



**Female Leaders of
Tomorrow:**

MENTORING PROGRAMME OVERVIEW



PILOT PROGRAMME

FEMALE LEADERS OF TOMORROW: MENTORING PROGRAMME OVERVIEW



Female Leaders of Tomorrow is a Mentoring Programme launched by the IMAA to guide and support emerging female leaders within the independent industry as they navigate their career paths and progress within media.

This programme aims to create a support network between accomplished industry leaders (mentors) and programme participants (mentees). The programme aims to provide valuable guidance, knowledge sharing, and professional development opportunities through the creation of this network.

Through a collaborative relationship, mentees will have the opportunity to learn from the wisdom and experiences of their mentors, gain valuable industry insights, expand their professional networks, and enhance their skills and capabilities. Ultimately, the mentor programme seeks to empower mentees, support their growth, excel in the industry, and enable them to achieve their career goals.

OVERVIEW OF THE PROGRAMME

Wendy Gower has been appointed to facilitate this programme on behalf of the IMAA. With a long track record of agency leadership, Wendy now runs her own training, coaching and mentoring consultancy, WeGrow, which specialises in the communications industry.



She has a background in large global media agencies, holding leadership roles across London, Sydney, and Melbourne and working closely with some of the world's leading brands. Leading and developing Teams and Client relationships was always her passion.

The program itself was designed as a hybrid of both face-to-face and online sessions, which will be both facilitated by Wendy and then individually between mentors and mentees.

Initiated by Angela Smith, DE&I lead for the IMAA and CEO of AFFINITY Media. AFFINITY is globally recognised for delivering proven ROI, with over 70 effectiveness awards since 2016. The success of this thinking culture has been built through creating an environment where people's needs are at the core, as acknowledged by AFRBoss Australia Most Outstanding Practice – Employee Wellbeing in 2022.



Her long & winding career as a scientist, lawyer and, more recently, agency head for over a decade has enabled Angela to bring a unique point of view to the employee experience. Passionate about enabling innovation by bringing together people of all backgrounds, as well as the fundamental principles of fairness. She has always worked to champion the cause of DE&I.

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PROGRAMME BENEFITS

This Mentoring Programme is highly regarded as a valuable learning and networking opportunity, offering a carefully curated group of accomplished mentors who will support and facilitate the professional growth of mentees from within the independent sector.

There is a broad range of proven benefits that a mentoring relationship of this type can provide, including:

- Access to highly experienced media experts that will be vested in your success.
- The ability to gain highly relevant practical insights, guidance, and advice.
- Develop your interpersonal and communication skills.
- Help you overcome career challenges and roadblocks.
- Support your career development ambitions.

PROGRAMME OBJECTIVES

Ultimately, our vision is that this programme will support an increase in the number of women in senior leadership roles in our industry; but the IMAA is also looking for this program to deliver a wide range of ambitious outcomes;

FOR MENTEES:

- A sought-after learning and networking opportunity.
- An impactful aspirational programme.
- A career milestone/accolade and recognition that they have been identified as talent within their agency.
- A programme 'that fits in with their day job'.

FOR MENTORS:

- To participate in a rewarding programme that will inspire and empower Female Leaders of Tomorrow.
- Mentoring is always two-way, with the mentor typically benefiting by sharing insights and supporting the mentee's career journey.
- To align their professional brand with this progressive programme.
- A career milestone that allows the mentor to give back to the industry.
- A programme 'that fits in with their day job'.

AS A PROGRAMME:

- To support and enable future female leaders to thrive in the communications industry.
- To be highly regarded across the broader communications industry, outside of just media agencies.
- To create an enduring programme that builds momentum, scale and credibility each year.
- To create a sense of premium and exclusivity for the independent sector.

FOR AGENCIES:

- For their staff to participate in a programme that builds skills, capabilities and confidence.
- To outwardly support the development of females in their agency and the development of future leaders across the market.
- Implement a reward and recognition programme for future leaders at a minimal cost.

FOR THE IMAA:

- An asset to the IMAA community.
- Creating a programme that addresses the gender gap and actively supports women in our industry.
- A statement of our commitment to DE&I.

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PROGRAMME LOGISTICS

LOCATIONS:

This programme will be run in both Sydney and Melbourne, with mentors based in each state. Applicants are welcome to apply from any state; the only condition is that if they are selected as mentees, they must attend the face-to-face launch and arrange for face-to-face time with their mentors. (Travel is an additional cost at the mentees' expense.)

MENTORS:

The IMAA has carefully selected a group of exceptional women and men who are industry leaders, recognising their potential to contribute to this programme greatly. We firmly believe that these inspiring individuals will serve as invaluable assets, providing the necessary support and guidance to empower our emerging female leaders and ensure the success of this programme.

MENTEES:

This programme is exclusively available to members of the IMAA and designed for individuals who currently hold Manager / Director positions and have a minimum of 5 years of experience in any media agency discipline, such as Investment, Strategy, Client Lead, Data, Tech, Sales, etc.

It involves a thorough application process, as the programme has been designed to be recognised as a significant career milestone and achievement for mentees. To cover the costs of facilitating this programme, there is a fee of \$990 (ex GST) and, if the applicant is outside of Sydney or Melbourne, additional travel expenses. Applicants will only be invoiced should the applicant be successfully chosen for this programme.

SELECTION PROCESS

MENTEES:

This programme is a serious commitment by mentors, so it is imperative that the mentees involved are committed not only to the programme but their own personal development.

For acceptance into this programme, members need to apply by creating a short 2 mins video, obtaining a letter of endorsement from their MD/GM/CEO and submitting an application.

The IMAA Committee will then select the mentees from those submissions.

MENTEE / MENTOR PAIRINGS:

To ensure that both mentors and mentees are engaged with the programme, pairings will initiate following a 'Speed Dating' introduction, with both mentors and mentees having an opportunity to meet and determine where they believe is the best fit. Following this session, based on preferences and suitability, the programme facilitator will match mentees/mentors.

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PROGRAMME MENTORS



Cathy O'Connor - oOh!media CEO

One of Australia's most recognised media industry leaders, Cathy O'Connor, became CEO of oOh!media in January 2021 following 12 successful years at the helm of Nova Entertainment.

She is leading the strategic evolution of oOh!'s business model at a time of rapid change, capitalising on the company's significant investments in data, audience insights, content and creativity to target sustained growth.

Before joining oOh!, Cathy helped transform Nova into a multi-platform entertainment business, spending 17 years in total with the company. Prior to that, she held several management roles at Austereo, after starting her career in radio advertising sales at 2SM and 2GB.

Cathy is a Governor of the Cerebral Palsy Alliance Research Foundation, Chair of the Sony Foundation, and previously served on the Commercial Radio Australia Board. Her numerous career achievements include a Telstra NSW Business Women's Award for the Private Sector, a Centenary Medal for Service to the Australian Society in Business Leadership and induction into the Commercial Radio Hall of Fame.

A Graduate of the Institute of Company Directors (GAICD), Cathy also holds a BA in Communications from the University of Technology Sydney."



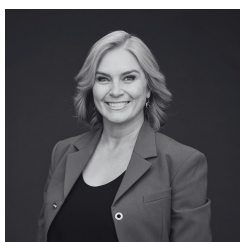
Lauren Joyce - ARN Chief Strategy & Connections Officer

Lauren has spent two decades in the media industry across media and creative agencies as well as media companies.

Operating primarily in strategic capacities, she has dedicated her time to assisting brands to convey their stories and establish connections with customers. Her unwavering passion lies in blending the power of audio with insight-led thinking, resulting in content worth spending your time on.

Lauren has been locally and internationally recognised for her work and contributions to the industry. In 2022, she was named B&T's Women in Media Marketer of the Year and was the recipient of the Chief Executive Women's Maureen Kerridge Scholarship. Lauren is currently ARN's Chief Connections Officer responsible for digital content, PR, marketing, promotions and business intelligence. Prior to that, she was Head of Strategy for Mamamia. Lauren currently sits on the board of Emotive, an independent creative agency, and is part of Commercial Radio & Audio's Brand Committee.

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Nikki Rooke - Nine Sydney Sales Director

Nikki Rooke is the Sydney Sales Director for The Nine Entertainment Group, where she has held the role for 12 months. Managing a sales team of 130 people, her remit is across Total TV, Total Publishing and Total Audio, ensuring advertisers drive results across Nine's converged online and offline ecosystem.

Prior to this, Nikki held senior sales leadership roles at SCA, Channel Seven and Turner Broadcasting.

Nikki's passion lies in fostering and empowering high-performance teams with a focus on market-leading capability and positive team culture.



Lara Brownlow - LinkedIn Head of Channel Sales APAC

Lara is a sales and marketing leader with 20+ years of experience working for some of the largest tech companies in the world.

Currently, as part of LinkedIn's Global Channel Sales leadership team, Lara leads the Asia Pacific business, where her team is focused on partnering with both growth and emerging plus enterprise-level technology companies to develop innovative business plans and Integrations that drive mutual benefit for LinkedIn and our customers.

Lara has spent the last 12 years working in the Tech/Digital space working for both LinkedIn & Meta and prior to that, she spent 7 years working in offline media sales, making her an allrounder in both online and offline advertising.

With over 14+ year's experience managing teams, Lara is passionate about creating a positive sales culture and mentoring staff to reach their full potential. Lara is a big advocate and spokesperson for Diversity & Inclusion and the benefits to business and, more importantly, society. Currently, she is an executive sponsor for LinkedIn's employee resource group 'Embrace', whose mission is to amplify the experience of underrepresented groups, including immigrants, refugees, ex-pats and first-generation employees, and more to promote cultural understanding, empathy and allyship.

Lara has been named on B&T's 'Top Most Powerful Women in Media Australia' shortlist for the last 2 years as well as many other accolades like Emerging Leaders by Adnews.

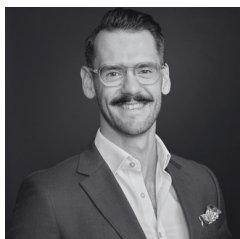
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Mark Fairhurst - QMS **Executive General Manager**

Mark Fairhurst has been leading teams, managing change and shaping business performance for more than 25 years across a broad range of media channels, including Agency, Publishing, TV, Digital and OOH. Some of the key roles include GM – Fairfax Sunday Publications, Advertising Director SMH/SH, Director of Sales – SBS, GM – Sales AUNZ APN Outdoor and now Executive General Manager at QMS Media. This experience has allowed Mark to be at the forefront of significant change in our industry, such as digital disruption in publishing, creating the first in-house Sales Division at SBS, leading the charge on the digitisation of OOH and leading some amazing (and award-winning) teams along the way.

Always focussed on performance, common themes for Mark are managing change, building teams and creating a performance culture. A key part of creating a performance culture is providing opportunities for the next generation of leaders to stretch, grow and develop beyond the current role and the foundation provided. Along the way, Mark has had an impact on the development of a significant number of leaders, now driving the next wave of progress and change in the media industry.



Liam Loan-Lack - CMC Markets **Head of Marketing APAC & Canada**

Liam started his career in Intellectual Property Law before transitioning into Marketing. Since then, he has worked in the US, UK and ANZ on some of the world's largest B2C / B2B brands, such as Amazon, American Express, Accenture, Officeworks and Specsavers. Educated at the London School of Economics and the Institute of Practitioners in Advertising, Liam is an expert in the practical application of marketing principles - winning x3 Effies for integrated client work.

His transition to client-side started when he became CMO of one of Australia's fastest-growing Multi-channel retail brands, My Muscle Chef, before switching categories to CMC Markets, an FTSE 250 business and Australia's second-largest stockbroker. Liam also consults with agencies & brands on growth strategy and is a Non-Executive Director of one of Australia's leading influencer & talent agencies, Hoozu.

As a Marketing Academy Scholar, Liam is energised by giving back to the Marcomms community through developing best practice approaches to the commercialisation of marketing and is a strong supporter of greater diversity in both the media and finance industry – most recently, being a judge for B&T's Women in Media awards.

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Melinda Petrunoff - Pinterest

Country Manager for Australia and New Zealand

"Melinda Petrunoff is the Country Manager for Australia and New Zealand at Pinterest. Based in Sydney, Melinda's tasked with leading the team to increase advertising growth, supporting relationships with brands, and ensuring Pinterest is the best possible localised experience for the millions of people using the platform in Australia and New Zealand every month.

Melinda has more than 20 years of leadership, sales, marketing and operations experience building successful digital businesses across Asia and the Pacific, including helping grow Facebook across the APAC region. Since 2015, Melinda has volunteered as a board member of OzHarvest, where she is currently responsible for leading the strategy committee."



Gaye Steel - Academic Lecturer Torrens University Australia

Marketing and Content Director Consultant

Gaye Steel is a highly experienced marketing professional with a remarkable career spanning over 25 years. Her extensive expertise extends to both the client and agency side, covering various sectors, including FMCG, Retail, Franchise, and Telco. She has held key management positions at renowned companies such as Reckitts Benckiser, McDonald's, and Telstra.

As a driving force behind the Regional Media Education program for Boomtown, Gaye designed, developed and delivered masterclass sessions to over 1000 media professionals during the past 3 years.

Gaye's reputation in the marketing industry is well-deserved, and she is admired for her dedication to nurturing the next generation of marketers and media professionals. Her influence is widespread, as she is frequently invited to judge industry awards, serve on Boards and panels, conduct workshops, and contribute articles and opinion pieces. Moreover, she is an accomplished academic, having served as a marketing university lecturer for an impressive 19 years.

Being recognised by B&T in 2015 as one of Australia's top 50 Women in Media, Gaye's achievements stand among those of high-profile, influential women. Most recently, her leadership has been instrumental in developing multiple capability offers that bolster the marketing and leadership performance of numerous iconic Australian organisations and global APAC teams. A trusted mentor, Gaye is a valued contributor to the industry and community.

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Andrea Salmon - SCA National Head of Audio Sales

Andrea Salmon is the National Head of Audio Sales at SCA, representing the Hit and Triple M networks and LiSTNR across both the Metro and Regional markets. Andrea is a commercially focused sales leader across radio and digital audio platforms, with responsibility for developing and executing SCA's commercial sales strategy nationally across all audio assets.

With a career spanning more than 20 years in the print, audio and digital sectors, Andrea is known for her commitment to establishing successful and long-term client partnerships and developing future sales leaders. She is driven by continuous improvement and innovation within the media advertising sector and motivated by rewarding outcomes for both clients and sales teams.



Peter Whitehead - ARN Chief Commercial Officer

ARN's Chief Commercial Officer, Pete Whitehead, has more than twenty-five years of experience in media sales, with the last fifteen years in senior leadership roles.

After beginning his media career in regional radio, Pete spent fourteen years with SCA, where he held several roles, including five years as Melbourne Sales Director. He then made the move to oOh! Media, where he spent four years as National Sales Director.

He returned to the audio world in 2016, joining ARN as Commercial Director, and has been in the role of Chief Commercial Officer for the past five years.

In his role, Pete is responsible for ARN's revenue performance across Metro Radio, Regional Radio and Digital Audio platforms and oversees a number of commercial functions, including sales, campaign design & delivery, creative & pitch and strategy.

ARN is one of Australia's leading Broadcast and On-demand audio companies, owning/representing 105 radio stations and 46 DAB+ stations nationwide in addition to the digital entertainment platform iHeartRadio and is Australia's #1 podcast publisher.

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Natalie Warren-Smith - Westpac **Head of Strategic Marketing**

A strategic and commercially driven leader with 25 years of experience in senior marketing positions in retail, financial services and FMCG and, additionally, executive client and marketing agency experience. Natalie has worked on and with some of the world's leading brands, including Westpac, Myer, Kmart, Disney, Mars, Fonterra, NAB, Motorola, Proctor and Gamble and more.

Natalie's ability to deliver brand transformations, create clear and ambitious marketing strategies, buy and plan media to maximise audience opportunity and manage complex agency negotiations have been the backbone of her successful career.

Natalie is passionate about nurturing girls and women of all ages to have the confidence and resilience to achieve their dreams.



Rachel Page - Seven **Network Digital Sales Director**

Rachel is an established omni-media professional and passionate people leader. With more than 25 year's experience, she has a track record of creating high-performance teams that deliver great results. Rachel's background spans the media and advertising industry, having held senior roles in TV, out-of-home, sports marketing, radio and tech, including Network 10, Pandora Internet Radio, Ninemsn and Yahoo.

Rachel's human and helpful approach won her B&T's Best of the Best award for Commercial Director in 2021, along with numerous team and individual awards. Rachel believes that providing strong support and mentoring for the next generation is more critical than ever before to ensure we continue to thrive and have fun!



Emma Fulford - Smiggle **Head of Marketing**

Emma Fulford is the Head of Marketing at Smiggle, the popular Australian-owned retail brand that is dedicated to creating innovative and fun school and lifestyle products for children around the world. Smiggle now has over 300 retail stores in the United Kingdom, the Republic of Ireland, Singapore, Malaysia and New Zealand, as well as Australia and operates 4 online e-commerce stores. Smiggle has also represented in a further 350+ department stores via wholesale "shop-in-shop" partnerships around the world.

With 20 years of experience in marketing to children, families and youth consumer segments, Emma has fostered and grown a significant number of domestic and international brands across categories, including stationery, toys, confectionery, nursery, sporting and gaming & tech products. With a passion for Brand Management, Emma enjoys leading and implementing the brand strategy, managing brand health and brand growth, and growing brand love through innovative retail activations & visual merchandising, clever brand advertising & promotion, consumer research & customer loyalty and much more. Emma is especially interested in the evolution of kids' targeted media and the challenges and opportunities that go with it!

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Amanda Connors - Total Beauty Network Global CMO

Amanda, a seasoned visionary brand marketer with an impressive track record of leading the transformation of Australian brands, has accumulated over two decades of experience in senior marketing positions for renowned companies such as Myer, Westpac, Priceline, endota spa and more recently, Total Beauty Network where she is Global CMO for health-conscious beauty brands; Inika, DB Cosmetics and RAWW superfood skincare.

Amanda has an exceptional track record in leading thriving differentiated brands. She is renowned as a visionary leader with the ability to inspire and guide large teams and stakeholders. Amanda possesses a unique talent for driving change, effectively communicating a brand's vision, and motivating her team to not only achieve that vision but disrupt the market.

Throughout her professional journey, she has consistently led, nurtured, and motivated teams in various domains, including brand management, new product development, customer engagement and loyalty programs, eCommerce, digital marketing, sponsorships and ambassador programs.

At her core, she embodies the essence of an earth mother, embracing a holistic approach to life and cherishing a wellness-centred lifestyle. She firmly believes that disconnecting from the chaos of everyday life and reconnecting with nature is the key to unlocking one's true potential and becoming the best version of oneself.



Karl Winther - Kogan.com CMO

Karl is the current CMO at Kogan.com and has held the most senior marketing roles at Bapcor (Autobarn, Midas), Australia Post, Officeworks, and Myer.

Karl has 20+ years' of leadership experience in brand management, advertising, communications, digital & data, retail, and eCommerce.

Teams led BY Karl have been awarded multiple Marketing effectiveness awards, including the GOLD 'Effie' for the most effective Australian Marketing team of the year. With a reputation as a change agent, you will struggle to find anyone as passionate about marketing leadership and the positive commercial impacts it can have on businesses.

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Andrew Wills - NOVA Entertainment Commercial Director

Father of three teenagers, Andrew has plied his media development across both screens and audio in a 25 year+ career. Commencing at the Nine Network in a support role, then moving through the commercial ranks at the Seven Network to eventually landing the Commercial Director role at Nova Entertainment.

Andrew has a passion for leadership and the development of others, as well as creating & nurturing an environment for happiness & success. His greatest achievements are his family as well as leading Nova Entertainment to the coveted Media i crown in 2018.

At Nova, Andrew has been acknowledged as Most Impactful Leader (2016) and the CEO Award (2019). Right now its all about working with the market to capitalise on the audio evolution that is upon us – a huge opportunity. Andrew has mentored many in market and is genuinely looking forward to this opportunity via the IMAA.



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COMMITMENT

The mentoring programme is designed to last for a period of 6 months, during which it is recommended that participants commit approximately 17 hours in total.

It is important for both mentors and mentees to attend the programme launch and be prepared to meet the mentoring benchmarks outlined below.

TIMELINE

This programme will run for six months, with the following timeline in place:

Tuesday, 1st August: PR announcement and call for mentee applications.

Friday 25th August: Applications close for mentees.

Tuesday, 29th August: IMAA announces selected mentees.

Sydney: Tuesday, 5th September at 5:30 pm: Launch & networking event for mentors and mentees.

Proposed:

- Mentor/mentee speed networking session
- Drinks & Canapes

Melbourne: Tuesday, 12th September at 5:30 pm: Launch & Networking event for mentors and mentees.

Proposed:

- Mentor/mentee speed networking session
- Drinks & Canapes

12th - 15th September: Pairing of mentor and mentee finalised

Friday 15th September: Mentor Pairings to be communicated to each participant.

The selected mentees will be invited to an online session with Wendy Gower

- 30-minute presentation covering
 - An introduction to the programme / what to expect
 - The Code of Conduct
 - Guidelines on how to get the most out of your Mentor / Mentee relationship

w/c 25th September: First 60-minute mentoring session to be conducted F2F

Oct / Nov / Jan / Feb: Ongoing Mentoring

- 1-2 sessions per month, depending on the mentor/mentee's decision
 - 1 x 60-minute session per month - F2F
 - 1 x 30-minute (optional) per month - Video

w/c 25th March: Programme wrap-up & Event (Sydney & Melbourne)

Agenda

- A panel of mentees and mentors on what they have learnt, key insights for them,
- How they have used and shared their learnings,
- Headline speaker and Q&A,
- A survey distributed for mentors/mentees to complete

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SUPPORTING DOCUMENTATION

The IMAA is committed to ensuring that throughout the duration of the Programme, the mentors and mentees are supported. A key element of success is ensuring that from the outset of the programme, there are clear expectations and an understanding of what is involved.

The following collateral will be supplied:

- Guidelines for Mentee – What's Mentoring and How to Get the Most Out of it?
- Guidelines for Mentors – How to be a Great Mentor.
- Mentoring Agreement for the Mentee and Mentor.
- Applicant Application.
- Applicant Evaluation.
- Clarifying Questions and encouraging statements Worksheet
- My Mentoring Goals Worksheet
- Mentee FAQ's

PR PLAN

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The IMAA is working with Third Avenue Consulting on a PR plan. Suggested content includes:

- A monthly column of mentor/mentee experience.
- Event pictures.
- Suggest the cohort write a short essay on at least one month covering 'the best thing I learnt this month'. The mentor either contributes or gets approval prior to print.

CONCLUSION

In conclusion, the Future Leaders of Tomorrow Mentoring Programme holds immense promise in fostering the growth and development of emerging leaders within our industry.

Through the guidance and support of experienced mentors, participants will have the opportunity to gain valuable insights, expand their skill sets, and build meaningful connections within their professional networks.

This programme represents a significant investment in the future of our industry as we cultivate a diverse and inclusive leadership pipeline. By equipping these talented individuals with the necessary tools and resources, we are nurturing a new generation of leaders who will shape the industry's future and drive innovation.

As we embark on this journey together, we are confident that the Future Leaders of Tomorrow Mentoring Programme will leave a lasting impact on the participants and contribute to a more vibrant, inclusive, and successful industry for years to come.

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ACKNOWLEDGEMENTS



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