PROGRESS REPORT
JANUARY – MARCH 2021
Distributed April 15, 2021
RECAP

- Activate the B4H Growth Platform
Our Growth Agenda

The ANA and Cannes Lions established the Global CMO Growth Council in 2018 to guide the development of operational business systems organized around the 12-point Industry Growth Agenda introduced by the ANA in 2016.

Through the Growth Council, CMOs from top brands around the world have identified four global growth priorities to drive sustainable business growth, and societal good, through marketing.

**Priority**
**Brand, Creativity, and Media**

Energize the industry’s premier marketing assets to stimulate brand and media innovation to drive growth.

**Priority**
**Data, Technology, and Measurement**

Infuse data excellence throughout the industry to drive growth-focused brand and business decision-making built on a foundation of outstanding measurement practices and marketing technology.

**Priority**
**Talent and Marketing Organization**

Develop, train, and elevate the modern talent pool — from academia to CMOs — to enhance skills and capabilities.

**Priority**
**Society and Sustainability**

Leverage equality, inclusion, brand safety, and fraud reduction to turn our industry into a force for good that drives growth.

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4 | From Leadership to Action: A Progress Report | Q1, 2021
NOTABLE PROGRESS: January – March 2021

MORE CMOS STEPPING UP TO LEAD

• 385 CMOs representing an estimated 1000 brands participated in Council efforts in Q1 2021
• 30% joined for the first time (including Oracle, Boehringer Ingelheim, Peloton, Heineken, L’Oreal, 1-800-Flowers, Sallie Mae, US Cellular, and Merrell)
• 10% increase in industry stakeholders, including: Twitter, NBCUniversal, Dentsu, and Facebook

MORE TANGIBLE OUTCOMES

• Industry’s first supplier diversity benchmark
• Industry’s first guide for Martech procurement and implementation
• Launched first CMO-led framework for brand-growth KPIs
• ANA’s first Certification program to develop marketer skillsets
• Two new Growth Council working groups of CMOS to better address industry sectors:
  – B2B
  – Small-to-Mid-Sized Companies

MORE CMOS TAKING ACTION

• 60 CMOS representing 250+ brands have joined and/or applied measures to improve cultural relevance and eliminate bias from ads through AIMM and SeeHer.
• 32 interns have been placed at 23 companies through AEF’s MADE Internship program.
• 107 CMOs and industry leaders visited university classrooms or
• 24 CMOS nominated delegates to serve on practitioner work groups
  – Programmatic Task Force
  – Media Leadership Growth Council

MORE INDUSTRY IMPACT

• Increasing clout of the Growth Council has opened opportunities to work with industry stakeholders to drive change:
  – First-ever meetings with Apple and industry leaders to address IDFA implications
  – Common plan with primary social platforms on brand safety (Facebook, YouTube, Twitter)
• Working with premier industry broadcasters to transform industry practices
• Industry’s first RFP to investigate programmatic media transparency

Key 2021 Dates

- Apr 28: B4H Summit
- Jun 23: Cannes LIONS Summit
- Sep 14: Global Training Day
- Oct 4: ANA Growth Council Summit

5 | From Leadership to Action: A Progress Report | Q1, 2021
The craft of marketing and its connection to innovative experiences and media represents the centerpiece for growth. Global Growth Council CMOs are working to ensure that their brands stay true to their purpose and shift from B2B or B2C to B4H – “Brands for Humans”.

By improving their effectiveness in leveraging the innovative media landscape, CMOS are now building the foundation for long term business growth and brand value.
Growth Council Leadership Priority: Brand, Creativity, Media

Reframing the role of marketing and how it contributes to an organization’s business growth is foundational to the Growth Council’s leadership agenda. We are encouraged by the progress across the four growth mandates, summarized below. And we are most excited to report that – after dozens of working sessions and input from over 200 CMOs – we will launch the first Brands for Humans (B4H) Summit on April 28th.

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| Revolutionize marketing as B4H (Brands for Humans) | • The Growth Council finalized its position on B4H and will share with the industry at our Brands for Humans (B4H) Summit on April 28th. This is accompanied by a framework and set of principles for all CMOs to apply B4H in their businesses  
• The statement will be socialized across top academics, business leaders and industry stakeholders | Register for the inaugural B4H CMO Summit on April 28, 2021: [Link]              |
| Elevate the marketing craft                  | • We launched a series of peer exchanges where CMOs convene to build gold standards in creativity, innovation and insights. Sessions are in partnership with world-class SMEs from Cannes LIONS, Forbes, The Harris Poll/MDC Partners, Morning Consult, Deloitte, and others.  
• Through March 31st, over 280 CMOs have participated.                                                                                           | • Join the Growth Council CMO Exchange: [Link]  
• Cannes LIONS – The Work: [Link]  
• Growth Council events: [Link]                                                                                                                       |
| Establish a common framework for the financial value of a brand                             | • Spring 2021: We will publish our first common framework of “Brand Growth KPIs” for CMOs and business executives on April 28th  
• December 2021: We have partnered with MASB (Marketing Accountability Standards Board) to develop a universal methodology to determine financial value of a brand                                                                   | Register for the inaugural B4H CMO Summit on April 28, 2021: [Link]              |
| Transform the media ecosystem                 | We have created the industry’s first “Media Leadership Growth Council” to pursue a specific agenda of marketer-led initiatives within the media industry. CMOs from the Growth Council are asked to nominate their “chief media officers” to join in advance of the June 15th launch.               | Nominate your Head of Media to participate as your company’s delegate: [Link]  

"Not only am I benefitting from my involvement, but my teams are as well."

"Great and rich discussion. Looking forward to rolling up our sleeves and showing the power of B2B!"

"It was so real, engaging, actionable.....loved it."
In February, the Global Growth Council brought over 50 CMOs together for an advance review of a custom research fielded by Morning Consult on the power of predictive analytics. Click to download a copy of the report.

TO JOIN THE BRAND, CREATIVITY, AND MEDIA WORKING TEAM:

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GROWTH PRIORITY
Data, Technology, and Measurement

The cornerstone of the industry’s progress is its ability to harness data and technology for more effective decision making. Data and technology must become a foundational discipline that prevails across the entirety of an ever-complex media and measurement ecosystem.
Growth Council Leadership Priority: *Data, Technology, and Measurement*

At the direction of the Growth Council’s leadership, the ANA has assembled the world’s foremost experts in data, technology and measurement. From this point on, the Global CMO Growth Council has direct access to the most current, up-to-the-minute information and business implications related to the continued transformation of the world’s data and technology ecosystems.

### MANDATE

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<th><strong>Optimize investments in programmatic media by overhauling the supply chain and digital ecosystem.</strong></th>
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| • We assembled the industry’s first leadership coalition of “Heads of Programmatic Media,” each nominated by Growth Council CMOs. We will publish their first CMO compendium May 2021.  
• This unprecedented group of influential leaders represent top businesses around the world like IBM, Mastercard, Aetna, General Motors, SAP, PepsiCo, Ebay, Kimberly-Clarke, Visa, and others.  
• Est: 10 points in efficiency gains = $10B total combined savings for GGC | **Nominate your Head of Programmatic Media to join the Programmatic Media Transparency Task Force:** [Link](#) |
| **Transform digital media ecosystem to be addressable and privacy safe as industry moves to a cookie-less and Apple IDFA-less ecosystem.** | • Over 130 CMOs participated in a series of virtual workshops to contribute insights for two compendiums that will help CMOs implement viable alternatives in the new age of data privacy in media. These compendiums have since been distributed to over 1,200 CMOs around the world.  
• ANA continues lead role in PRAM (Partnership for Responsible Addressable Media), with regular Growth Council updates | • Addressable Media Compendiums for CMOs  
• PRAM: [Link](#)  
**Register for April 28th Growth Council B4H Summit:** [Link](#) |
| **Create a robust cross-platform media measurement system for advertising-essential metrics** | • ANA is assembling an industry level collaborative.  
• Reviewed progress with ANA Board Executive Committee in March  
• Share with ANA Board in April  
• Socialize with CMOs in Growth Council  
• Launch a pilot in late 2021 | **Download the MarTech Procurement resources:** [Link](#) |
| **Lead the business and cultural transformation that is empowered by data and tech** | • We published the industry’s first MarTech Procurement and Implementation for CMOs. It has been downloaded 1,625 times so far.  
• Developing CMO workshops for best practice in organizational structure, capabilities and culture for operational agility. | |

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“It becomes more and more necessary the more senior you become, within your own company, you increasingly become the “only one in the room”. So, to find a peer group, support, ideas exchange, sometimes it’s necessary to have options for kinship and belonging outside your own company. Great companies will support their talent in finding that, and great orgs like ANA can help create/offer that.”
Over 30 CMOs from around the world joined forces in a private discussion with subject matter experts from ANA and Deloitte on March 10, to share their approaches to data privacy in a “cookieless” world.

Click to download the report.

TO JOIN THE DATA, TECHNOLOGY, AND MEASUREMENT WORKING TEAM:

Please contact Smiti Kumar
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The foundational elements of marketing and the marketer’s role have changed. Growth can only be sustained by talent that is increasingly capable, highly skilled, and diverse. That necessitates an “end-to-end” approach to develop outstanding talent beginning at its academic core and intelligently and systematically progressing through the senior leadership ranks.
**Growth Council Leadership Priority: Talent and Marketing Organization**

Our mission is to drive growth through increased leadership focus on organization development, from the initial talent pipeline through the current marketing organization to CMO growth. We are working to develop the new talent and organizational workflows to drive peak performance across the existing marketing talent pool as well as attract a new generation of marketers.

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| **Achieve diversity and inclusion in our marketing organizations to represent diverse global markets** | • The Growth Council launched a series of virtual workshops to address recruitment, development and retention of diverse talent. These sessions are being hosted by the co-chairs of the initiative – Elizabeth Rutledge (American Express) and Julia Goldin (LEGO), as well as Marc Pritchard (P&G).  
• Over 200 CMOs are expected to attend the series and a summary compendium of best practices will be distributed globally in May 2021. | • Growth Council events calendar: [Link](#) |
| **Rescope marketing internally to ensure that marketing teams are skilled in key competencies** | • Through March 31, our efforts have focused on ensuring that the entire Global CMO Growth Council community is aware of the available resources for capability assessment, skill development and certified training.  
• Initial planning for a “Global Training Day” in September is now underway | • ANA Marketing Training and Development Center: [Link](#)  
• ANA Marketeter Committees: [Link](#) |
| **Rescope marketing externally to attract a wider base of the very best talent to the marketing industry** | • We launched the 2021 Marketing and Advertising Internships. We expect unprecedented levels of placements (100 interns at 75 companies). There has also been a record number of 175 marketers visiting university classrooms.  
• We are currently revisiting the “Best Jobs Ever” campaign that promotes marketing careers to college students and will update the group in April. | ANA Educational Foundation: [Link](#) |
| **Develop CMOs to drive more growth** | • We have conducted 10 workshops and webinars to keep CMOs current with the latest information and case examples on topics that have been identified as central to their ability to drive more growth. A total of 153 CMOs have participated year-to-date through March 31. | Growth Council Events: [Link](#) |
Comments from CMOs about the Global CMO Growth Council.

“Great session. I took copious notes. And I agree that a session on DEI metrics would be extraordinarily useful. If “equity” is about focusing on outcomes, then metrics will be key. Count me in.”

“I’m very pleased the ANA is taking such purpose driven action to impact the future of our industry.”

“The CMO Exchange is a valuable peer group. I always look forward to interacting with other CMOs.”
Julia Goldin, Chief Product and Marketing Officer at The LEGO Group and Elizabeth Rutledge, CMO at American Express led a group of 30 Global Growth Council CMOs in a candid discussion and insight exchange on how to successfully implement systems and processes that enable optimized recruiting of diverse entry-level candidates; as well as how to circumvent internal barriers or challenges. For recruiting resources, click here.

TO JOIN THE TALENT & MARKETING ORGANIZATION WORKING TEAM:

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GROWTH PRIORITY
Society and Sustainability

Brands must become a force for good and a force for growth through action – individually at our companies, and together as a CMO community. The top priority is to use marketing to promote equity and inclusion to achieve a better world for humanity and drive more growth and value for business.
## Growth Council Leadership Priority: Society and Sustainability

Brands must become a force for good and a force for growth through action – individually at our companies, and together as a CMO community.

The top priority is to use marketing to promote equality and inclusion to achieve a better world for humanity and drive more growth and value for business.

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| Achieve equal representation in media and creative supply chain (50% gender equality / 40% multicultural diversity) | In partnership with the Talent & Marketing Organization CMO Working Team, we launched a DEI CMO series to address challenges across the entire ecosystem:  
• March 18 - Hiring Diverse Candidates; April 15 - Creating an Inclusive Culture; May 13 – Managing Diversity in Your Supply Chain | • 5/13 Supply Chain CMO Working Session: [Link](#)  
• Resources from CMO DEI series: [Link](#) |
| Eliminate systemic investment inequalities in the media and creative supply chain | • Feb 2021 – released an updated list of 221 “Certified Diverse Suppliers”,  
• March 2021 - published a list of “Suppliers Serving Predominately Multicultural and Diverse Audiences for Marketing and Advertising, Non-Minority Owned and/or Non-Minority Certified”, in partnership with AIMM | • Certified Diverse Suppliers: [Link](#)  
• Certified Diverse Suppliers Spreadsheet: [Link](#)  
• Supplier directory: [Link](#) |
| Eliminate bias and racism by accurately portraying all humanity in advertising, content and media | • Jan 2021 – held CMO Working Session on “How to Measure and Improve Cultural Impact of Advertising” featuring AIMM and Gail Horwood, CMO at Kellogg North America  
• Feb 2021 – created Diversity & Inclusion Measurement Matrix to provide options for measuring diverse segments across gender, race/ethnicity, ability, sexual preference, age, body size. | • AIMM/Kellogg Presentation: [Link](#)  
• CIIM (AIMM): [Link](#)  
• GEM (SeeHer): [Link](#) |
| Eliminate hateful and harmful content online | • Jan 2021 – ANA’s Board of Directors and GARM (Global Alliance for Responsible Media) met with Facebook, YouTube and Twitter to accelerate efforts to eliminate hate speech and misinformation from the advertiser-funded platforms.  
• Q1 2021 - integrating a new ANA initiative, #EngageResponsibly, which is an open-source movement that empowers consumers, brands and social media platforms to take action to prevent the spread of hate speech online. | • Global Alliance for Responsible Media (GARM): [Link](#)  
• Engage Responsibly: [Link](#) |
Comments from CMOs about the Global CMO Growth Council.

“Excellent discussion and insights! Thank you all!”

“All the follow-up with CMO initiatives is so tight. Nothing irritates me more than “initiatives” that are just useless words brought up three times a year. Really good work. This has been AWESOME.”

“Very much appreciated the larger discussion. It was quite informative. Kudos to the Growth Council for making it happen.”
LEADERSHIP IN ACTION

Over 50 CMOs attended an Executive Forum featuring AIMM and Gail Horwood from Kellogg North America to discuss how to measure and improve cultural impact through CIIM.

TO JOIN THE SOCIETY & SUSTAINABILITY WORKING TEAM:

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2 NEW WORKING TEAMS

SMALL TO MID-SIZED COMPANIES (SMC)
Focused on fostering peer-to-peer discussion around essential building blocks that CMOs from small to mid-sized companies require to drive growth today

CO-CHAIRS
• Kerrie Ann Frey, Intralox
• Amy Gath, Formica Corporation
• Soyoung Kang eos Products
• Jason Levine, Sabra Dipping Company
• Jason Morros, Edison Properties
• Lynn Pina, GeoBlue

B2B
Dedicated to the opportunities and challenges faced by B2B-driven organizations.

CO-CHAIRS
• Jann Schwarz, LinkedIn
• Dean Aragon, Shell Brands International AG

LEADERS
• Kristen Allegri Williams, Optimizely
• Toni Clayton-Hine, Ernst & Young
• Matt Preschern, Forcepoint
• Kathy Seegebrech, UL
• Victoria Morrissey, Caterpillar
• Michael Betz, McKinsey & Company
• Sumit Virmani, Infosys

TO JOIN THE SMC WORKING TEAM:
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TO JOIN THE B2B WORKING TEAM:
Please email Meg Wubbenhorst mwubbenhorst@ana.net
We are scheduling one-on-one Executive Briefing Planning Sessions with CMOs. These thirty-minute sessions will ensure that you are connected to the work-streams and resources that best align with your growth priorities and can accelerate your progress.

Click here to schedule your one-to-one brief now.

THE GROWTH COUNCIL CMO EXCHANGE
• Click here to request to join.

CMO RESOURCES
• Click here to find the resources you need to act now.

CMO EVENTS
• Click here to view our full calendar of CMO events.

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