

ANA Growth Agenda

ANA Drives Growth — Enterprise growth today requires a 360-degree focus on all elements of the business, including driving top-line revenue, improving business ecosystem productivity, and enhancing after-tax income growth. To effectively tackle these challenges today and for the future, the ANA and Cannes Lions established the CMO Growth Council, which has identified four global growth priorities to drive business through marketing. These priorities directly influence the 12-point agenda that comprises the ANA Growth Agenda — engineered to lead the industry in creating a stronger, more sustainable economic future for all brands and the people they serve.

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Businesses

Marketing Industry

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CMO Growth Council :

Developed by the CMO Growth Council — The CMO Growth Council was established by the ANA and Cannes Lions in June 2018 to build a roadmap for driving business growth through marketing.

Cannes Lions :

Marc Pritchard :

Led by Procter & Gamble Chief Brand Officer Marc Pritchard, the Council includes leading CMOs from top brands around the world.

Vision

A stronger, more sustainable economic future for all brands and the people they serve

Mission

To drive growth for marketing professionals, for brands and businesses, and for the industry.

Global Growth Priority 1. Brand, Creativity & Experience

Industry-Wide Goal 1.1. Innovation & Creativity

Turn the marketing function into an engine of innovation and creativity that drives business growth.

Industry-Wide Goal 1.2. Tenets, Metrics & Value

Redefine the basic tenets of marketing and more effectively measure and track brand value.

Industry-Wide Goal 1.3. CMOs

Reframe marketing and the role of the CMO through a customer-first lens that requires building brand equity in creativity, sharing knowledge, and combining brand experience with media.

Stakeholder(s):

CMOs

Customers

Agenda Item 1.1. Future of Advertising & Marketing

Drive long-lasting growth through transformative innovations and advancements.

Future of Advertising and Marketing — An array of capabilities — such as blockchain, artificial intelligence, neuroscience, and virtual reality — are transforming the present and future of marketing. The ANA proactively supports and fuels these developments and is calling on CMOs to steer the direction of these and other innovations and advancements to drive long-lasting business and brand growth.

Stakeholder(s):

Marketers :

The Challenge — As the more tedious and time-consuming media transactions become automated and marketers begin to fully leverage innovations like facial recognition, predictive analytics, and blockchain, companies will need to invest in the latest technology and infrastructure to meet new benchmarks of marketing success.

ANA Marketing Futures Resource Center :

The ANA's Response — Our Marketing Futures resource center helps members delve into the latest emerging trends and technologies through hundreds of articles, videos, tools, and best practices.

Marketing Futures Committee :

We also created the Marketing Futures Committee to help marketers anticipate — and prepare for — the future of marketing.

Agenda Item 1.2. Brand Innovation, Creativity & Experience

Streamline consumer pathways to create a fraud-free and efficient supply chain.

Brand Innovation, Creativity, and Experience — Digital transformation, creativity, innovation, and technology present enormous opportunities and implications for building brands and growing businesses. To leverage this potential, the ANA works to highlight — and offer insight into — our industry’s most innovative brands and campaigns, giving our members a broad network of intellectual capital they can tap into for inspiration and ideas.

Stakeholder(s):

Brands :

The Challenge — Digital technologies have made it more challenging than ever for brands to stand out and be successful, and while having a distinct voice that resonates across a fragmented landscape is vital, equally important is creating a compelling customer experience and accurately measuring the brand’s overall value.

ANA Information Providers :

The ANA’s Response — Building a successful brand requires a large investment in both time and resources. Not only do we field research to improve brand value measurement, we also offer a robust selection of workshops and courses — and more than 2,000 videos, articles, and tools — to help you meet (and surpass) customer expectations.

Agenda Item 1.3. Media & Supply Chain

Capitalize on intellectual wealth to foster the best customer-centric brand experience.

Media and Supply Chain — The marketing supply chain is fraught with waste, inefficiency, and ineffectiveness, and it’s become more imperative than ever that marketers reduce complexity and streamline consumer pathways. The ANA is aggressively pursuing a wide spectrum of approaches to help marketers restore common-sense management to this unruly business system and create a supply chain that is fraud-free and 100 percent viewable.

Stakeholder(s):

Media :

The Challenge — The exponential growth of digital media has led to massive media waste and a lack of transparency. With ad blocking accelerating, privacy breaches and consumer data misuse persisting, and the majority of consumers saying ads are annoying, eliminating non-transparent buying practices and confronting digital ad fraud must be prioritized.

Media Leadership Committee :

The ANA’s Response — Through our Media Leadership Committee, senior-level marketers leading integrated media strategy within their organizations actively discuss and lead initiatives and research into hot-button topics like emerging media opportunities, media transparency, compensation practices, and fraud in digital advertising.

Global Growth Priority 2. Data, Technology & Measurement

Industry-Wide Goal 2.1. Connections

Leverage data and technology to connect with customers across the entire experience, at scale.

Stakeholder(s):

Customers

Industry-Wide Goal 2.2. Tools & Assets

Create tools and assets to navigate the dense and complicated worlds of programmatic media buying, advanced digital technologies, and new forms of cross-media measurement systems.

Industry-Wide Goal 2.3. Best Practices

Establish a set of universal best practices for marketing and advertising technology that specifically drives business growth.

Agenda Item 2.1. Measurement & Accountability

Improve business system protocols for data management, analytics, and accountability.

Measurement and Accountability — Facts, data, and reliable measurement systems are the foundations of high-quality brand and media decisions. Yet the marketing ecosystem lacks the capacity, transparency, and capability to elevate the standards of effective management. The ANA invites marketers to leverage its Data Marketing and Analytics practice to improve business system protocols for data management, analytics, and accountability.

Stakeholder(s):

Consumers :

The Challenge — The digital revolution has brought vast and detailed information about consumer behavior, as well as technology that can automate, accelerate, and scale the analysis of empirically quantified data. Mastering this knowledge and using it to more effectively deploy campaigns, however, can prove difficult.

ANA Data & Measurement Committee :

The ANA's Response — The ANA Data & Measurement Committee helps marketers optimize the return on their marketing and media investments while working closely with industry-wide initiatives like Making Measurement Make Sense (3MS), which is changing the way digital media is measured and transacted across the advertising industry.

Agenda Item 2.2. Data, Analytics & Technology

Drive growth through the informed, effective, and responsible use of data and technology.

Data, Analytics, and Technology — The proper use of data and technology represents one of the most powerful opportunities brands have to get close to customers and improve growth. The ANA is focused on creating a full suite of products and services to help data-driven marketers fuel growth through the informed, effective, and responsible use of data and technology.

Stakeholder(s):

Marketing Organizations :

The Challenge — Analytics technology can transform data into insights, measure impact and optimize investments, connect online and offline touchpoints, and accurately predict future results. It is no longer a nice-to-have for marketing organizations looking toward bolstering success, it is a must-have.

Data Marketing & Analytics Practice :

The ANA's Response — Our Data Marketing & Analytics practice provides the data strategy and management capability needed to drive growth for your organization. We're also dedicated to advocating on issues that affect data marketing and analytics across the industry, such as privacy, transparency, codes of conduct, and standards.

Agenda Item 2.3. Privacy, Advocacy & Self-Regulation

Steward responsible marketing to protect against encumbering legislation.

Privacy, Advocacy, and Self-Regulation — The industry is strengthened by a robust self-regulatory system and strong advocacy/government relations programs that mitigate competitive claims and steward responsible children's advertising. The ANA's government relations team helps ensure the marketing industry is advanced, promoted, and protected against encumbering legislation seeking to tax marketing and media investments and to diminish free speech and information exchange.

Stakeholder(s):

Regulators :

The Challenge — Numerous state and federal policies, as well as industry self-regulations, exist to protect the data privacy and security of consumers, but as concern and the amount of personal data available for collection and misuse grow, so does the need for a more standardized regulation.

Digital Advertising Alliance :

The ANA's Response — We are a founding member of the Digital Advertising Alliance (DAA) self-regulatory program and, through the Privacy for America coalition, we are working for strong, pre-emptive federal privacy legislation that does not unduly complicate the national marketplace.

Global Growth Priority 3. Talent & Marketing Organization

Industry-Wide Goal 3.1. Attraction & Structures

Attract the right talent and build the right organizational structures to maximize performance potential.

Industry-Wide Goal 3.2. Curriculum & Careers

Align the academic curriculum with the business community and “market marketing” as a career choice.

Stakeholder(s):

Business Community

Industry-Wide Goal 3.3. Training

Train marketer and agency staff to upgrade existing business performance.

Stakeholder(s):

Marketer Staff

Marketing Agency Staff

Agenda Item 3.1. Talent

Continually inspire and elevate the quality of upcoming and existing talent.

Talent — The dearth of talent — arguably a brand’s most important asset — coming from academia, combined with the inadequate training and development many receive, substantially limits brand and business performance. The ANA has placed its full weight behind inspiring and elevating the quality of talent from the university system and continually developing skills for existing employees.

Stakeholder(s):

Marketing Professionals :

The Challenge — Attracting new marketing talent is an ongoing challenge, especially when factored against the evolving digital landscape and increasingly diverse and multicultural consumer. Hiring new talent is just the first step, however, as retaining talent means offering tools to allow both the brand and its employees to continue on a path toward growth.

Advertising Educational Foundation :

The ANA’s Response — We have leveraged the Advertising Educational Foundation (AEF) to launch the industry’s first campaign to “market marketing” and elevate it as a career of choice on campuses while simultaneously “training the world” through a broad portfolio of new and expanded courses, tools, and certification programs.

Agenda Item 3.2. Marketing Organization & Agency Management

Optimize business performance through improved organizational structure.

Marketing Organization and Agency Management — Structure and organization represent some of the most important decisions senior marketers can make when looking to optimize the overall marketing function. The ANA has partnered with industry leaders in ongoing research to define the future of organizing for an optimal business performance that improves budget priorities, roles and responsibilities, agencies, and both in-house and external support functions.

Stakeholder(s):

Internal Brand Ambassadors :

The Challenge — Creating a marketing structure to deliver a constant level of quality while leveraging internal brand ambassadors and allowing for an adaptive agency management program can be tricky and foster inefficient trial-and-error processes to strike the right balance.

ANA Researchers :

The ANA's Response — Our research reports, including the recent "Enhancing Trust Between Marketers and Agencies" and "Managing In-House Agency Creative Content and Legal Concerns," can give you and your brands the information — and the leg up — needed to organize effectively.

Agenda Item 3.3. Trust & Transparency

Elevate transparency and efficiency while fueling optimized information exchange.

Trust and Transparency — Marketers today operate in the most non-transparent ecosystem in our industry's history, breeding inefficiency through poor business decisions. The ANA invites all marketers to join our members in elevating transparency across all marketing, agency management, and media platforms, and to fuel information exchange to optimize business decision-making.

Stakeholder(s):

Brands :

The Challenge — Trust and transparency issues affect almost every aspect of the marketing ecosystem, from traditional, non-traditional, digital, and programmatic media to out-of-home, experiential events, and measurement. The more transparency brands have, the better they can manage their marketing investments and reach consumers.

ANA Trust Consortium :

The ANA's Response — To help address trust and transparency issues, we launched the ANA Trust Consortium, which offers brands best practices and industry standards for marketers, agencies, and suppliers. That's in addition to multiple committees dedicated to improving trust and transparency and the industry standard Data Transparency Label.

Global Growth Priority 4. Society & Sustainability

Stakeholder(s)

Center for Brand Purpose :

The ANA's Approach — We help brands discover and activate their purpose through our Center for Brand Purpose and stand at the forefront of the latest research and industry-wide initiatives driving inclusivity, equality, and brand safety across the marketing industry.

CMO Growth Council :

The CMO Growth Council was established in 2018 to assemble the most vibrant, diverse, and dynamic force of chief marketers from some of the world's most successful brands. Its ultimate aim is to support the international community with a first-of-its-kind roadmap for driving business growth through marketing.

Industry-Wide Goal 4.1. Good & Growth

Enable brands to be a force for good and a force for growth, individually and together as a community.

Industry-Wide Goal 4.2. Social Responsibility & Environmental Sustainability

Drive purposeful marketing to facilitate social responsibility and environmental sustainability.

Industry-Wide Goal 4.3. Diversity & Inclusiveness

Champion the value of, and drive results through, diversity and inclusiveness in the marketing ecosystem.

Agenda Item 4.1. Brand Safety & Ad Fraud

Eliminate fraudulent traffic, combat malware, and promote brand safety.

Brand Safety and Ad Fraud — Today's technological underpinnings are vulnerable to subversive elements that can undermine brand safety and expose opportunities for the theft of a brand's precious media investments. The ANA has partnered with a global coalition of platforms, marketers, and agencies to eliminate fraudulent traffic, combat malware, fight ad-supported internet piracy, and promote brand safety through greater transparency.

Stakeholder(s):

Supply Chains :

The Challenge — The current supply chain structure makes it easy and attractive to commit ad fraud with little chance of retribution, while brand-unsafe exposure, such as ads appearing on sites containing violent, extremist, and sexual content, can do profound damage and compromise the entire marketing ecosystem.

are also a founding stakeholder of the Brand Safety Institute and the Trustworthy Accountability Group, and play a key role in the Global Alliance for Responsible Media (GARM), designed to make brands safe through a global collaboration of platforms, marketers, and agencies.

Global Alliance for Responsible Media (GARM)

Brand Safety Institute and the Trustworthy Accountability Group :

The ANA's Response — Not only has the ANA commissioned multiple White Ops studies on ad fraud, we

Agenda Item 4.2. Brand Purpose & Sustainability

Leverage purpose-driven strategies to promote societal good and brand growth.

Brand Purpose and Sustainability — The intersection of a brand's core consumer strategy with societal well-being is becoming crucial for the development of brand growth in this new, purpose-driven ecosystem. The

ANA offers education, guidance, and leadership to help drive purposeful marketing, facilitate social responsibility and environmental sustainability, and provide marketers easy-to-understand pathways for leveraging this critical platform for growth.

Stakeholder(s):

Brands :

The Challenge — Having a reason to exist beyond turning a profit is not a novel concept for most brands, but brand purpose is growing in significance and has become a foundation for long-term business success. It is, in a sense, marketing's new North Star. It inspires brand growth and serves to unite and guide entire organizations.

ANA Center for Brand Purpose :

The ANA's Response — The ANA Center for Brand Purpose, in partnership with the ANA Nonprofit Federation, provides access to the information non-profit organizations need to advance responsible data-driven fundraising and marketing and helps brands discover and activate their purpose through playbooks, articles, training workshops, events, and a podcast series.

Agenda Item 4.3. Inclusion & Equality

Create a lasting impact on society through championing equality and diversity.

Inclusion and Equality — Marketers today must adapt their brand and marketplace strategies to more effectively leverage demographic changes and better champion diversity. Because inclusion and equality have never been more important to our society or critical to business success, the ANA is here to help, through both our Alliance for Inclusive and Multicultural Marketing (AIMM) and the gender equality practice SeeHer, as well as multiple committees, conferences, publications, webinars, and training.

Stakeholder(s):

Under-Represented Groups :

The Challenge — At the heart of any diversity discussion are inclusion and equality — a state of mind that must be continually nurtured, whether by providing unquestionably fair and equal opportunities for all, ensuring accessibility across all aspects of the organization, or employing more diverse and representative agency partners.

SeeHer :

The ANA's Response — We are at the forefront of research and initiatives driving more inclusivity and equality in marketing. Alongside our rich content, initiatives like the ANA's SeeHer and AIMM are advancing the conversation. SeeHer has become the leading global movement to eliminate gender bias in marketing and media. At the same time, AIMM launched one of the boldest industry reboots ever brought to the multicultural marketplace.

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