



# 2018 ANA Brand Masters Conference

**Bob Liodice**

*Chief Executive Officer*

Growth!!!

great marketing  
isn't great unless it produces  
business and brand results

# Great Marketing



JPMORGAN CHASE & CO.

**“Great marketing is about connecting people with people and remembering the value your brand delivers to them.”**

**Kristen Lemkau**  
chief marketing officer



# Courage



**“Be brave...  
and embrace your strengths.**

**Push your strengths out whenever  
you can in an authentic way.”**

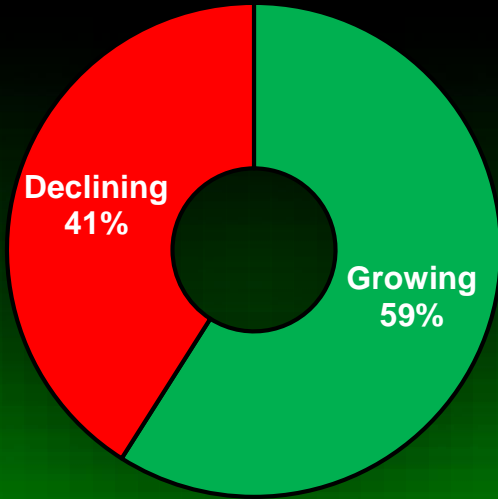
**Kevin Hochman**  
president



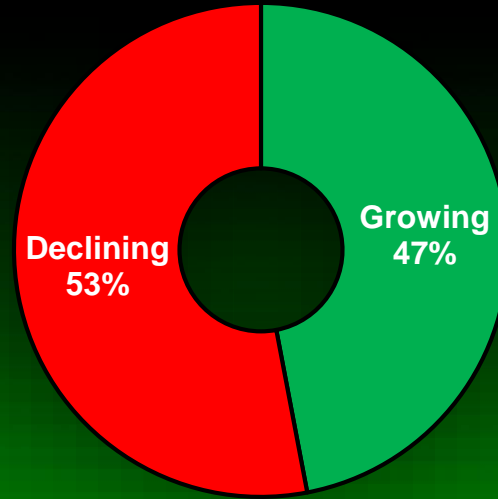
so what does  
courageous marketing  
look like?

# Growth Issue: The 2017 Fortune 500

## Revenues



## After-tax Profit



# Growth Rate by Sector – 2014-16

|                                  |               |                                  |               |
|----------------------------------|---------------|----------------------------------|---------------|
| <b>Healthcare</b>                | <b>+12.6%</b> | <b>Apparel</b>                   | <b>+0.3%</b>  |
| <b>Technology</b>                | <b>+6.3%</b>  | <b>Automotive</b>                | <b>+0.2%</b>  |
| <b>Food and Drug Stores</b>      | <b>+3.2%</b>  | <b>Media</b>                     | <b>+0.0%</b>  |
| <b>Retail</b>                    | <b>+2.1%</b>  | <b>Restaurants &amp; Leisure</b> | <b>-0.1%</b>  |
| <b>Telecommunications</b>        | <b>+2.0%</b>  | <b>Household Products</b>        | <b>-0.3%</b>  |
| <b>Transportation</b>            | <b>+1.8%</b>  | <b>Materials</b>                 | <b>-0.6%</b>  |
| <b>Financial Services</b>        | <b>+1.1%</b>  | <b>Chemicals</b>                 | <b>-0.8%</b>  |
| <b>Business Services</b>         | <b>+0.5%</b>  | <b>Industrials</b>               | <b>-1.2%</b>  |
| <b>Defense &amp; Aerospace</b>   | <b>+0.4%</b>  | <b>Food, Beverages, Tobacco</b>  | <b>-1.4%</b>  |
| <b>Engineering &amp; Constr.</b> | <b>+0.4%</b>  | <b>Energy</b>                    | <b>-19.0%</b> |





*Assessment:*

*We're Failing as an Industry*

# Growth

**Jez Frampton**  
chief executive officer

**“Growth is fundamental to life. It is an inherent part of being human. Shifts in behavior, expectations and experiences provide incredible opportunities for business growth. One of the most critical ways to turn change into growth is by building a strong brand.”**

**Interbrand**

Take our  
industry back!

ANA

# Our Industry Needs More

- Institutionalize the Growth Agenda
- Leadership for Growth
- Blueprint for Growth

# The Pathway to Growth

*CMO Leadership*



MASTERS CIRCLE

# Aligning CMOs with Industry Leadership & Growth



**Driving Growth For You, Your Brand, Our Marketing Industry.  
ANA Makes a Difference.**



# ANA Masters Circle Agenda

- Brand/Creative Excellence
- Talent
- Marketing Organization Management
- Measurement, Data/Analytics & Accountability
- Brand Purpose
- Gender Equality
- Inclusion, Multicultural, Diversity
- Digital Supply Chain
- Transparency
- Brand Safety & Ad Fraud
- Advocacy & Self Regulation
- Future of Advertising, Marketing and Growth



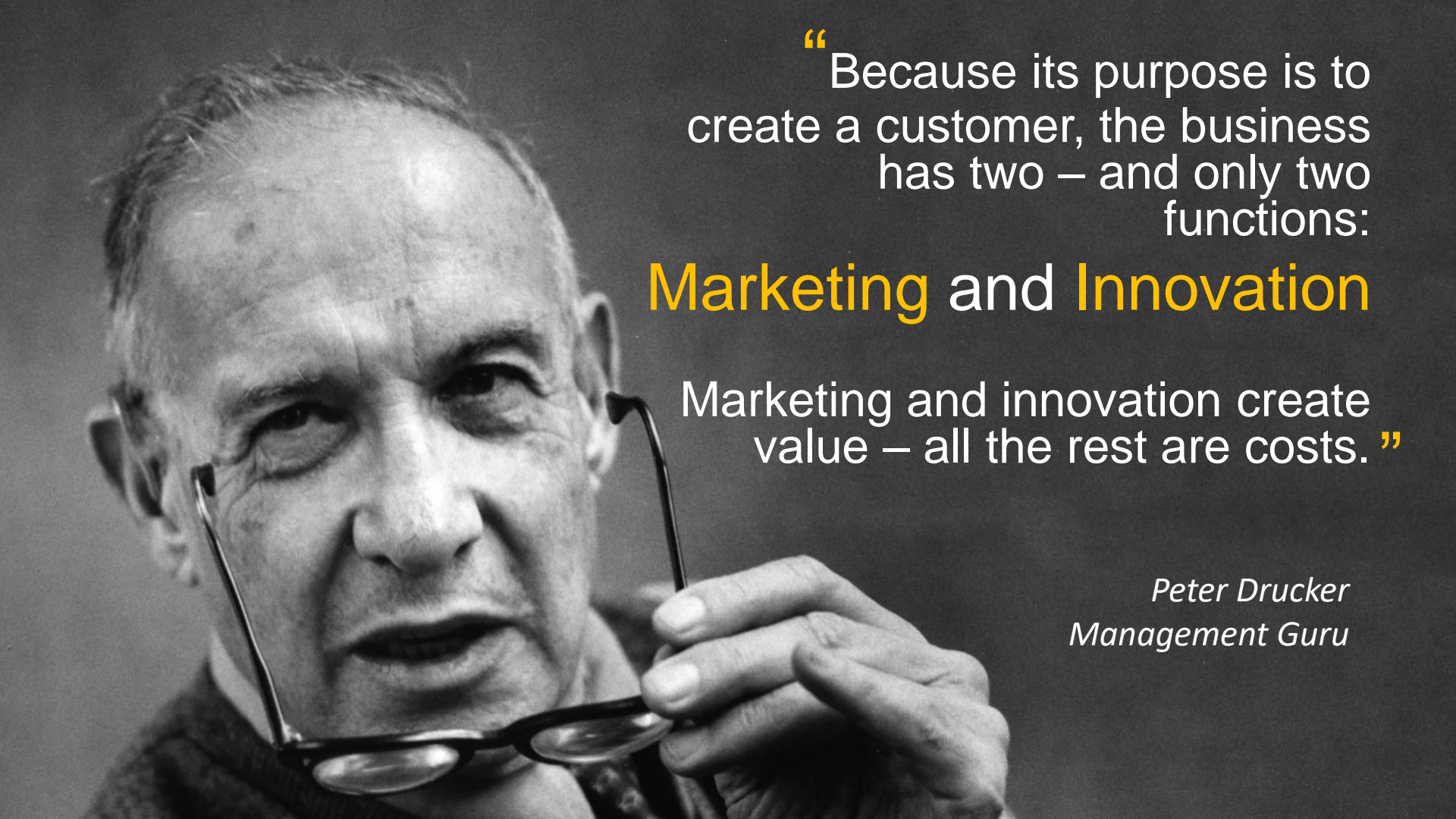


# A CMO Playbook for each Initiative

- When CMOs get directly involved, real change happens
- ANA is making it easier to take action



# Brand & Creative Excellence

A black and white portrait of Peter Drucker, an elderly man with glasses, looking slightly to the right. He is holding his glasses in his right hand. The background is dark and out of focus.

“ Because its purpose is to  
create a customer, the business  
has two – and only two  
functions:

## Marketing and Innovation

Marketing and innovation create  
value – all the rest are costs. ”

*Peter Drucker*  
*Management Guru*

**MARKETING**

**GROWTH!!**

**INNOVATION**

**ANA**

# Talent

ANA

# Talent



**aef** THE ANA  
EDUCATIONAL  
FOUNDATION

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

**ANA**



**TALENT FORWARD**

**The ANA  
Talent Forward  
Alliance**

# THE BOTTOM LINE: TALENT DRIVES GROWTH



## Our Vision...

Inspire and  
attract the  
next generation  
of talent



Accelerate  
professional  
development  
and training



Take  
charge of  
our talent  
future





# Marketing Organization Management

# ANA Playbook for Change - **Marketing Organization**

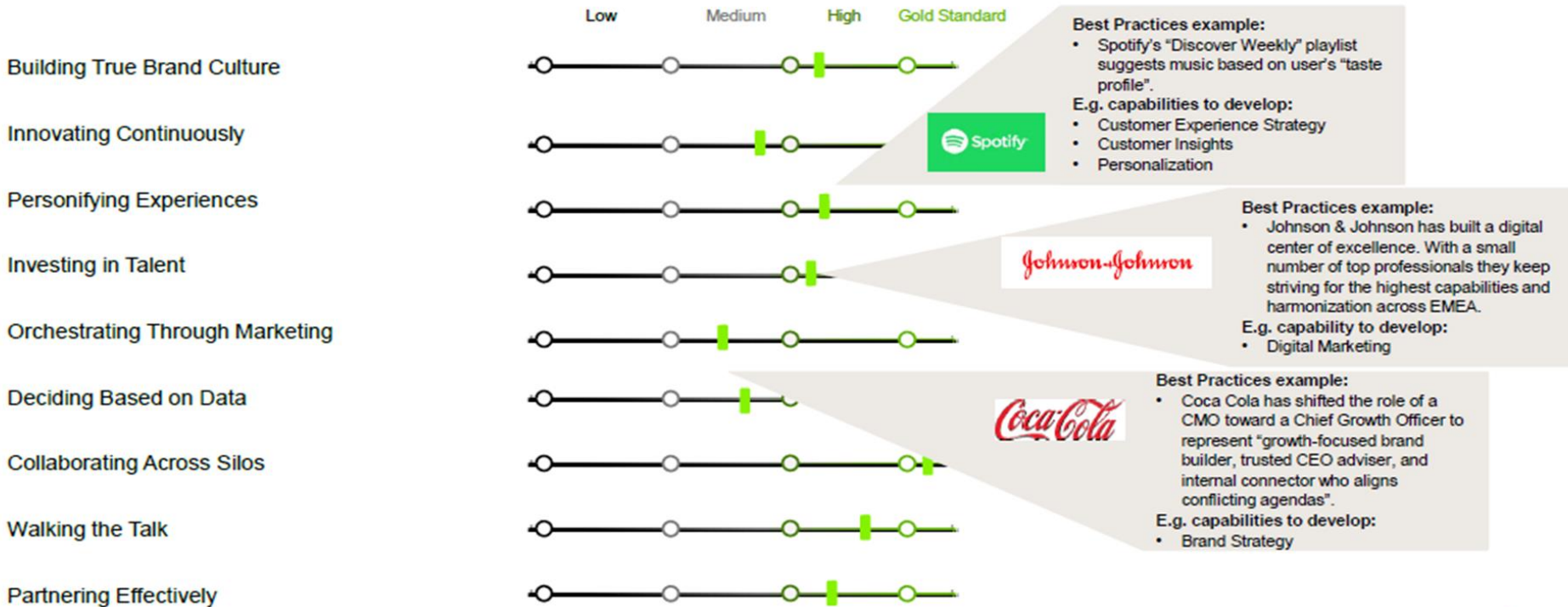
MARKETING  
ORGANIZATIONAL  
**STRUCTURE**  
RESEARCH

[Learn More About Marketing Organization](#)



# Playbook for Change – Marketing Organization

Top Marketing Characteristics that will help achieve Gold Standard maturity in “Customer Happiness”



# Measurement Data/Analytics Accountability



The Advertising  
Research Foundation

nielsen



**Everybody Governs..**

**Nobody Governs..**



Alliance for  
Advertising Measurement



BPA

comSCORE®



**ANA**

# Measurement Mandate



- Data
- Measurement
- Analytics

# Measurement Mandate



Accredited by  
Media  
Rating Council®

Google



*Measurement and Viewability*

ANA

# Brand Purpose



# Growth

“Your brand and business  
need to evolve,  
be a force for good,  
and help people live better.”



**Tony Rogers**  
*chief marketing officer*



# Gender Equality

# Gender Equality



*Family Friendly Programming Forum*

ANA  
ALLIANCE FOR  
**FAMILY**<sup>®</sup>  
ENTERTAINMENT

#SEEHER

ANA

**Inclusion**

**Multicultural Marketing**

**Diversity**



# Multicultural



# CMO Gender/Diversity Scorecard

| <b>Gender</b> |               |
|---------------|---------------|
| <b>Male</b>   | <b>Female</b> |
| <b>412</b>    | <b>335</b>    |

| <b>Ethnicity</b>        |              |                  |                 |
|-------------------------|--------------|------------------|-----------------|
| <b>African American</b> | <b>Asian</b> | <b>Caucasian</b> | <b>Hispanic</b> |
| <b>23</b>               | <b>35</b>    | <b>665</b>       | <b>34</b>       |

# Digital Media Supply Chain

# Overhaul / Master the Digital Supply Chain

## DISPLAY LUMAscape



Denotes acquired company      Denotes shuttered company

© LUMA Partners LLC 2016





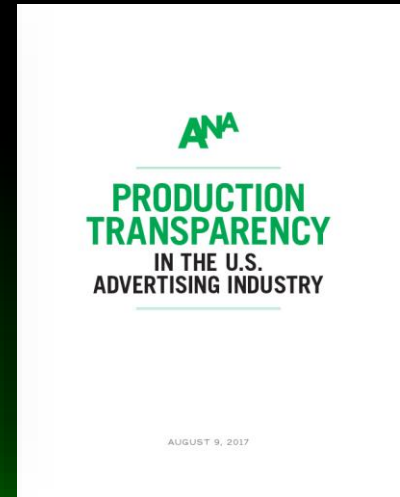
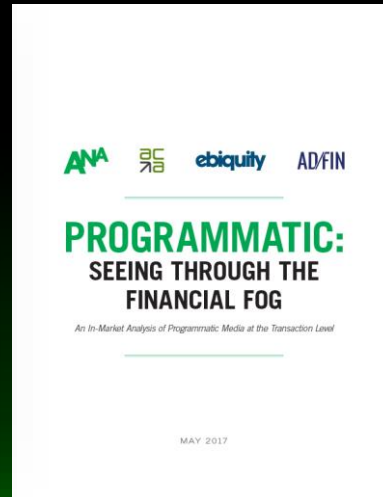
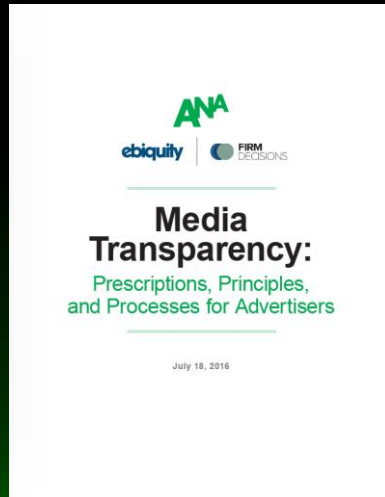
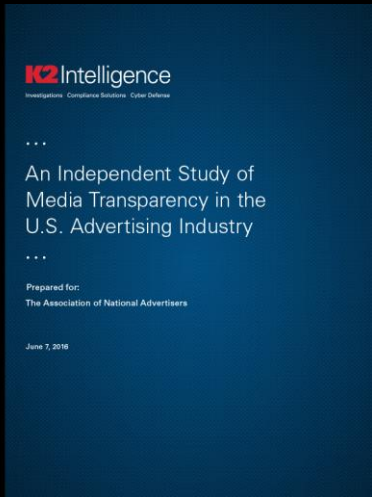
TRUSTX

BUILDING THE SUSTAINABLE FUTURE  
FOR TRUSTED ADVERTISING

ANA

# Transparency

# Transparency



# Brand Safety Ad Fraud

# ANA Playbook for Change – Ad Fraud

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## BOT BASELINE 2016-2017

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FRAUD IN DIGITAL ADVERTISING

- Demand Transparency for Sourced Traffic
- Refuse Payment on Non-Human Traffic in Media Contracts
- Avoid Excessive Restrictions
- Encourage MRC Accredited Third-Party Fraud Detection on Walled Gardens
- Create and Implement Blacklists



# Digital Ad Fraud



# Advocacy

# Ad Taxes

**Saving \$25-35 billion**



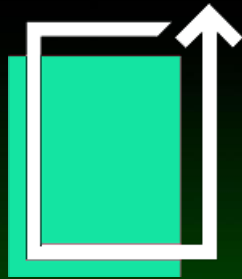


# Privacy



DIGITAL  
ADVERTISING  
ALLIANCE

# Ad Blocking



Coalition for  
Better Ads

# Self Regulation

# ASRC

A red right-angled triangle pointing upwards and to the right, positioned at the end of the ASRC text. A small trademark symbol (TM) is located at the top right corner of the triangle.

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

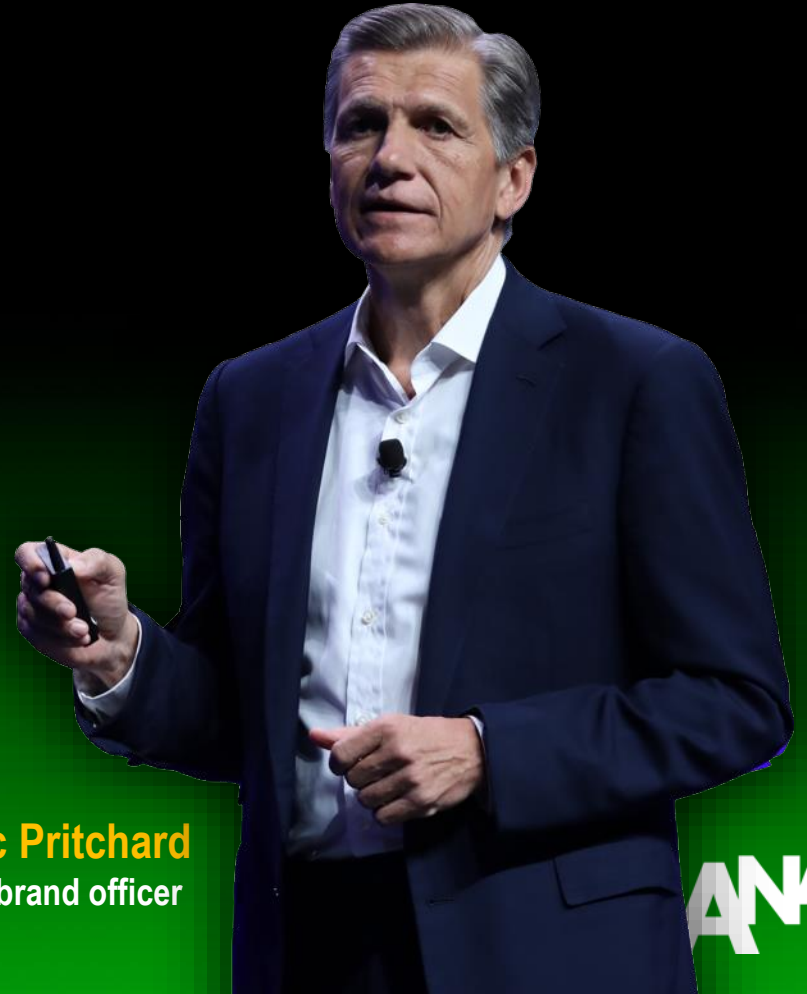
**ANA**

# The Future of Advertising, Marketing, & Growth



# Growth

“Transform,  
innovate, and  
drive growth.”



**Marc Pritchard**  
ANA chairman and chief brand officer





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*Chief Executive Officer*