

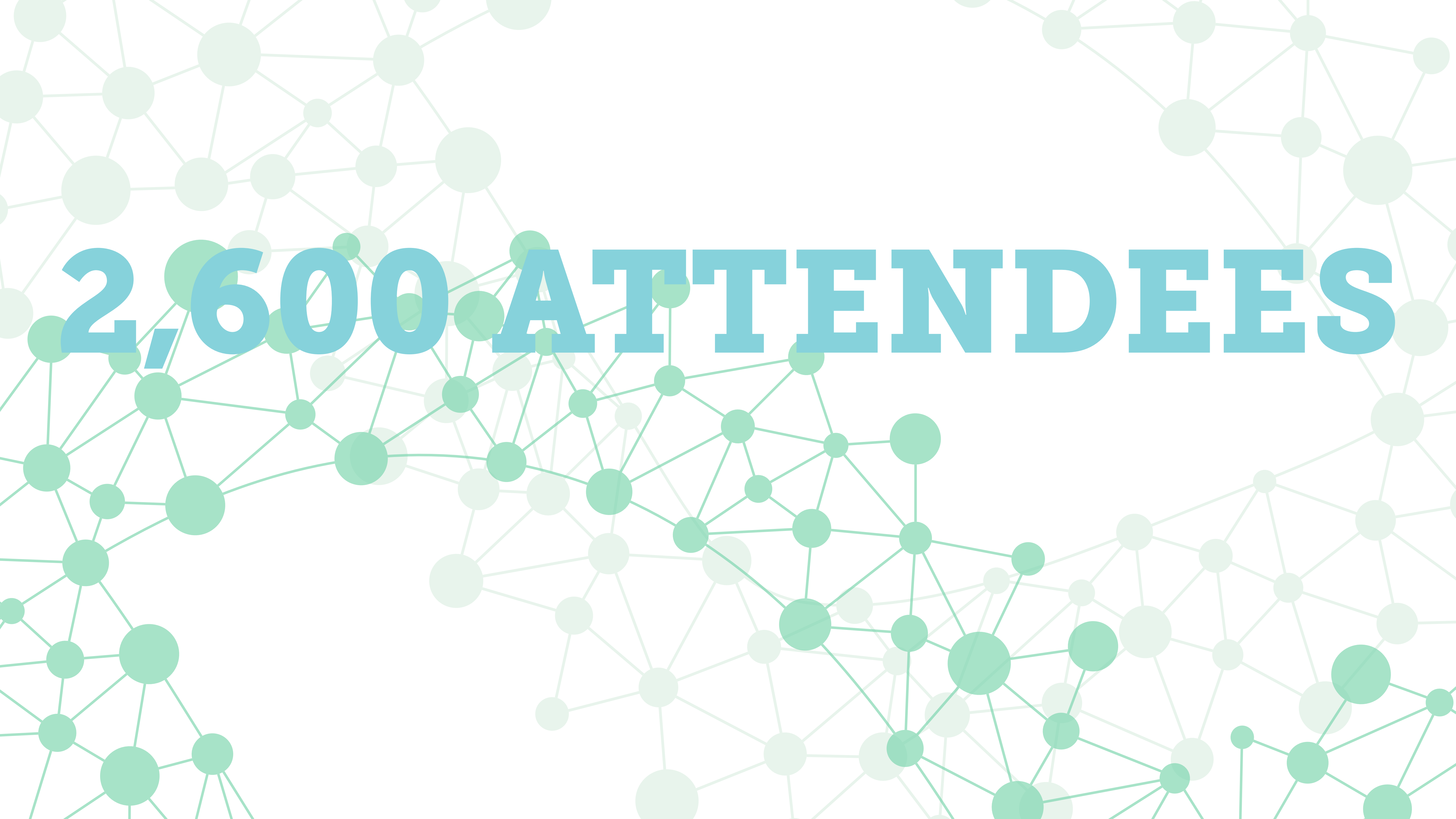


ANA

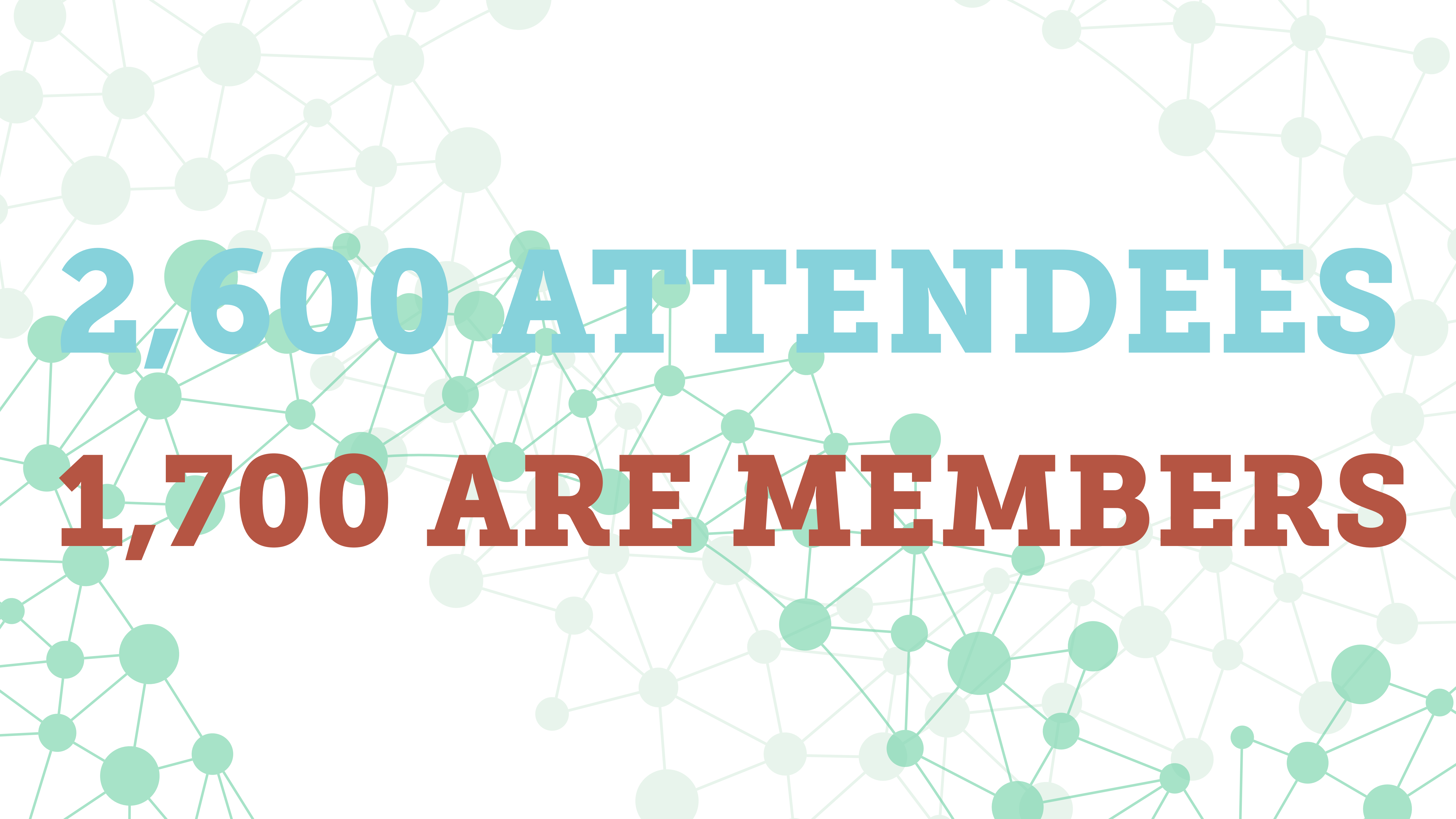
2017

**MASTERS OF
MARKETING**

CONFERENCE



2,600 ATTENDEES



2,600 ATTENDEES

1,700 ARE MEMBERS



ANA

2017

MASTERS OF

MARKETING

CONFERENCE



PARTNERS



PARTNERS



A + E

NETWORKS™



A + E

NETWORKS™



Westwood One

—EVERY**ONE**'S LISTENING—



Westwood One

—EVERY**ONE**'S LISTENING—



COMCAST
SPOTLIGHT[®]

COMCAST
SPOTLIGHT[®]

The background features a complex network of interconnected nodes and lines. The nodes are represented by circles of varying sizes, with some being a vibrant green and others a lighter, muted green. The lines connecting them are thin and light green, creating a web-like structure that fills the entire frame. The overall aesthetic is clean, modern, and tech-oriented.

AMOBEE

The background features a complex network of interconnected nodes and lines. The nodes are represented by circles of varying sizes, with some being a vibrant green and others a lighter, muted green. The lines connecting them are thin and light green, creating a web-like structure that fills the entire frame. The overall aesthetic is clean, modern, and tech-oriented.

AMOBEE

UNEQUALLED

NBCU

NBCUniversal

UNEQUALLED

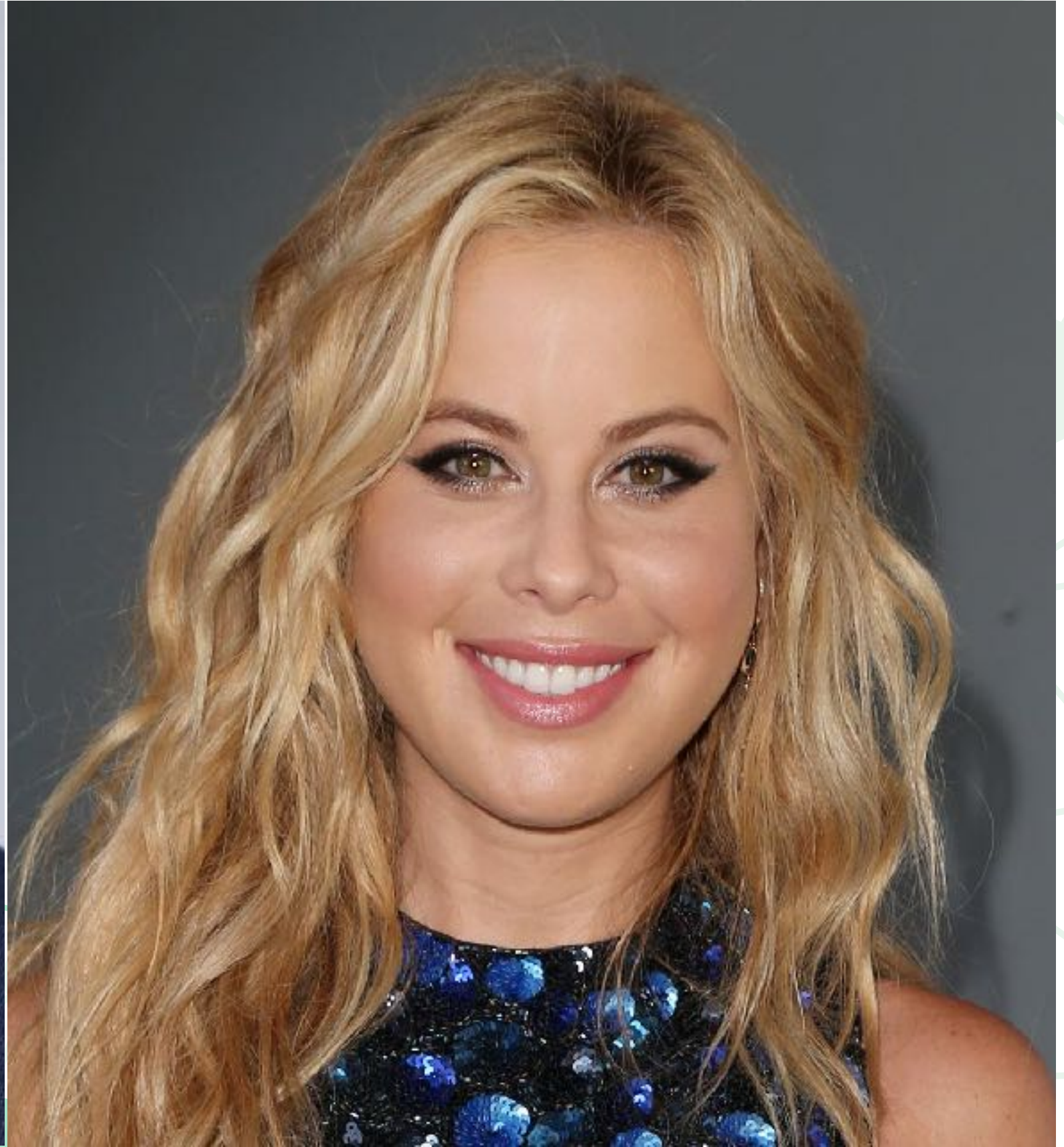
NBCU

NBCUniversal









STRATEGIC PARTNERS **ANA**

A+E
NETWORKS™

ACTIVE
INTERNATIONAL®

 **AppNexus**

 **AT&T**
AdWorks

Deloitte.
Digital

facebook

Google

 **meredith**

UNEQUALED
NBCU
NBCUniversal

quantcast®

Time Inc.

 **UNITED STATES**
POSTAL SERVICE®



FINAL

CUT



FINAL

CUT



AIOCE



AIOCE



ANA

2017

MASTERS OF

MARKETING

CONFERENCE







“Great marketing isn’t great unless it is validated by superb results, well developed brands and enduring business growth”.



A middle-aged man with a grey beard and balding head, wearing a dark blue suit, a light blue shirt, and a red tie, stands in front of a large window at night. The window shows a blurred cityscape with lights. The man is looking slightly to the right of the camera with a thoughtful expression.

“Growth is fundamental to life. It is an inherent part of being human. So is change. One of the most critical ways to turn change into growth is by building and constantly developing a strong brand”.





Gillette®



ANA

2017

**MASTERS OF
MARKETING**

CONFERENCE

The background features a complex network of interconnected nodes and lines. The nodes are represented by circles in various shades of grey and green, while the lines are thin and light grey. The overall effect is a dense, web-like structure that suggests connectivity and growth.

GROWTH:

MASTERING BRANDS

AND

DRIVING RESULTS

The background features a network of interconnected nodes and lines. The nodes are represented by circles in shades of grey and dark green, connected by thin grey lines. The overall pattern is dense and covers the entire frame.

GROWTH:

MASTERING BRANDS

AND

DRIVING RESULTS





HIGH SCHOOL



HIGH SCHOOL





ANA

2017

**MASTERS OF
MARKETING**

CONFERENCE

NASCAR
GREEN



TM

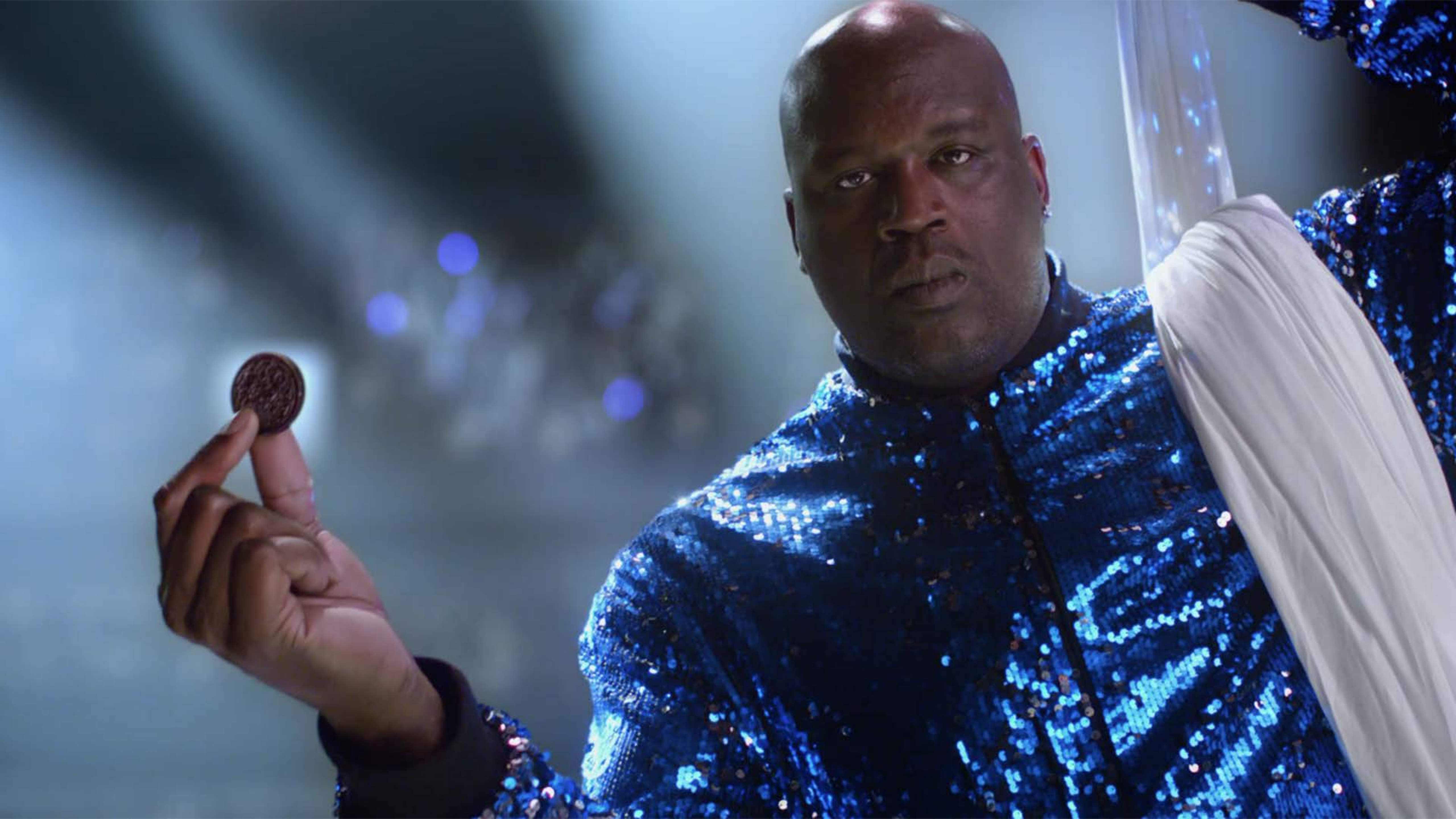






SECOND CHANCE PROJECT





OREO DUNK CHALLENGE

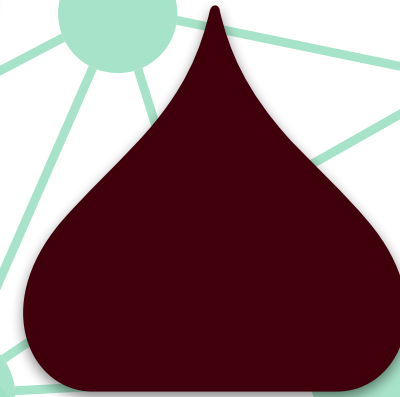




HERSHEY



HERSHEY



Reese's





ANA

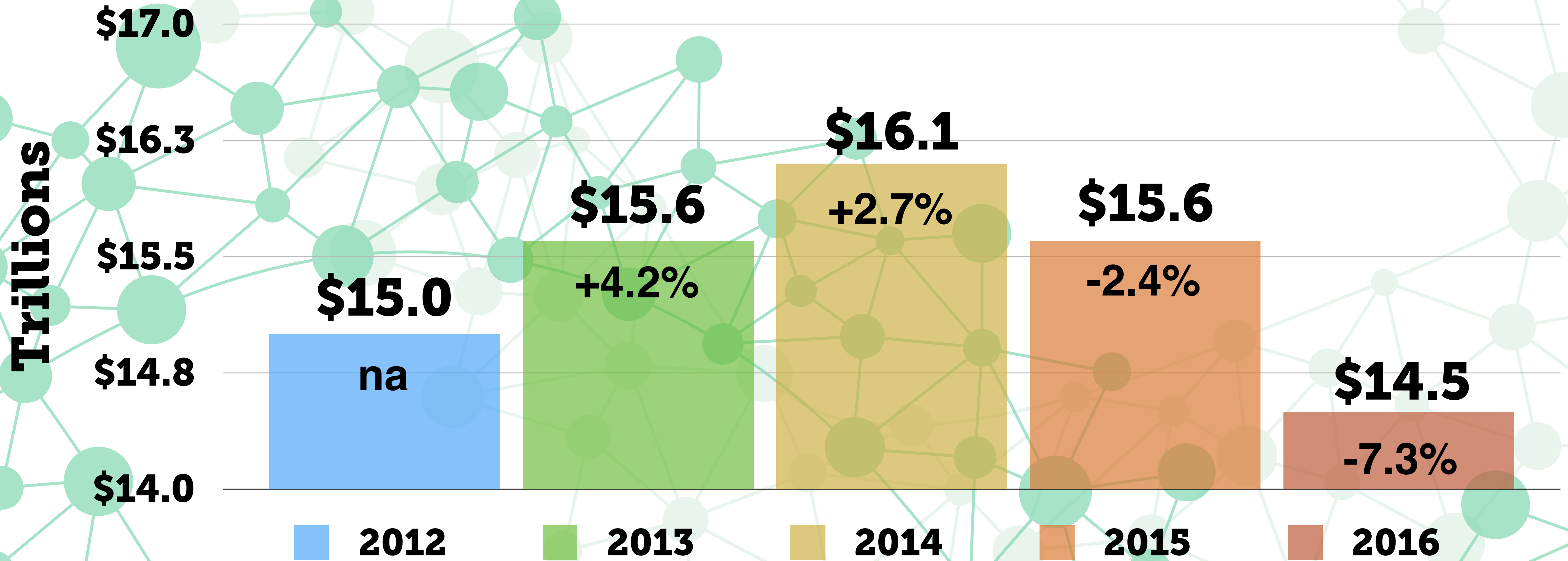
2017

MASTERS OF

MARKETING

CONFERENCE

U.S. Total Business Sales

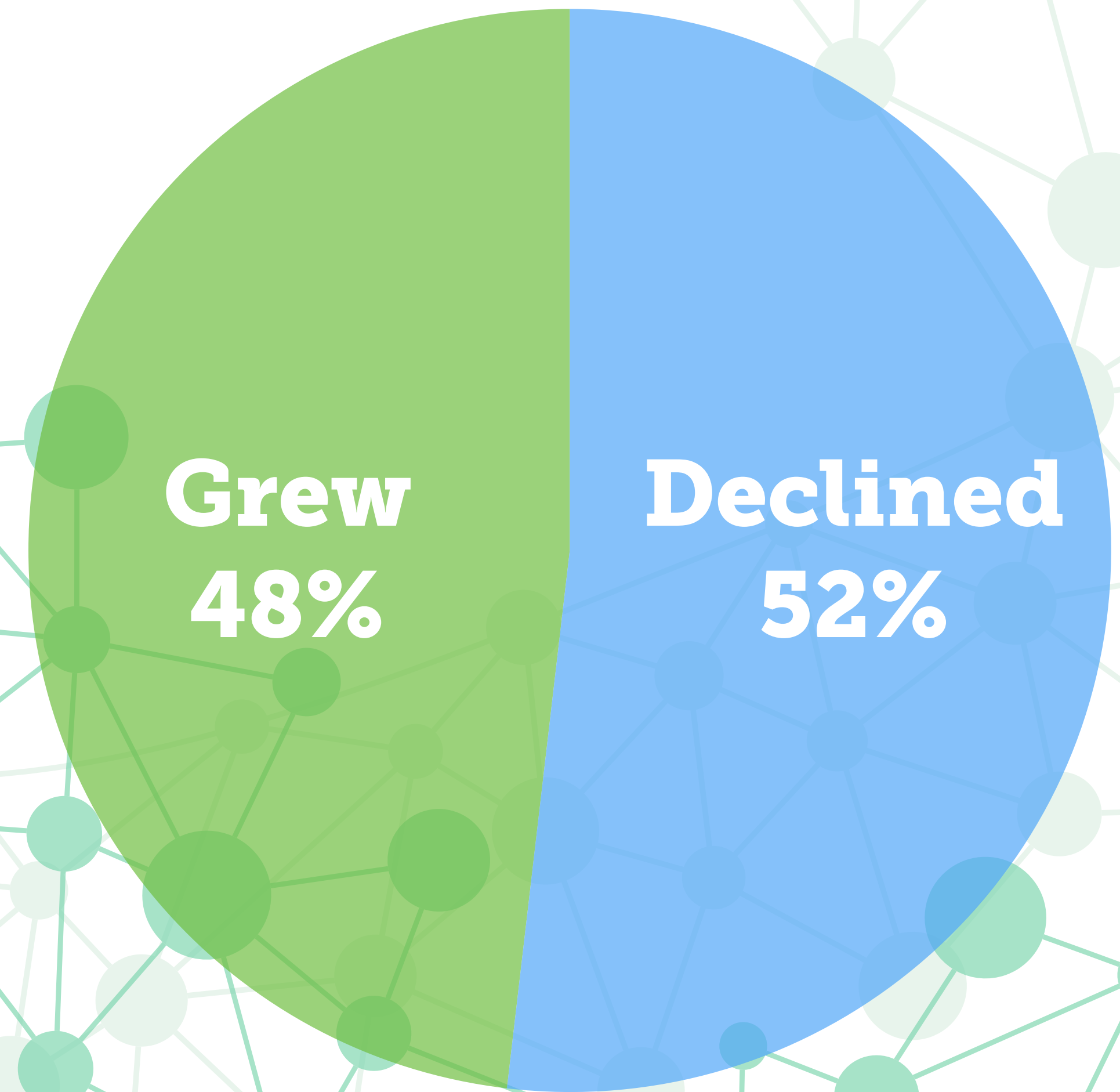


Fortune 500 Revenue Performance

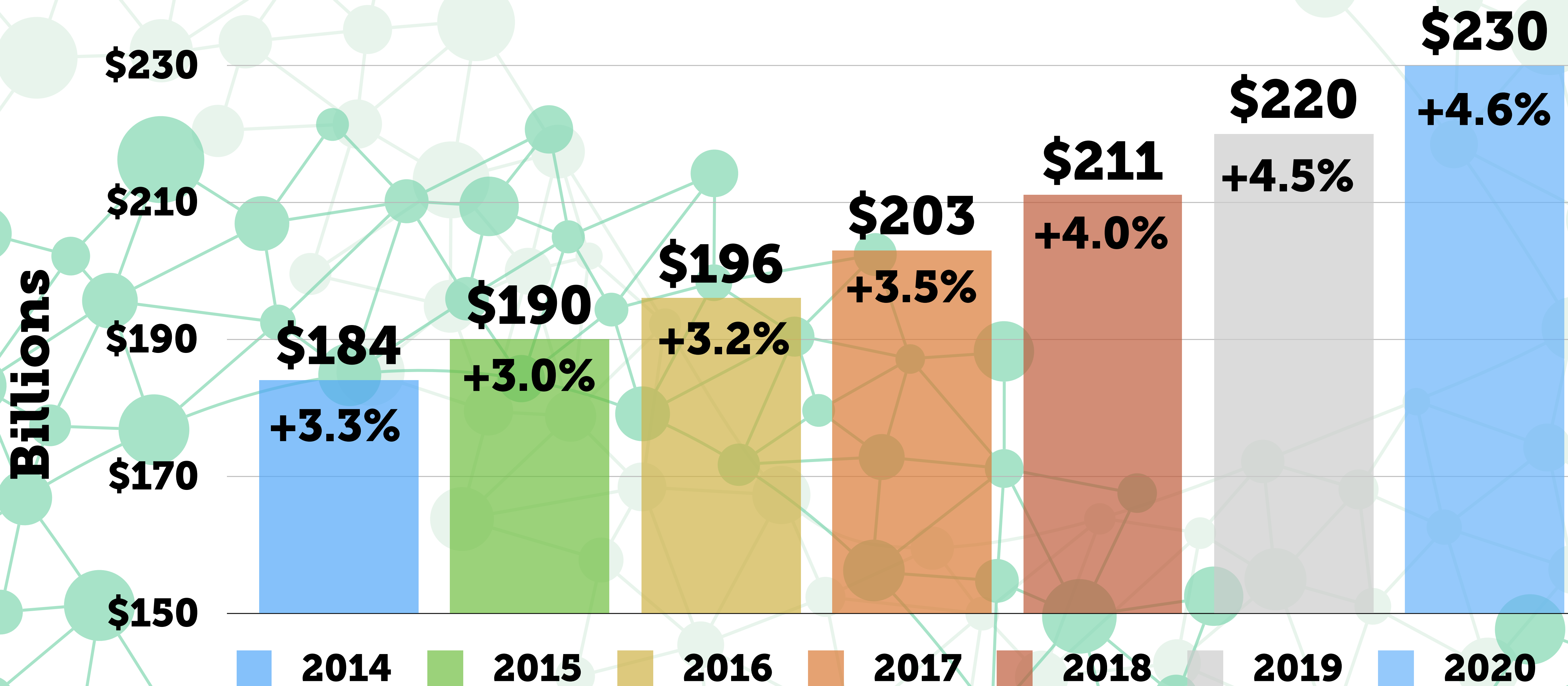
FORTUNE[®] 500

259 companies declined - 52%

**Of declining companies,
average decline equaled 9%**



Total Media Ad Spending





BORDERS®

**SPORTS
AUTHORITY**®

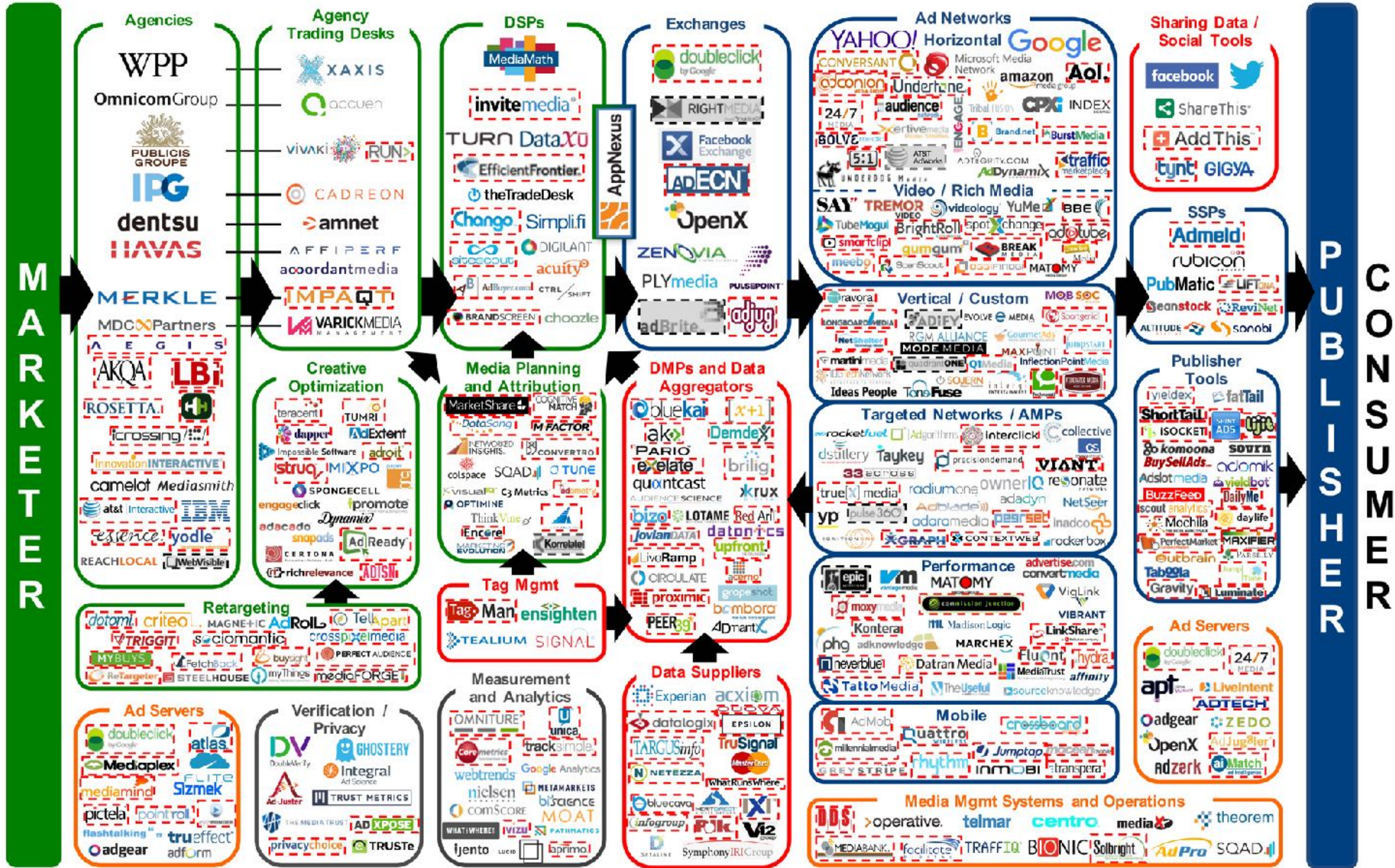
A&P

BLOCKBUSTER®

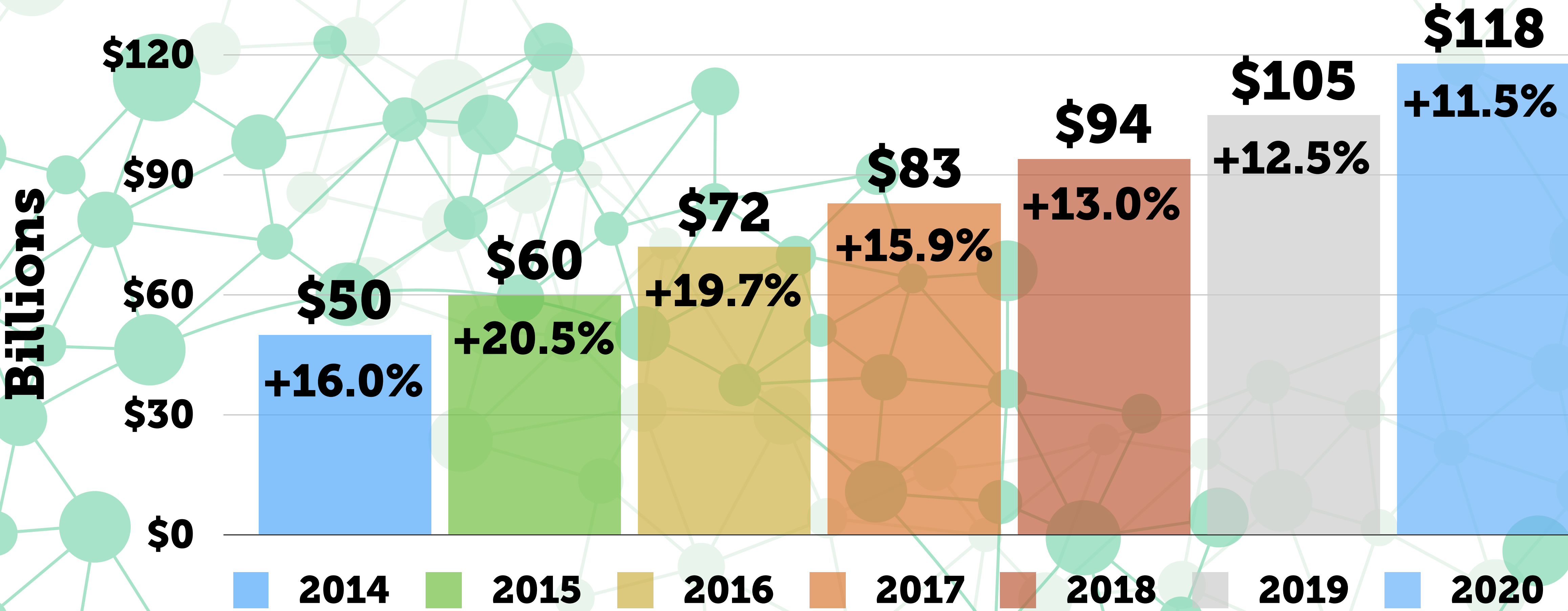
ENVIRON®



DISPLAY LUMAscape



Media Growth led by Digital



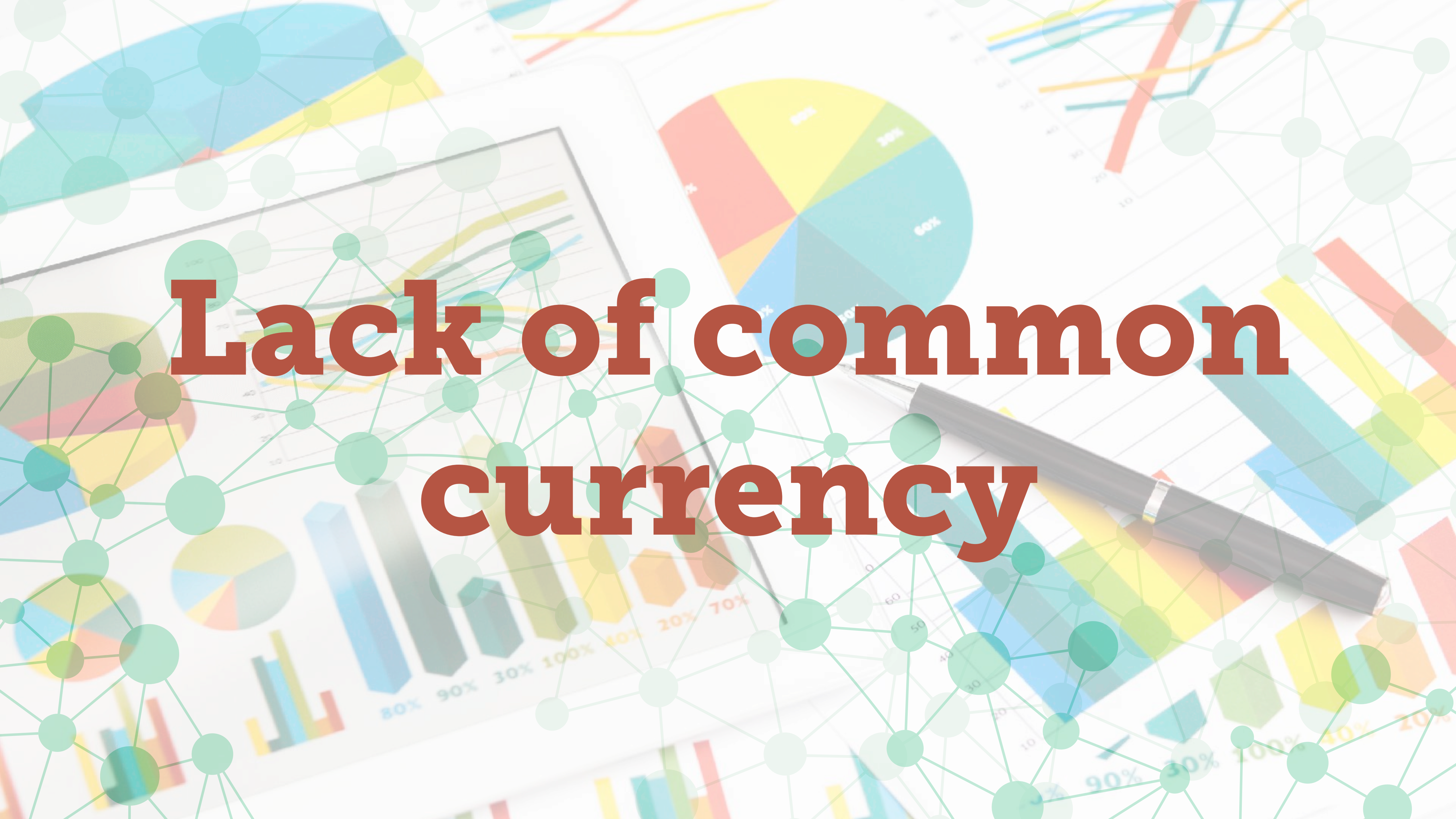
The Supply Chain Issue

**Only 25% of the
marketer's digital
dollar reaches the
consumer**

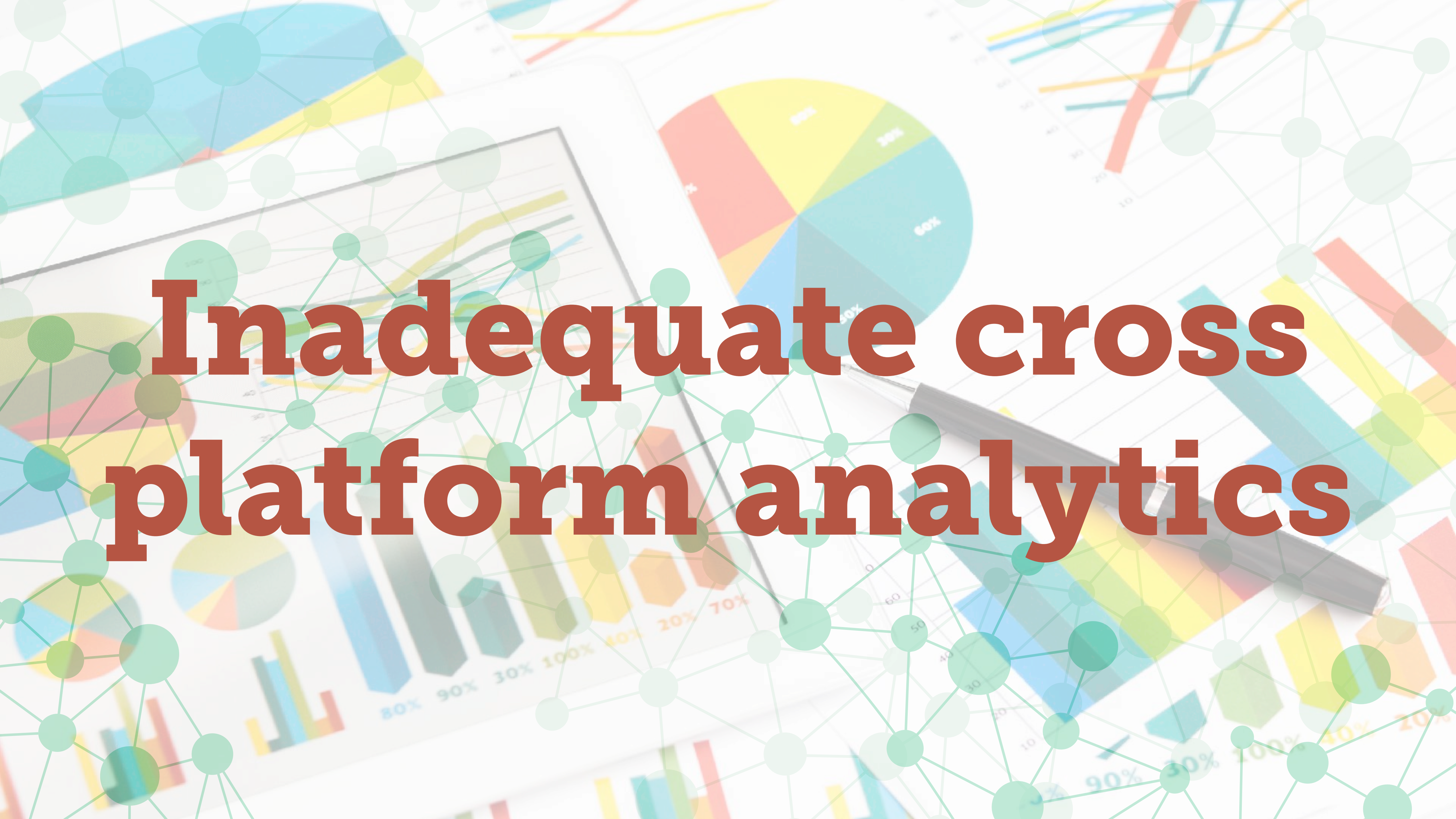
A close-up photograph of a man's face, looking down. A yellow sticky note with the word "HELP" written in black marker is placed over his eyes. He is wearing black-rimmed glasses. In the foreground, there is a large, messy pile of yellowed, crumpled papers. The background is dark and out of focus.

HELP



The background features a collage of various financial data visualizations. In the center, there is a large pie chart with segments in red, yellow, green, and blue, with percentages like 40%, 30%, and 60% visible. To the left, a 3D bar chart shows bars of varying heights with labels like 80%, 90%, 30%, 100%, 40%, 20%, and 70%. Other charts include line graphs with multiple colored lines and another pie chart. A grey pen lies diagonally across the lower right. A network diagram with green nodes and lines is overlaid on the entire scene.

Lack of common currency



Inadequate cross platform analytics

The background features a collage of various business data visualizations, including pie charts, bar graphs, and line charts, all overlaid with a network of green nodes and connecting lines. A silver pen is also visible in the lower right quadrant. The text is centered and reads:

**Not verified and
accredited**



A background of a network graph with light green nodes and lines, some nodes are highlighted in a darker green.

Fraud
Ad blocking
Viewability
Brand Safety
Transparency

A background of a network diagram with light green nodes and lines, transitioning to a darker green in the center.

**WE
MUST
HAVE
CHANGE**





**OUR
INDUSTRY
NEEDS TO DO
BETTER**



A background of a network graph with light green nodes and lines, some nodes are highlighted in a darker green.

**OUR
INDUSTRY
MUST DO
BETTER**





**IT IS TIME
FOR
MARKETERS
TO LEAD**





**MARKETERS
MUST TAKE
OUR INDUSTRY
BACK**





CMO

LEADERSHIP





www.anamasterscircle.com



**Brand and Creative Excellence
Talent**

Marketing Organization Management

Measurement, Data / Analytics and Accountability

Brand Purpose

Gender Equality

Inclusiveness, Diversity and Multicultural Marketing

Streamlining the Digital Media Supply Chain

Transparency

Brand Safety and Ad Fraud

Advocacy and Self-Regulation

K2Intelligence

Investigations · Compliance Solutions · Cyber Defense

...

An Independent Study of Media Transparency in the U.S. Advertising Industry

...

Prepared for:
The Association of National Advertisers

June 7, 2016

ANA  ebiquity AD/FI

PROGRAMMATIC: SEEING THROUGH THE FINANCIAL FOG

An In-Market Analysis of Programmatic Media at the Transaction Level

ANA

PRODUCTION TRANSPARENCY IN THE U.S. ADVERTISING INDUSTRY

AUGUST 9, 2017

ANA ALLIANCE FOR FAMILY[®] ENTERTAINMENT



The ANA CMO Talent Challenge

PLAY BOOK

airbnb, Adobe, Bank of America, belkin, CHOBANI, Deloitte, GE, GRUBHUB, HEINEKEN, Hilton, hp, IBM, JPMORGAN CHASE & CO., L'OREAL, mastercard, McDonald's, Moët Hennessy, Nestlé, P&G, SAMSUNG, Spotify, TARGET, T-Mobile, tripadvisor, TUMI, Unilever, USAA, VISA, verizon, Walmart

ANA



Project "North Star"

Making the Pivot

Deloitte Digital ANA THE WHARTON FUTURE of ADVERTISING PROGRAM

Platform 1



Platform 1

**BRAND AND
CREATIVE
EXCELLENCE**

Platform 2





Platform 2

TALENT



**BRIDGING
THE
TALENT
DISCONNECT:
CHARTING
THE
PATHWAYS
TO
FUTURE
GROWTH**



**THE ANA
EDUCATIONAL
FOUNDATION**

**BY ELLIOT LUM,
Vice President, Talent Strategy and Program Development**

Platform 3



Platform 3

**MARKETING
ORGANIZATION
MANAGEMENT**

Project “North Star”

Making the Pivot

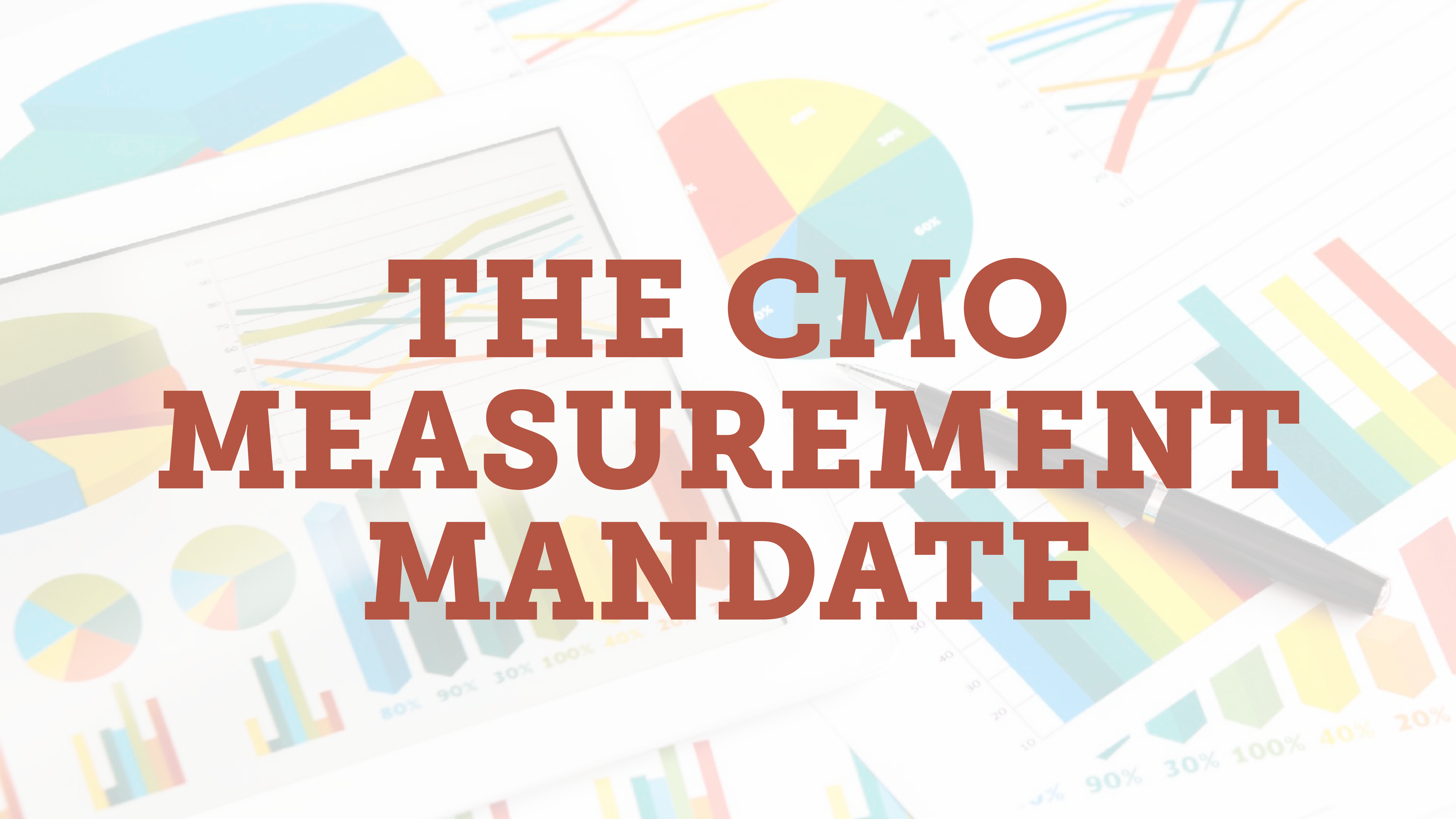


Platform 4

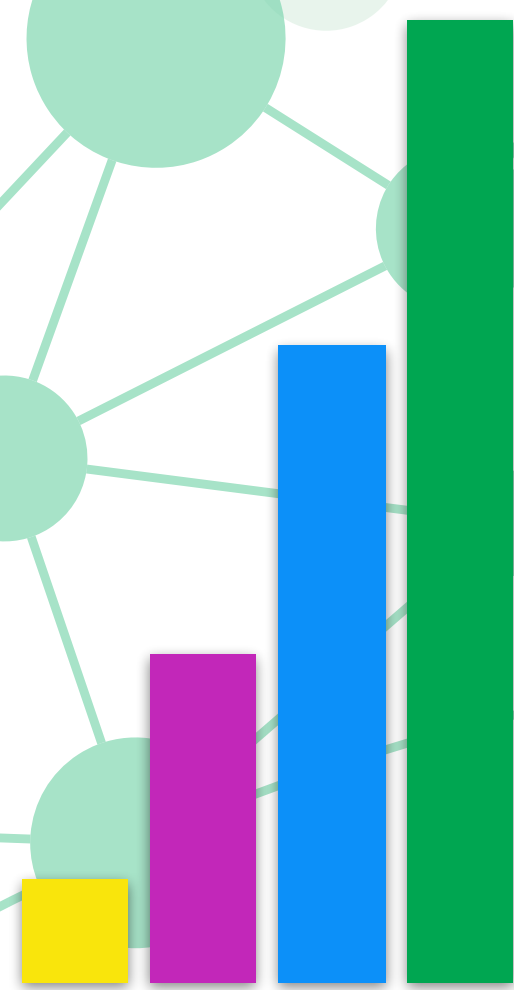


Platform 4

**MEASUREMENT,
DATA/ANALYTICS
AND
ACCOUNTABILITY**

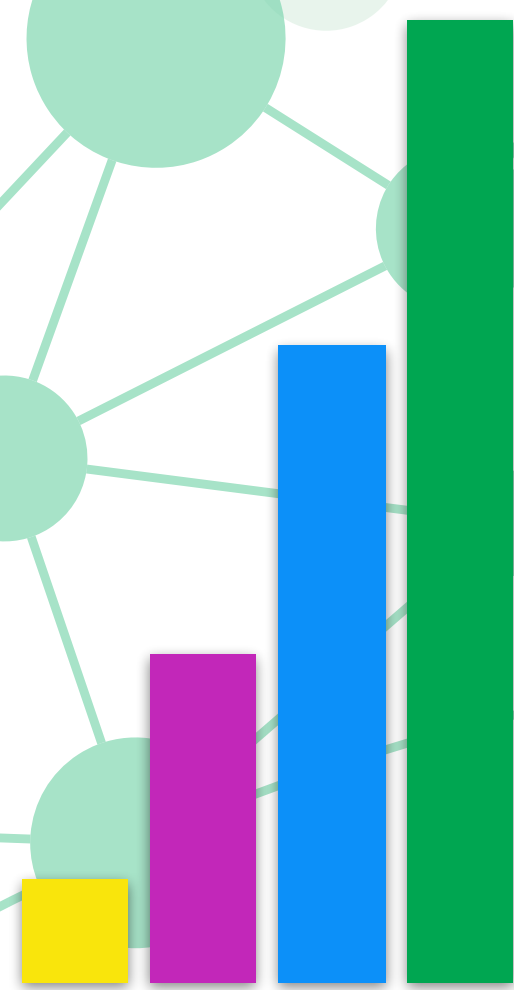


THE CMO MEASUREMENT MANDATE



ACE

ANA
Analytics
Center of
Excellence
Connected by **neustar**®

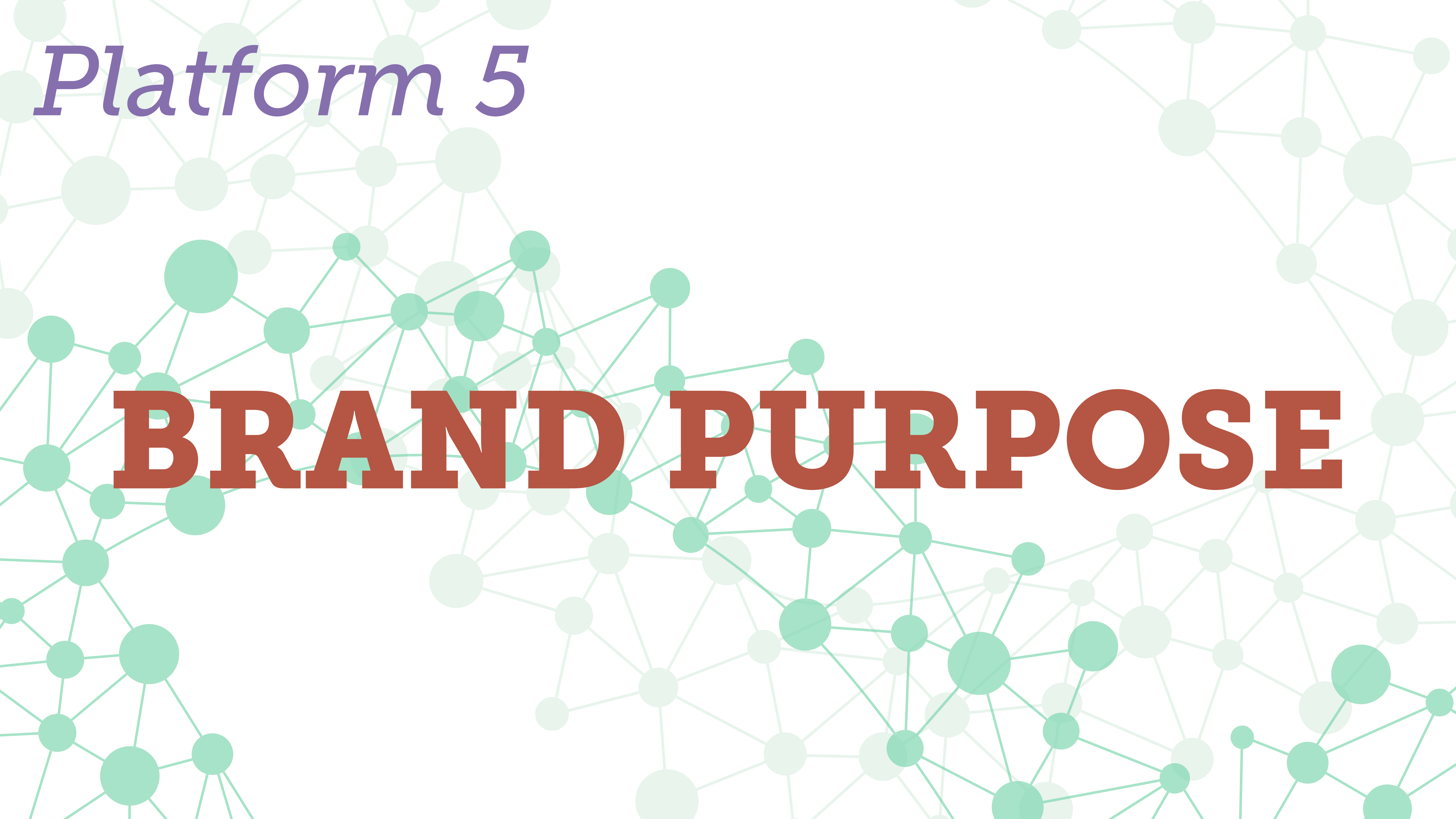


ACE

ANA
Analytics
Center of
Excellence
Connected by **neustar**®



Platform 5



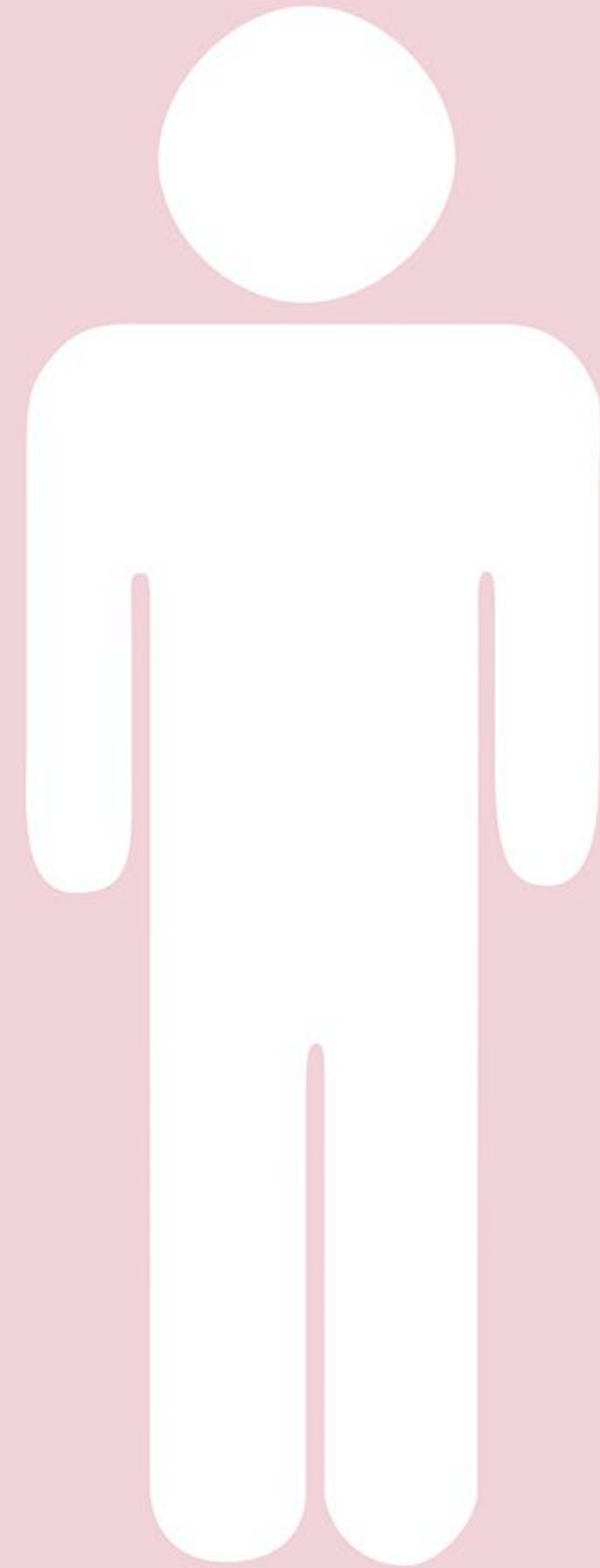
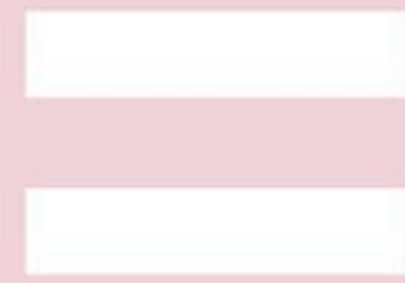
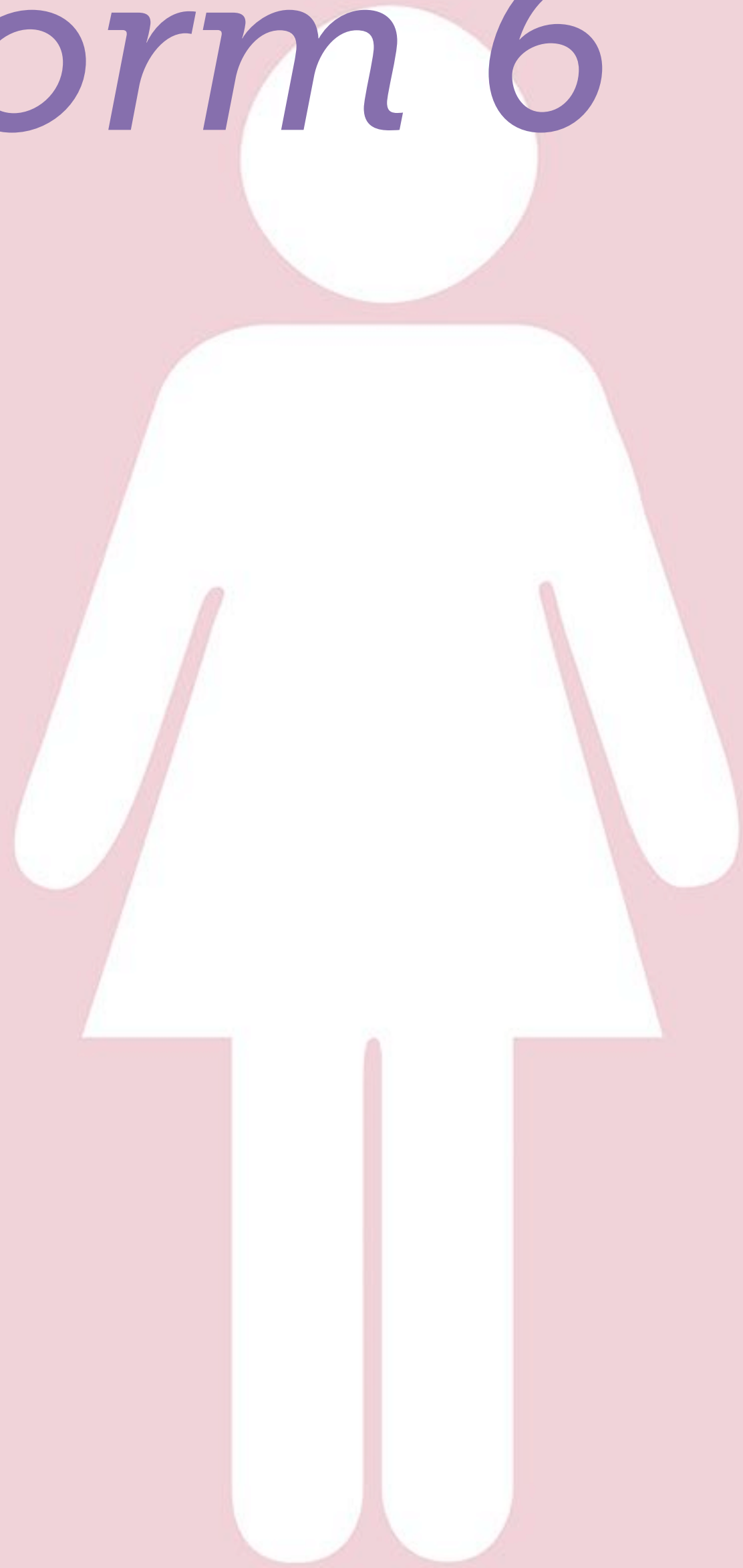
Platform 5

BRAND PURPOSE

A background of a network diagram with light green nodes and lines connecting them, creating a web-like pattern.

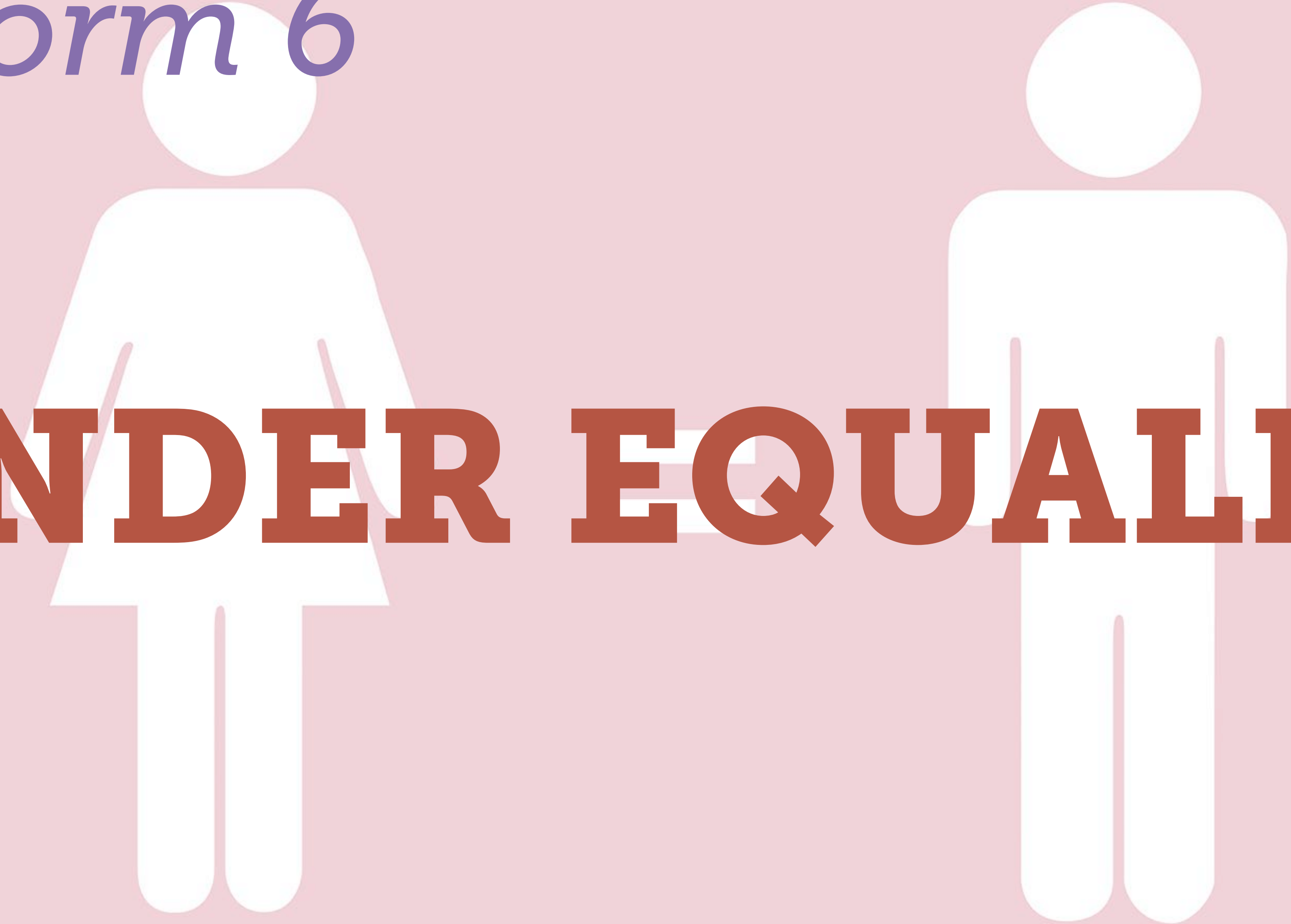
**ANA'S ALLIANCE
FOR PURPOSEFUL
BRANDS
LAUNCH 2018**

Platform 6



Platform 6

GENDER EQUALITY



The logo is a dark grey, irregular shape with a pointed bottom, containing white text. The background is a light green network of circles and lines.

ANA
ALLIANCE FOR
FAMILY®
ENTERTAINMENT

ANA
ALLIANCE FOR
FAMILY[®]
ENTERTAINMENT

#SEE
HER

Platform 7



Platform 7

**INCLUSIVENESS,
DIVERSITY AND
MULTICULTURAL
MARKETING**

A background graphic consisting of several stylized hands of various colors (pink, purple, blue, green, orange, yellow) reaching upwards, symbolizing diversity and inclusion.





AIMMM

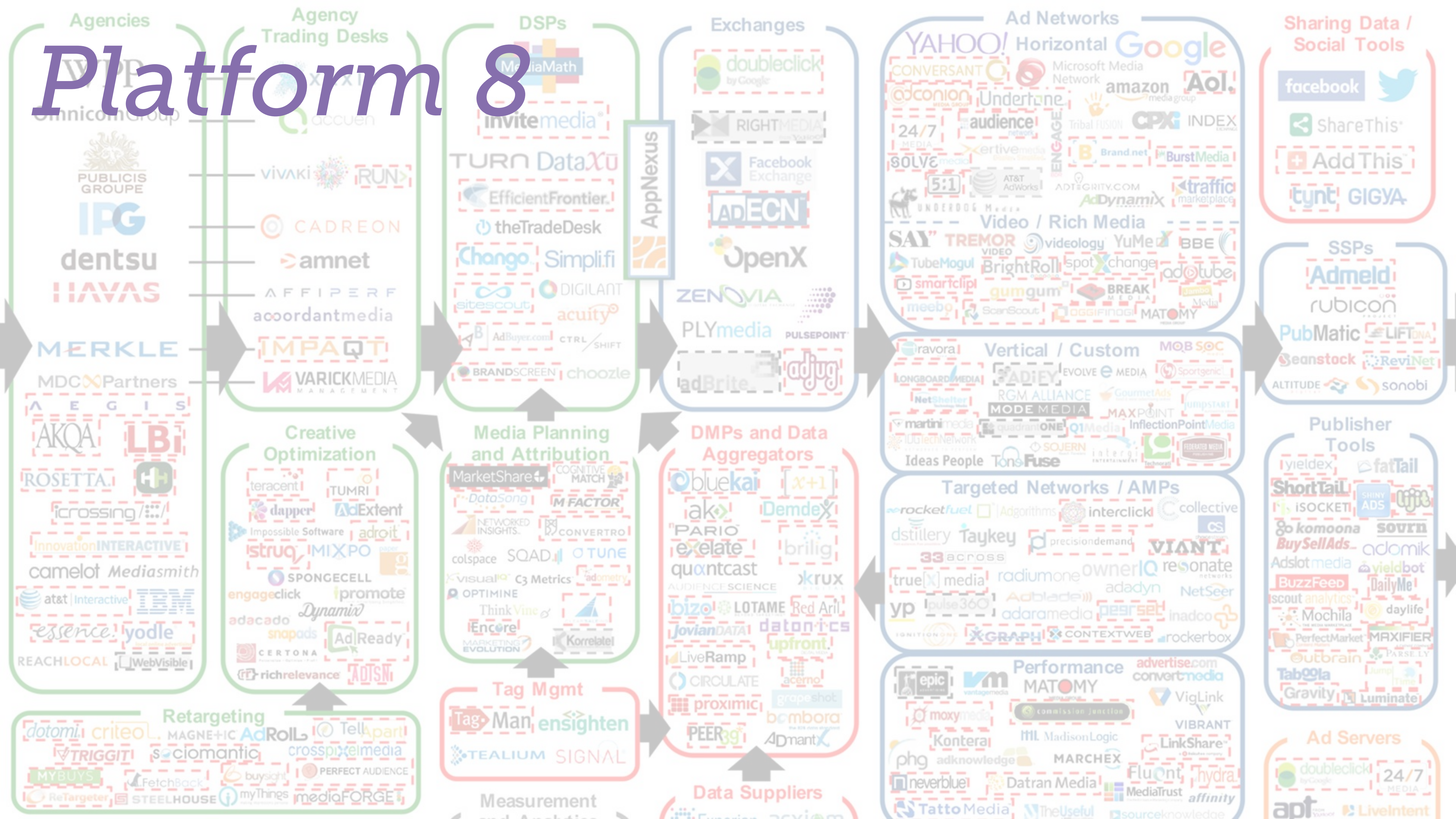
ALLIANCE FOR INCLUSIVE &
MULTICULTURAL MARKETING



AIMMM

ALLIANCE FOR INCLUSIVE &
MULTICULTURAL MARKETING

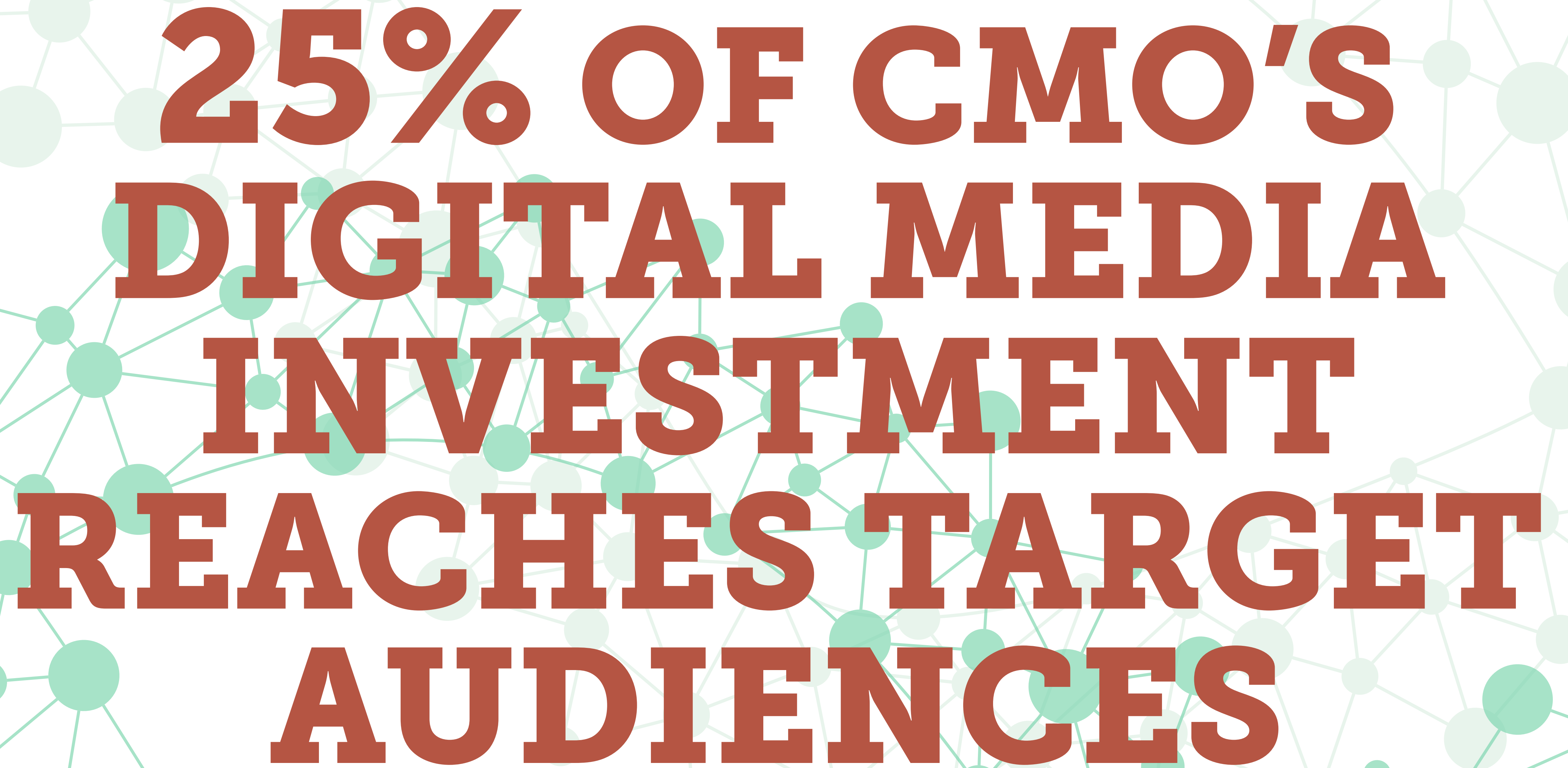
Platform 8



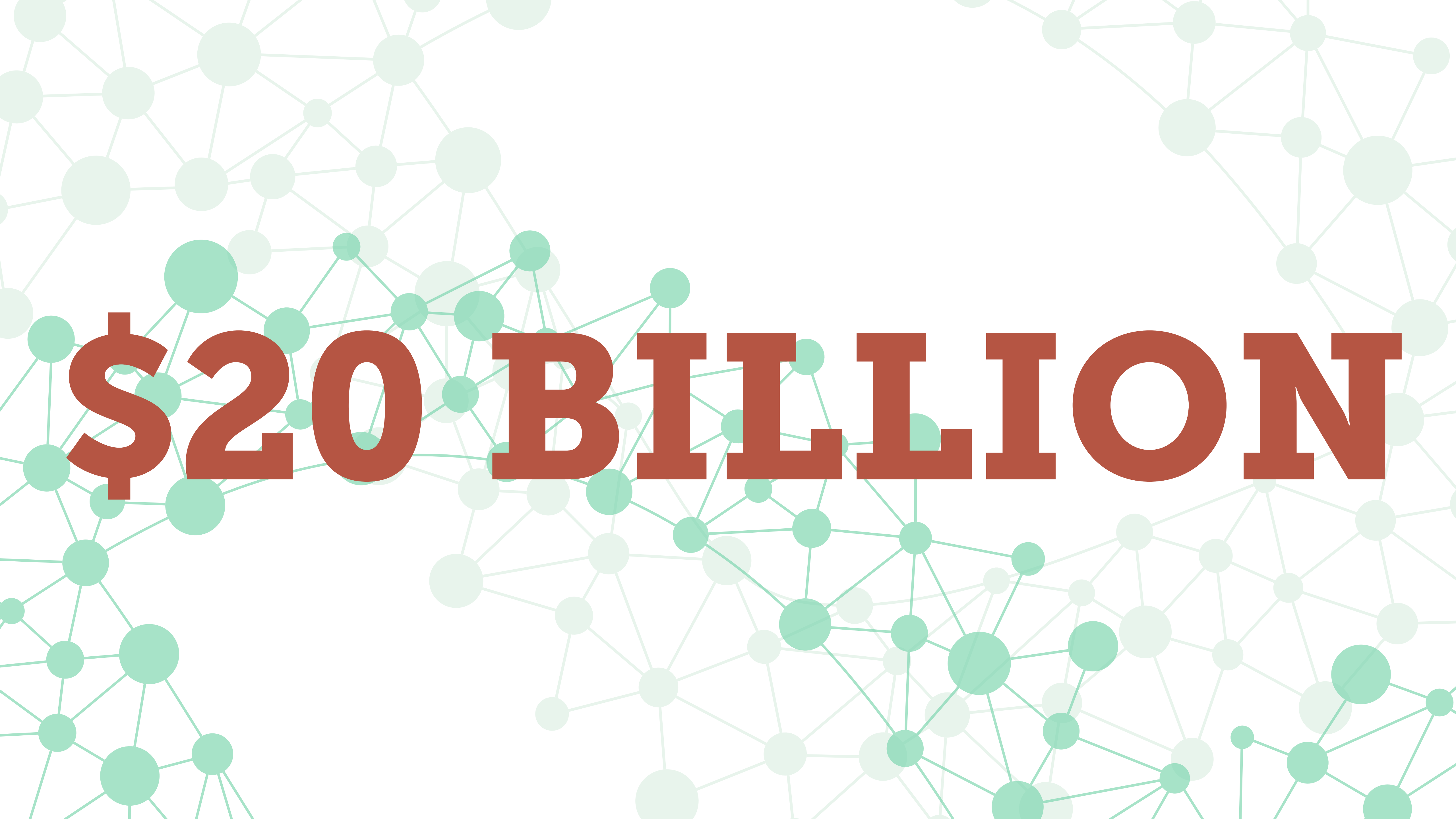
Platform 8

STREAMLINING THE DIGITAL MEDIA SUPPLY CHAIN



A background of a network diagram with light green nodes and lines connecting them, creating a mesh-like pattern.

**25% OF CMO'S
DIGITAL MEDIA
INVESTMENT
REACHES TARGET
AUDIENCES**



\$20 BILLION



ANA

MASTERS
CIRCLE



Platform 9

Platform 9

TRANSPARENCY



Investigations · Compliance Solutions · Cyber Defense

...

An Independent Study of Media Transparency in the U.S. Advertising Industry

...

Prepared for:

The Association of National Advertisers

June 7, 2016

K2 Intelligence

Investigations · Compliance Solutions · Cyber Defense

...

An Independent Study of
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June 7, 2016

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ebiquity

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PROGRAMMATIC **SEEING THROUGH THE** **FINANCIAL FOG**

An In-Market Analysis of Programmatic Media at the Transaction

MAY 2017

ANA

PRODUCTION **TRANSPARENCY** **IN THE U.S.** **ADVERTISING INDUSTRY**

AUGUST 9, 2017

Platform 10



Platform 10

**BRAND SAFETY
AND
AD FRAUD**





Google

IAS Integral Ad Science

 White Ops

IDV
DoubleVerify

facebook

MOAT

Platform 11



Platform 11

**ADVOCACY
AND SELF
REGULATION**

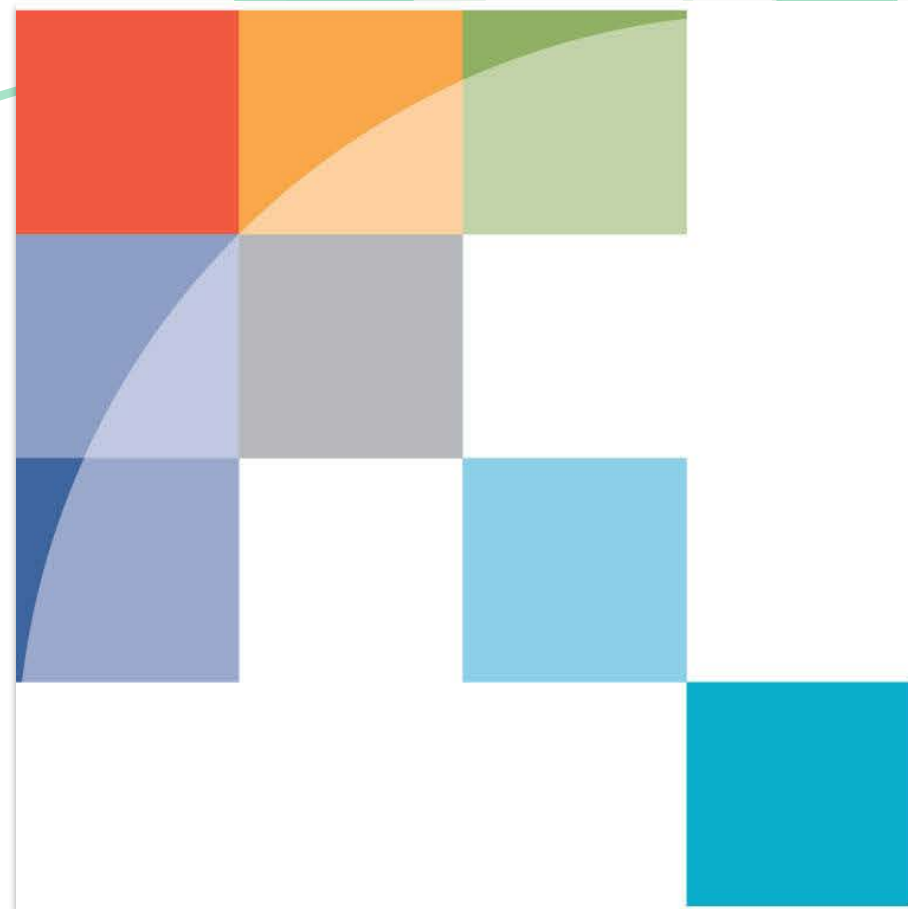




ASRRC



A service of the advertising industry and Council of Better Business Bureaus



DIGITAL ADVERTISING ALLIANCE

Platform 12

GROWTH

A hand in a dark blue shirt is holding a yellow marker, drawing a thick yellow arrow that points upwards and to the right. Below the arrow, the word "GROWTH" is written in large, white, hand-drawn capital letters. The background is a blurred image of a person's face, suggesting a presentation or teaching context.

Platform 12

**THE FUTURE
OF ADVERTISING,
MARKETING AND
GROWTH**

GROWTH





AI, VR

BLOCKCHAIN

Internet of Things





**THERE'S SO MUCH
WE CAN CHANGE**



**THERE'S SO MUCH
WE CAN CHANGE**


**THERE'S SO MUCH
WE CAN ACCOMPLISH**



**THERE'S SO MUCH
WE CAN CHANGE**

**THERE'S SO MUCH
WE CAN ACCOMPLISH**

**THERE'S SO MUCH PROGRESS
WE CAN ACHIEVE**

The background of the image is a complex network of interconnected nodes and lines. The nodes are represented by circles of varying sizes, and the lines are thin, light green. The overall color palette is a range of greens, from very light to a medium green. The network is dense and covers the entire frame.

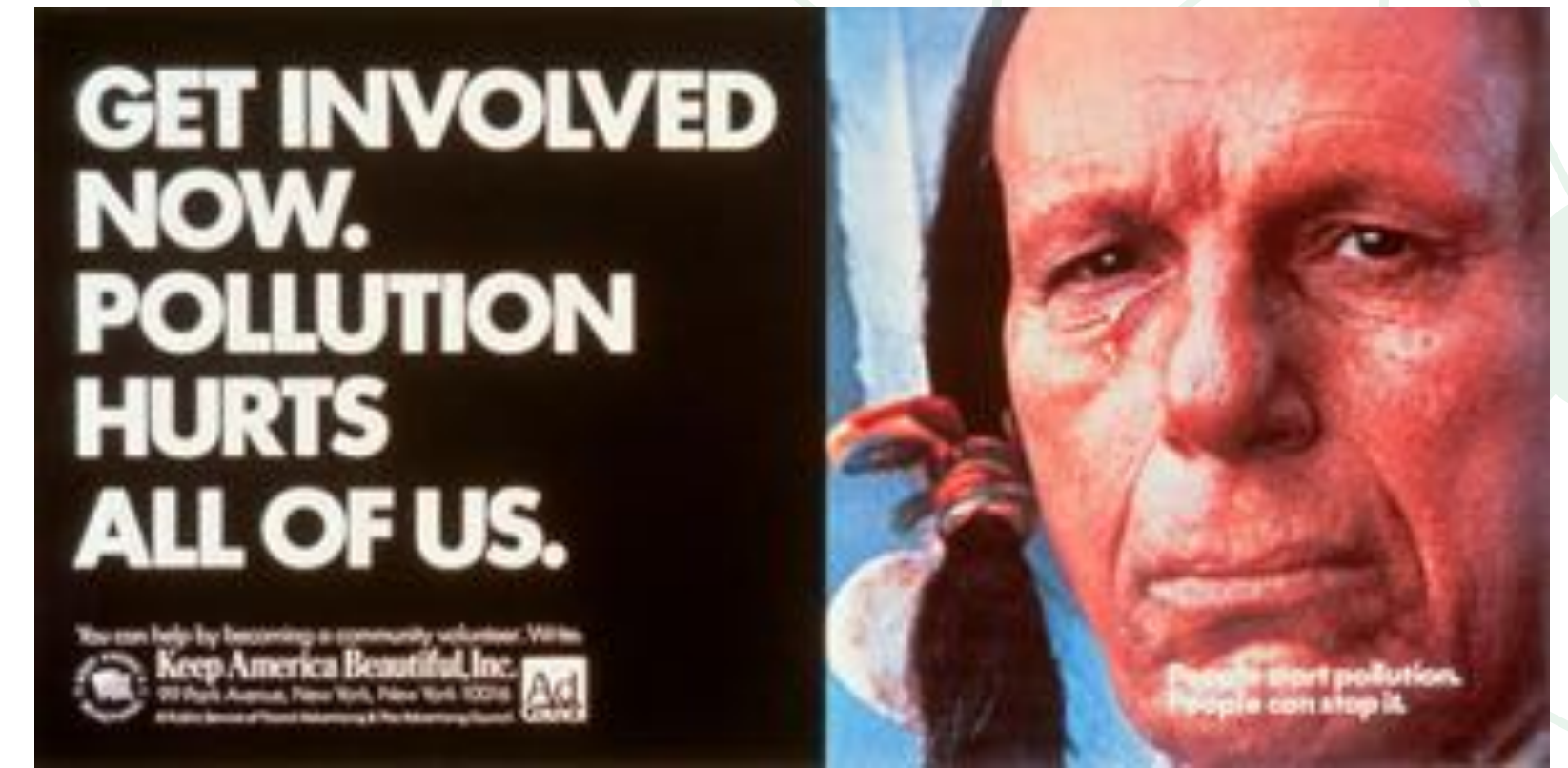
TRUST





AAO Council





TAKE A BITE OUT OF CRIME®







**love
has
no
labels**





The ANA logo is rendered in a bold, green, sans-serif font. The letters 'A', 'N', and 'A' are connected at their base, with the second 'N' overlapping the first 'A'.

ANA

2017

**MASTERS OF
MARKETING**

CONFERENCE





THE MASTERS OF MARKETING



ANA

2017

**MASTERS OF
MARKETING**

CONFERENCE