

GROWTH PRIORITIES:

- Talent and Marketing Organization
- Society and Sustainability

GROWTH MANDATE:

- Talent: Transform the capabilities and organizational models to support modern marketing.
- Society: Achieve equal representation in the media and creative supply chain.

WHY IT MATTERS:

- As marketing continues its accelerated evolution, success requires CMOs, particularly in Small to Mid-Sized Companies (SMC), to develop and sustain resources and networks that promote and retain their talent.
- Consumers expect brands, large and small, to be transparent in credibly identifying and working to overcome diversity gaps in a way that becomes business as usual. Success drives greater growth in brand loyalty, market share, and revenue.

OBJECTIVE: Continue the dialogue with Small to Mid-Sized Company Working Group to execute solutions for their selected Growth Priorities:

- 1. Talent:** Agree on tactics to meet training goals and overcome their challenges. [Marketing's Global Day of Learning](#) (September 14) is an opportunity for teams to pause their normal routines and take the day to prioritize learning.
- 2. Society:** Review Diverse Supplier challenges and discuss solutions, and any we're missing from SMC perspective.

DISCUSSION FOCUS

Talent

- What are your 2022 Talent Development priorities, and what would the ideal training model look like?

Society

- What are your challenges in hiring diverse-owned and operated suppliers? (agencies, production, marketing suppliers, other businesses)
- What are your challenges in utilizing diverse content creators?
- What are your challenges in increasing investment in diverse-owned and operated media companies?

TALENT RESOURCES-PLANNING FOR 2022: What's Available?

- Responding to an early request for ANA training resources available particularly for small and mid-size companies without in-house Learning and Development resources, ANA's Marketing Training & Development Center (MTDC) created a reference document tailored to SMC and areas highlighted in previous working group conversations, specifically, AGILE, in-house agency management and strategic and creative thinking.
- ANA Capability Diagnostic Tool-provides the ability to recommend based upon where your talent is currently. Please contact TeamTraining@ana.net if you'd like more information.



Over 30 CMOs and industry leaders joined the Global CMO Growth Council's working session for Small to Mid-Sized Companies on August 12, 2021.

KEY TAKEAWAYS

- 1. Diversity supplier strategies benefit SMCs** because they proactively support and address inequity barriers while also delivering community empowerment and a positive economic impact. It also provides more authentic connections because diverse suppliers reflect the consumer base.
- 2. There is a clear need for further development of diverse-owned media.** Trade associations, marketers, and agencies — should use their resources to promote development.
- 3. Once SMCs have the talent pool they need,** they must ensure these employees are engaged, feel valued and perform well. This can be done by creating a desirable culture, understanding the needs and motivations of the employees, and answering these needs. SMCs must offer development opportunities to their talent so that they feel valued.

TALENT RESOURCES-PLANNING FOR 2022:

What Keeps You Up At Night?

- **Ways to build talent development priorities:** by skill matrices by level or performance, Creative, Digital, Operations, or e.g., entry-level, mid-level, supervisory, etc., under-performer, as expected, superior performer, or, particularly in SMC, by rotation, since it is important in smaller teams to be flexible and work as a “utility player.” SMCs allowed for broader, faster capacity development because teams do more with less.
- **Need for a broader marketing glossary.** Within and across organizations, how do we standardize language-do we know what we’re talking about?
- **Recruiting Talent.** Hybridized work environments have, in some cases, benefitted team-building, as we are no longer limited by location/time zones.

IDENTIFYING AND COLLABORATING WITH DIVERSE SUPPLIERS:

What Keeps You Up At Night?

1. Defining Diversity-what’s the focus?

- Diverse owned/operated suppliers
- Diverse owned/operated media companies
- Voices and content creators

2. Identifying the right partners to service the business

3. Certifications?

- Many lists exist ([click for ANA list](#)). Could we create a list of trusted, recommended suppliers ourselves, managed by the GGC?”
- Are you willing to trade ease-of-use and accessibility for accuracy?
- Is the list useful without context or feedback?

4. Diversity beyond the labels-partners that move the needle

5. Leadership’s reluctance or inability to make it a priority

6. Costs?

While you might think that smaller partners are more expensive, the experience is that they are more agile, collaborative, and engaged.

7. SMCs we may not have the luxury of a large supplier roster.

Some smaller brands adopt a “diversity initiative” to convey a commitment to improving the way they build relationships and allocate resources.

IDENTIFYING AND COLLABORATING WITH DIVERSE SUPPLIERS:

Where do we want to be?

- Achieve 10% spend on diverse suppliers.
- Have access to a trusted, vetted list of suppliers - crowd-sourced from GGC.
- Building DEI/Multicultural goals into our plans.
- Committing to influence, especially if we don’t have top-down support for it.

RESOURCES

1. A [List of Diverse Supplier Challenges](#), as identified by 90+ CMOs from different verticals, company sizes, and regions. Please feel free to add additional challenges, solutions, or workarounds or email to Meg Wubbenhorst at mwubbenhorst@ana.net.
2. A [Q&A document](#) provided by the CMO Exchange on DEI Supplier Diversity. Please feel free to direct questions or to join the Global CMO Growth Council Exchange by emailing Rochelle Carter-Wilson at rwilson@ana.net
3. If you have a diverse supplier or creator you’ve worked with or evaluated that you’d like to recommend to the members of the Global Growth Council, please email Meg Wubbenhorst at mwubbenhorst@ana.net

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Talent and Marketing Organization Society and Sustainability

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UP NEXT:

September 14 | 9A (ET)
Marketing’s Global Day of Learning – 24-Hours of inspiration - **Free to marketers.**

[REGISTER](#)

September 15 | 11A (ET)
Planning: 2022 Mandates for Society/Sustainability

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September 17 | 9A (ET)
Planning: 2022 Mandates for Talent

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