverage IPA library and expertise</td>
<td>Commission Australian industry reporting eg Bellwether</td>
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<td></td>
<td>Introduce industry studies and publications; work cross industry as relevant</td>
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<td></td>
<td>Introduce more financial benchmarking (eg agency cost survey, census)</td>
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<tr>
<td><strong>Professional Development</strong></td>
<td>Refresh AWARD School</td>
<td>Expand AWARD Craft</td>
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<td></td>
<td>Launch AWARD Craft</td>
<td>Evolve Graduate Program</td>
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<td></td>
<td>Update Graduate Program</td>
<td>for specialist streams</td>
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<tr>
<td></td>
<td>Launch IPA Qualifications &amp; Courses (Phase 1)</td>
<td>Expand IPA Courses &amp; Workshops (Phase 2)</td>
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<tr>
<td></td>
<td>Establish specialist insight seminars – APG, AMG, PRC</td>
<td>(Phase 3)</td>
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<tr>
<td><strong>Commercial Creativity &amp; Effectiveness</strong></td>
<td>Grow reach and impact of Effies</td>
<td>Develop a centre of excellence for effectiveness</td>
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<td></td>
<td>Establish D&amp;AD partnership</td>
<td>Broaden AWARD Awards creative footprint</td>
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<tr>
<td></td>
<td>Establish Semi Permanent partnership</td>
<td>Showcase advertising via festival partners</td>
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<td></td>
<td>Build state ADC partnerships</td>
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**New membership benefits**

- Expanded member guidance and advice service, including two complimentary legal clearances per year
- Economic Contribution of Advertising Report
- Best Practice Agency Selection Guidelines
- Significant member discounts for the new IPA Professional Development program
- Access to a range of IPA research and best practice studies
- Research and recommendations regarding the culture of malicious and unconstructive commentary on trade publications
- Formalising agreements with key industry partners D&AD and Semi-Permanent

Value for agency members is optimised through ongoing team participation in CPD. These benefits, in addition to our calendar of events and programs, offer your agency the opportunity to be a part of a strong and prosperous industry.

For more information on how to maximise value for an agency of your size, contact The Communications Council to discuss further.
# 2015 Calendar

## Professional Development Seminars

<table>
<thead>
<tr>
<th>Month</th>
<th>Seminars</th>
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<tbody>
<tr>
<td>January</td>
<td>APG Insights Series: Effectiveness (NSW, VIC, WA)</td>
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<tr>
<td></td>
<td>APG Breakfast Club (NSW, VIC)</td>
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<td></td>
<td>AMG Insights Series (NSW, VIC)</td>
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<td></td>
<td>PRC A Conversation With... (VIC, NSW)</td>
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<td></td>
<td>PRC Networking Session (NSW)</td>
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<tr>
<td>February</td>
<td>APG Insights Series – AWARD Case Study (NSW, VIC)</td>
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<tr>
<td>March</td>
<td>APG Insights Series – AWARD Case Study (NSW, VIC)</td>
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<td>PRC Forum (NSW, VIC)</td>
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<td>April</td>
<td>APG Insights Series (VIC, SA, WA)</td>
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<td></td>
<td>APG Breakfast Club (NSW, VIC)</td>
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<td></td>
<td>AMG Insights Series (NSW, VIC)</td>
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<td></td>
<td>PRC Networking Session (VIC)</td>
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<tr>
<td>May</td>
<td>PRC Forum (NSW, VIC)</td>
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<tr>
<td>June</td>
<td>APG Insights Series (WA)</td>
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<td></td>
<td>APG Breakfast Club (NSW, VIC)</td>
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<td></td>
<td>PRC Networking Session (NSW)</td>
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<tr>
<td>July</td>
<td>APG Insights Series – Cannes Showcase (NSW, VIC)</td>
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<td></td>
<td>AMG Insights Series (NSW, VIC)</td>
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<td></td>
<td>PRC Forum (NSW, VIC)</td>
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<tr>
<td>August</td>
<td>APG Insights Series (SA, WA)</td>
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<td></td>
<td>APG Breakfast Club (NSW, VIC)</td>
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<td></td>
<td>Networking Session (VIC)</td>
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<tr>
<td>September</td>
<td>APG Insights Series (NSW, VIC)</td>
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<td></td>
<td>AMG Insights Series (NSW, VIC)</td>
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<td></td>
<td>PRC Forum (NSW, VIC)</td>
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<tr>
<td>October</td>
<td>APG Insights Series (WA)</td>
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<td></td>
<td>APG Breakfast Club (NSW, VIC)</td>
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<td></td>
<td>A Conversation With... (NSW, VIC)</td>
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<tr>
<td>November</td>
<td>APG Planning Idol (NSW, VIC)</td>
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<td></td>
<td>PRC Networking Session (NSW)</td>
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<tr>
<td>December</td>
<td>APG Breakfast Club (NSW, VIC)</td>
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<td></td>
<td>PRC Christmas Lunch (NSW, VIC)</td>
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</table>
AdSchool timetables for all member states will be available at [www.adschool.org.au](http://www.adschool.org.au) in January 2015

<table>
<thead>
<tr>
<th>IPA program</th>
<th>Awards and leadership forums</th>
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<tbody>
<tr>
<td>IPA Commercial Certificate</td>
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<tr>
<td>IPA LegRegs</td>
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<tr>
<td>IPA Inspirational Foundations (NSW, VIC)</td>
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</tbody>
</table>
| IPA Foundation Certificate (exam) | Creative Leadership Forum: Dan Wieden  
AWARD Awards |
| IPA Eff Test |  |
| IPA Strategic Planning (NSW) | Semi-Permanent - AWARD Speaker |
| IPA Search Certificate (TBC) |  |
| IPA Strategic Planning (VIC) |  |
| IPA Client Service (NSW) | Leadership Forum: Economic Value of Advertising (TBC) |
| IPA Client Service (VIC) | APMA Star Awards |
| IPA Campaign Planning (NSW) | Australian Effie Awards |
| IPA Campaign Planning (VIC) | APG Planning Idol |
| IPA Campaign Planning (VIC) | Bravol Healthcare Awards |
looking to get some industry credibility?

Enrol now in Australia’s best international professional development program. In a world first, the IPA is partnering with The Communications Council to bring their award-winning globally recognised qualifications to Australia.

Online qualifications
- IPA Foundation Certificate
- IPA Foundation Certificate
- IPA Epp Test
- IPA Commercial Certificate
- IPA LegReg Certificate
- IPA Search Certificate

Experiential courses
- IPA Strategic Planning
- IPA Campaign Planning
- IPA Client Services

Register now at communicationscouncil.org.au