



Key Study Findings

In House Marketing2020 presentations and workshops

Company-specific Marketing2020 benchmarking tool

Marketing2020 – Organizing for Growth

In today's evolving digital world what we do in marketing is changing beyond recognition, but how we organize marketing within organizations looks worryingly the same as 50 years ago.

Marketing2020 – Organizing for Growth was initiated to focus on how marketing can best align strategy, structure, and capability to support business growth. The platform offers CEOs, CMOs, and their teams strategic frameworks, practical guidelines, and tools to increase marketing effectiveness.

Marketing2020 recommendations leveraged the insights and experience of over 250 leading global CMOs and 10,231 respondents (3,565 completes) across 92 countries. The ANA is partnering with EffectiveBrands, the global marketing consultancy to help U.S. marketers interpret, discuss, and apply key insights and recommendations, to help increase marketing effectiveness.

Defining what it takes for brands to win in a digital world and how to evolve the marketing organization to a higher level of effectiveness

Marketing2020 Global Advisory Board



Keith Weed,
CMO at Unilever



Antonio Lucio,
Chief Brand Officer at Visa



Beth Comstock,
CMO at GE



Jon Iwata,
SVP, Marketing and
Communications at IBM



Chris Burggraave, Executive in
Residence at NYU



Rob Malcolm, Executive
in Residence at Texas U

Global advertising associations and publication partners



In a digital age where winning brands offer seamlessly integrated *total experiences* to their customers across multiple touch points,
marketing will become too important to be left just to marketers.

What will be different tomorrow

1. Generation WHY (a.k.a. Millennials) will lead
2. The global middle class will have doubled
3. There will be near market transparency worldwide
4. Big Insights will prevail over Big Data
5. Brands will need to be built on a clear purpose
6. Winning brands will offer total experiences
7. Integration will be the #1 organizational priority
8. Organizations that master engagement will win
9. Building marketing skills will be more important
10. Marketing leaders will orchestrate and integrate



"Marketing got lost in the mad consumption-at-any-cost years. What we're doing ... is making marketing noble again."

- Keith Weed, chief marketing and communications officer at Unilever

What you can do

Top Marketing2020 CMO priorities:

1. Lead by example in a digital world
2. Engage the total organization
3. Inspire and empower vs. control
4. Ensure brand consistency throughout
5. Build marketing capability

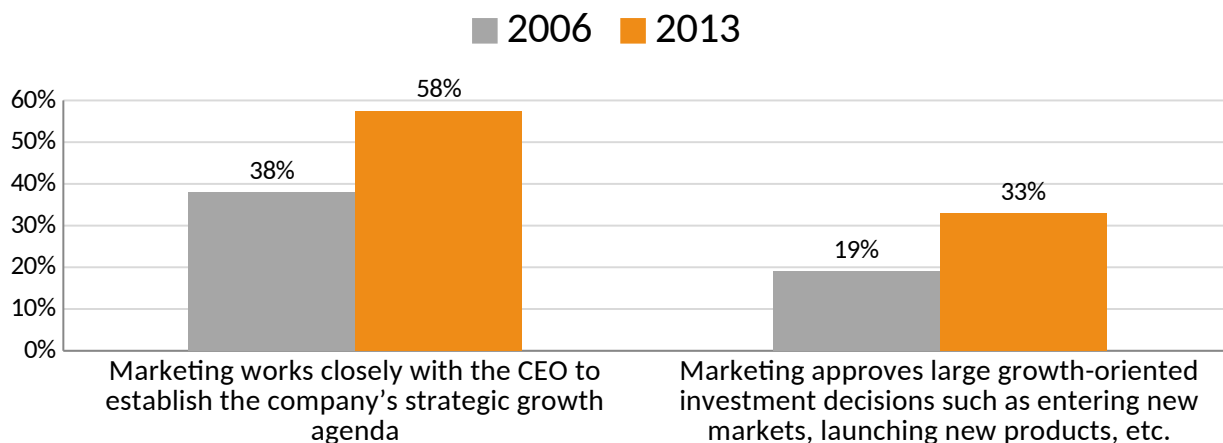




"The CMO has successfully moved from a position of being the big spender with little respect in the boardroom to an equal peer with a shared sense of business responsibility. CMOs often have the most understanding of the transparent 365/24/7 market and are being asked to show the way by the CEO and peers. Influence has dramatically increased."

– Marc de Swaan Arons, EffectiveBrands Founder and M2020 Leader.

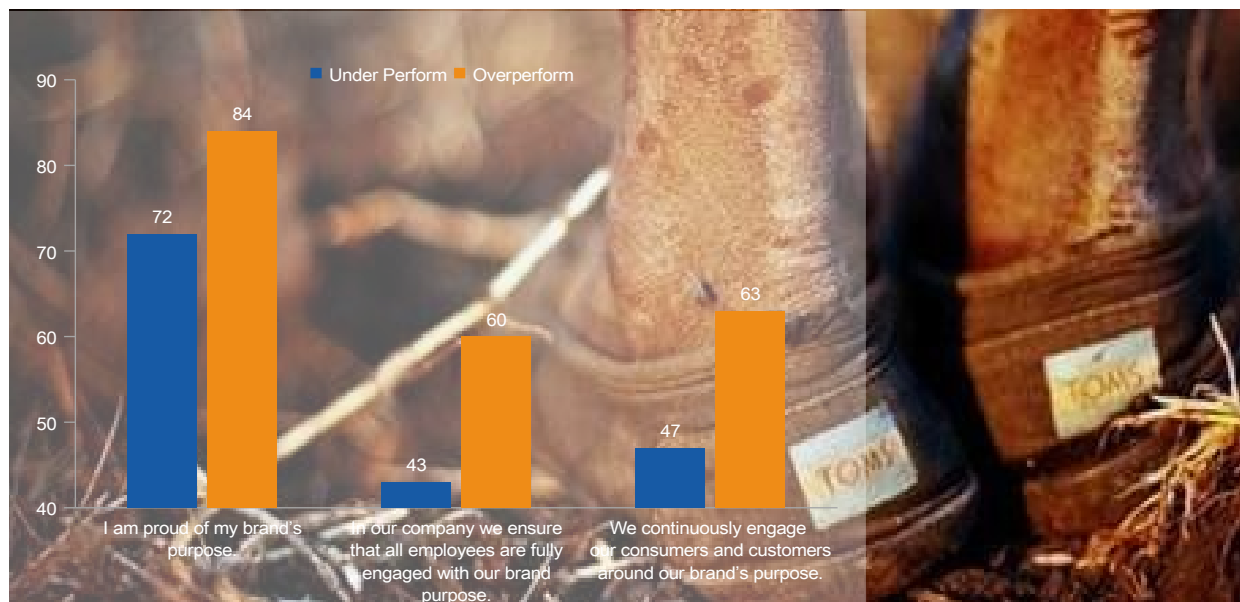
Demonstrating business acumen is a license to operate and your ticket to influence the organization.



Companies and brands with purpose over-perform



Engagement around purpose is a winning capability.



Winning Marketing2020 brands will offer functional, emotional, and societal benefits bundled as personalized *total experiences* across multiple, seamlessly integrated touch points.

Building brand value in a digital age



© 2013
EffectiveBrands

Strategy before structure



"The number one challenge in companies like ours is, how should we be organized. Everybody always goes to the org chart first. What we really should be doing is saying, 'What are our goals? How will we define success? What is our process for achieving that success?'. Only then do we consider the organizational structure."

– Larry Light, chief brands officer at InterContinental Hotels Group (IHG).

Marketing2020 – Organizing for Growth

Top Marketing2020 organizing principles:

1. Connect marketing with the rest of the company
2. Inspire all stakeholders around a shared purpose
3. Ensure total focus on key metrics and targets
4. Organize to deliver seamless integration
5. Build skills for marketing in a digital age



**It's time to question why we discuss business performance for hours every month
but human performance only once or twice a year for perhaps an hour.**

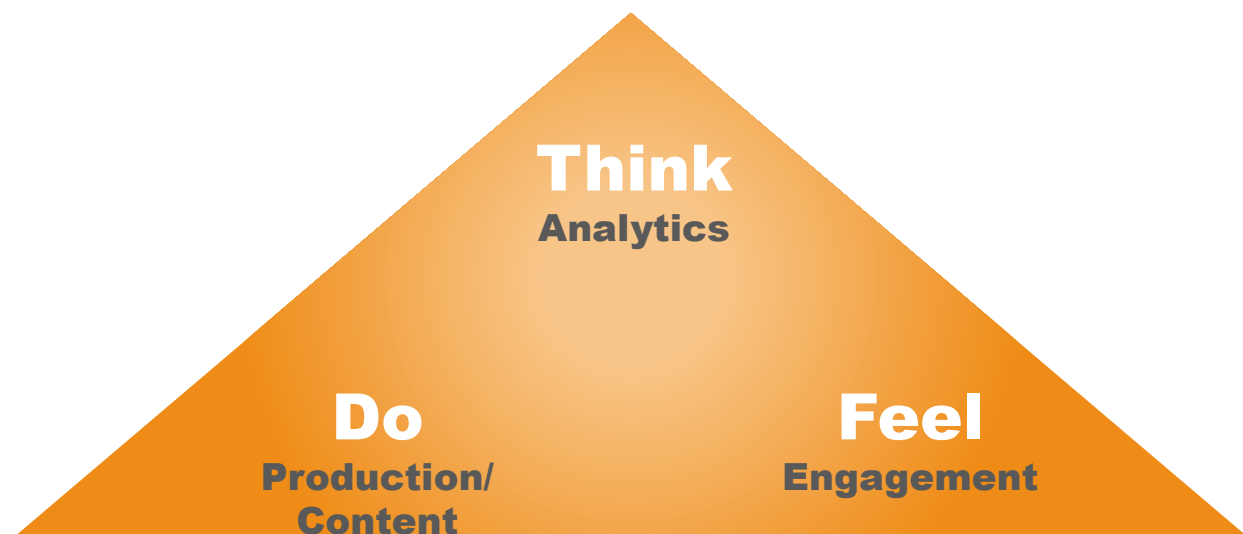


"We're going to have a much greater degree of collaboration with human resources. It will be more than messaging to employees; it will be actually influencing the criteria of hiring, onboarding, management, training, development, recognition, and reinforcement — the rituals and practices that define any corporate culture. We will be partners guiding the cultures of our companies."

– Jon Iwata, senior vice president of marketing and communications at IBM

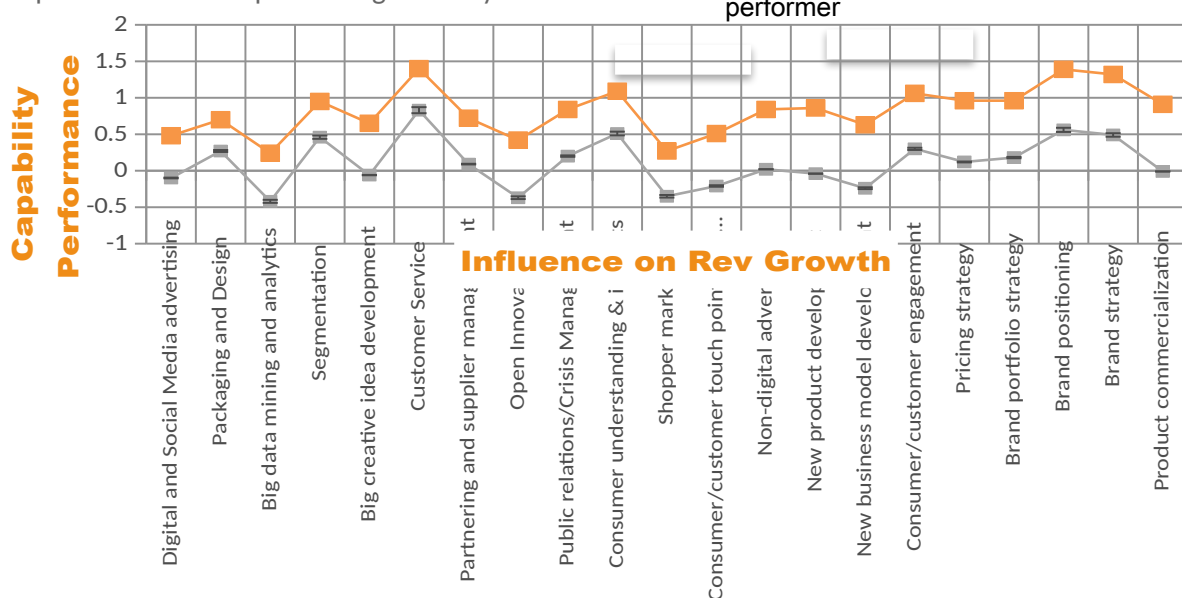
Roles within marketing will shift.

Specialization around big data analytics, community engagement, and real-time content creation, all coordinated by an overall purpose and marketing strategy, will be required.



Companies that invest in marketing excellence programs over-perform

Across all marketing excellence areas, companies with marketing excellence programs outperform their competitors significantly.

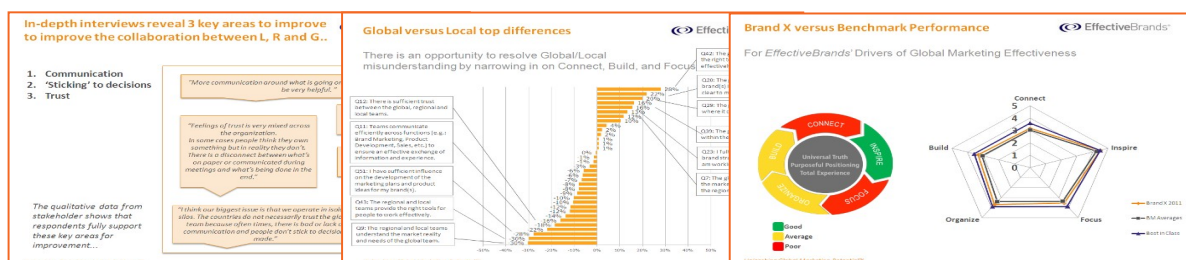


Company-specific Marketing2020 benchmarking

PulseCheck™

Do you want to know how effective your marketing organization is?

EffectiveBrands is now offering company-specific Marketing2020 benchmarking: The dedicated Marketing2020 PulseCheck™ includes internal vision interviews and a company-tailored online M2020 survey. The findings and recommendation will help focus every marketing leadership agenda. For more information please contact halle.darmstadt@effectivebrands.com or call (212) 358 9638



GSK – SVP Marketing Strategy & Excellence

“The results of the PulseCheck were invaluable. It was crystal clear what was going well and where we need to improve. The recommendations were actionable.”

Typical In-house Marketing2020 Workshop Program

Workshop Flow

10 min	Leadership opening and Flow
20 min	Intro and “Characteristics of Winning M2020 brands” presentation
30 min	Discussion relevance to our brand(s)
20 min	“Organizing for Growth” presentation
30 min	Discussion – relevance to our organization
20 min	Your company PulseCheck findings & Recommendations
60 min	Discussion in groups of recommendations, keep, kill, build
30 min	Prioritization of recommended opportunities & challenges to address
10 min	Leadership next steps and close

Investment Levels

Option 1 10,000

US \$

- One-hour presentation of general M2020 findings and recommendations

Option 2 25,000

US \$

- Qualitative PulseCheck (n=5) within your organization, benchmarked against M2020
- Half-day workshop with your team (max 20) to discuss implications & development areas

Option 3 50,000

US \$

- Qualitative PulseCheck (n=5) within your organization, benchmarked with M2020
- Quantitative PulseCheck (n=200 max) within your organization, benchmarked against M2020

* Excludes administration charge of 5.5% and out of pocket expenses (printing, travel, accommodation, etc.)

- Half-day workshop with your team (max 20) to discuss implications & development areas



"The results of the study provide senior marketers around the world with clear pathways to business growth. This is the most ambitious, significant research and leadership initiative to help guide the future of the marketing function."

- Bob Liodice, ANA president and chief executive officer

About the Association of National Advertisers

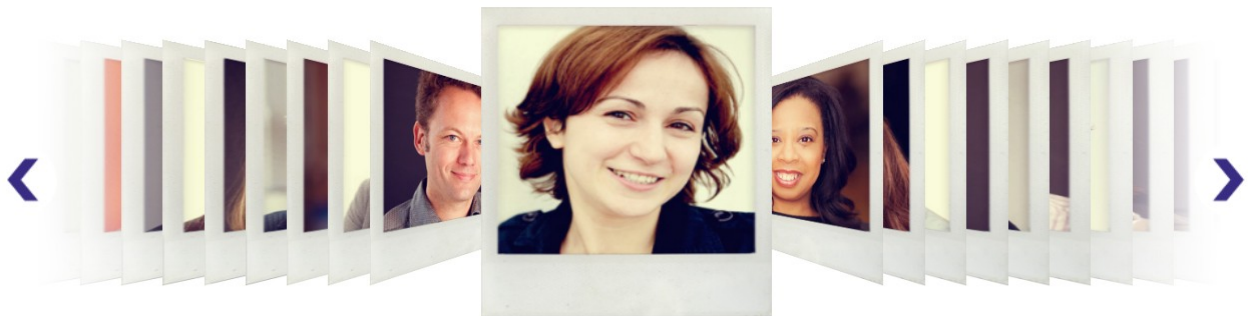
The ANA (Association of National Advertisers) leads the marketing community by providing its members with insights, collaboration, and advocacy. ANA's membership includes more than 500 companies with 10,000 brands that collectively spend over \$250 billion in marketing communications and advertising. The ANA strives to communicate marketing best practices, lead industry initiatives, influence industry practices, manage industry affairs, and advance, promote, and protect all advertisers and marketers. For more information, visit www.ana.net.

NEW: Beginning Q1 2014, the ANA and EffectiveBrands will be offering Marketing2020 benchmarking and Marketing2020 training programs for ANA members. For more information please reach out to Nick Primola at nprimola@ana.net or (212) 455 8029

About EffectiveBrands

EffectiveBrands' purpose is to *unleash the potential* in the global marketing leaders, brands, and organizations we work with. Our work focuses on helping marketers develop and embed global marketing strategy, structure, and tailored company marketing excellence programs.

Everything we do is very practical because most of us were marketers ourselves in a previous life.



**Global Marketing Expertise
Developing and Embedding
Practical**

75 Global Marketing Consultants, 25 Nationalities

New York – London – Amsterdam – Singapore – Tokyo –

Paris - Istanbul

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