



2024 GLOBAL CMO GROWTH COUNCIL LEADERSHIP ASSEMBLY

Cannes | June 19, 2024



Key takeaways and actions

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TOPLINE RECAP AND KEY TAKEAWAYS

For the seventh consecutive year, the Global CMO Growth Council convened its leadership community at the Cannes Lions International Festival of Creativity. This pivotal forum brought together CMOs from top brands around the world to share progress and prioritize leadership initiatives for the remainder of 2024.

The top priorities identified by this international delegation of CMOs will now guide the development of action plans by each of the Council's working teams for 2025. These plans will then be activated when the Council convenes next at its annual summit – held at the [ANA Masters of Marketing Conference](#) in Orlando this October. There are many active initiatives at various stages of progress, but these are the top priorities from the forum in Cannes:

- 1. Comprehensive Generative AI Integration:** While momentum is accelerating, we are merely scratching the surface of GenAI's potential. The priority now is to [gather and disseminate use cases](#) from the international community – with a focus on how marketing can help the company leverage generative AI to elevate the customer experience throughout all touchpoints.
- 2. Measurement Challenges:** It's time for marketers to jointly solve industry-level measurement challenges. CMOs need to support a comprehensive, [industry-wide solution for cross-media measurement](#), underway now.
- 3. Apply Gold Standards for Creative Effectiveness:** Research validates the business impact of a [culture of creative effectiveness](#). The priority is for CMOs to apply these frameworks and best practices into their 2025 business plans.
- 4. Talent Pipeline:** Our industry lacks the robust and reliable talent pipeline necessary for it to perform to its full potential. Top priority is to mobilize the Council's international community of [CMOs to bolster the university system](#) inside the classrooms this fall. We will provide wide access to top quality training for marketing's global workforce via a [free global learning program](#) as well as the new [Creative MBA](#) from LIONS.
- 5. Universal Competency Framework:** Evolving the [Growth Council's first universal competency framework](#) is vital to identify and address talent gaps, to establish structured career paths, and to develop talent for modern marketing. Efforts to incorporate short and long-term implications from GenAI have started.
- 6. Drive Growth through Inclusive & Sustainable Marketing:** Sustainability-oriented and inclusive marketing strategies represent the biggest growth opportunity of our time. The Growth Council convened a united forum to help drive equal representation and [investment within companies and agencies throughout the industry's media and creative supply chain](#). More forums are being scheduled, including during our Summit in October.
- 7. Marketing with Purpose:** We will elevate gold standards for the role of "purpose" in [creating superior value and profitable growth](#). This includes aggregating a variety of fresh use cases from brands that have effectively aligned purpose and profit resulting in clear, measurable business outcomes.



In addition, the Growth Council, with the LinkedIn B2B Institute launched a major strategic initiative to **elevate B2B marketing to its full potential**. The opportunity cost to B2B corporations resulting from under-leveraging marketing is too great (B2B is half the world economy yet only a fraction of total marketing spend). An international group of select CMOs and industry leaders is working to drive the change our industry needs in the coming year.

If you are not already participating as your company's CMO delegate to the Growth Council, please reach out to get started at global-cmo-growth-council@ana.net.

Working Team

BRAND, CREATIVITY, AND MEDIA

The forum centered on redefining the role of marketing and its potential to drive an organization's business growth. Delegates agreed on the urgent need to invigorate the industry's leading marketing assets to spark brand and media innovation, thereby accelerating growth. ([View mandates for this working team here.](#))

Top priorities and action items that delegates identified included:

What are the highest priority actions that CMOs must accelerate now?

The majority of CMO delegates identified the need to advance AI-driven creativity as the highest priority to accelerate growth from brand, creativity, and media. Marketers need to strike a balance between human and digital-driven creativity – and ensure that AI governance is in place.

What is needed for CMOs to take action and drive greater adoption?

CMOs need clear, responsible guidelines to accelerate adoption of AI-driven creativity. In addition, it is essential to develop full-funnel measurement systems that can validate creative effectiveness driven by AI.

What are the next priorities that we should pursue?

Identifying and understanding future environments that new hardware will enable through AR and VR is essential to get ahead of now.

Addressing the cross-media measurement challenge.

To help CMOs address the measurement challenges, the ANA launched a new entity, [Aquila](#), to govern, operationalize, and execute a cross-media measurement system in the U.S., to improve decision-making by enabling unduplicated reach and frequency at the campaign level – and it is expected to save advertisers \$50 Billion.



"Marketing must nurture a 'sense of value' in the mind and heart of the customer. It's not enough to be a good quality product that you want people to Buy. You must also offer something that customers will Buy Into. Genuine human insights create powerful human connections. CMOs need to recognize the humanity of the customers and distill real human insights."

DEAN ARAGÓN

CEO & Vice-Chairman - Shell Brands International AG

ACTIONS YOU CAN TAKE NOW

- Join the **Brand, Creativity, and Media** working team – Connect directly with CMO peers in a candid exchange of insights, lessons-learned, and advice. Contact [Ann Baird](#).
- Attend the next **Working Team meeting** – review progress, share case studies, and identify actions to accelerate brand growth while delivering value to the people we serve. Click for [Event Calendar](#).
- Learn how you can get involved with Aquila, the industry-wide cross-media measurement initiative to improve decision-making by enabling unduplicated reach and frequency at the campaign level. For more, contact [Bill Tucker](#).
- Become a delegate to the **Global CMO Growth Summit** at the **ANA Masters of Marketing Conference in Orlando**, this October. [Request your complimentary invitation.](#)

Additional Resources

GROWTH OUTCOME	ACTIONS YOU CAN TAKE NOW
<p>Establishing a clear case to the business community that brand building and creativity are primary drivers of growth.</p>	<ul style="list-style-type: none"> • Help CEOs better understand marketing’s role in the company’s growth agenda The ANA worked with McKinsey to produce The CEO’s Guide to Marketing . <ul style="list-style-type: none"> – Download The CEO’s Guide to Marketing and review the framework with your CEO and CFO. This foundational research, from ANA and McKinsey, aims to establish the definitive guide to help CEOs (and CFOs) understand and assess how marketing delivers business value. Link – Download A Definitive Guide for CEOs and CMOs to Jointly Unlock Growth from Marketing - a playbook for CEOs, CMOs and business stakeholders. Link • Accelerate business growth by achieving multistakeholder impact: Working with Oxford University’s Saïd Business School and IRG, we participated in a C-Suite study focused on capturing what it takes to win in the shift from shareholder to stakeholder growth. Link
<p>Aligning marketing with all business stakeholders on the common, foundational drivers for short- and long-term growth.</p>	<ul style="list-style-type: none"> • B4H: The Brands4Humans Revolution. Engendering a brand with a personality, character traits, and, perhaps most important, a belief and values system that extends well beyond a company’s financial self-interest. • 7 Brand Growth KPIs: The Growth Council established universal business drivers for B2C and B2B brands. Asses your 2025 plans against these KPIs. • Drive true market growth among an increasingly diverse population. The 4R Framework: Reach, Representation, Relevance & Resonance provides a systems approach, developed by P&G, to help marketers drive market growth among an increasingly diverse population. Link
<p>Institutionalize universal gold standards for full funnel creative effectiveness that will guide the industry going forward.</p>	<ul style="list-style-type: none"> • Learn how CMOs at top brands are building a culture of creative effectiveness: Together with WARC, and Cannes LIONS we identified what it takes to institutionalize creative effectiveness in an organization. We have created a framework laying out the main elements of a successful culture of creative effectiveness – the ABE framework. The report includes six building blocks that contribute to an effectiveness culture, and shares examples from McDonald’s, MARS and AB InBev. Link

Working Team

DATA, TECHNOLOGY, AND MEASUREMENT

Delegates identified solving measurement challenges as the most critical priority, followed by the need to further integrate Generative AI. Much of the discussion called for GenAI use cases (not only successful cases – but also the failures). There is a strong need for GenAI guidelines and frameworks for – especially around governance. ([View mandates for this working team here.](#))

Top initiatives that the delegates prioritized:

33%	Solve measurement challenges: effectiveness, attribution, cross-media
29%	Further integration of Generative AI
16%	Optimize performance of MarTech stack
16%	Maximize return from investments in digital media (especially in programmatic)
6%	Optimize marketing in a cookieless environment

Addressing the cross-media measurement challenge.

To help CMOs address the measurement challenges, the ANA launched a new entity, [Aquila](#), to govern, operationalize, and execute a cross-media measurement system in the U.S., to improve decision-making by enabling unduplicated reach and frequency at the campaign level – and it is expected to save advertisers \$50 Billion.

Case Studies from Brands Driving Business Growth & Innovation with Generative AI.

CMOs are the primary brand stewards for their organizations and the people they serve. Decisions CMOs make related to Generative AI carries the potential for a uniquely multifaceted impact on their company, throughout the extensive marketing supply chain, and ultimately on their consumers, and society. [Click to download case studies.](#)



"The ability to harness AI will allow us to be higher performing humans, so do not fear it, get started. I believe the potential we can realize with it will only be limited by our imaginations and our ability to ask really good questions."

TAMARA ROGERS

Global Chief Marketing Officer at Haleon

ACTIONS YOU CAN TAKE NOW

- Join the **Data, Technology, and Measurement** working team – Connect directly with CMO peers in a candid exchange of insights, lessons-learned, and advice. Contact [Alexandra Salomon](#).
- Attend the next **Working Team meeting** – review progress, share case studies, and identify actions to accelerate brand growth while delivering value to the people we serve. Click for [Event Calendar](#).
- Learn how you can get involved with Aquila, the industry-wide cross-media measurement initiative to improve decision-making by enabling unduplicated reach and frequency at the campaign level. For more, contact [Bill Tucker](#).
- Become a delegate to the **Global CMO Growth Summit** at the **ANA Masters of Marketing Conference in Orlando**, this October. [Request your complimentary invitation.](#)
- Contribute your case study to the second edition of the [CMOs Guide to GenAI](#) – to be released in October 2024.

Additional Resources

GROWTH OUTCOME	ACTIONS YOU CAN TAKE NOW
<p>Return \$10 billion in savings back to working media that drives growth, by streamlining the digital media and programmatic supply chain to reduce inefficiency.</p>	<ul style="list-style-type: none"> • Review the CMOs Guide to Programmatic Media Transparency with your media team The world's premier digital marketing experts created this guide to help CMOs maximize return from the programmatic process. Link <p>Additional Resources include:</p> <ul style="list-style-type: none"> – Marketing Technology Procurement and Implementation: Link – Kimberly-Clark's Rachel Mervis on Programmatic Transparency. Link – Aetna's Executive Director, Paid Media Strategy - Jose Diaz on Programmatic Transparency. Link – Kimberly-Clark Head of Global Media, Brad Moranchek: Step-by-Step Actions to Streamline Programmatic. Link – Sephora's Zena Arnold (formerly – PepsiCo) on gaining more control over Programmatic Transparency. Link – The Marketing Technology Glossary Link <ul style="list-style-type: none"> • Get up to speed on what every CMO needs to know about AI – to influence your 2025 plans. – NEW: Just published - A Compendium of Cases from Brands Driving Business Growth & Innovation with Generative AI. Link – This compendium provides case studies to help all CMOs accelerate their progress with Generative AI to drive more growth.: We initiated the Growth Council's official position on GenAI, incorporating input from over 300 CMOs around the world. Link – The Business Guide to AI, developed in partnership with Bloomberg Media Link – In partnership with the Boston Consulting Group (BCG), we have made several resources available to CMOs on AI: <ul style="list-style-type: none"> - Generative AI Insights Link - Three Ways Gen AI Will Transform Customer Experience Link - Accelerating AI-Driven Marketing Maturity Link
<p>Pivot to a first-party data strategy in today's cookie-less environment to build better customer relationships.</p>	<ul style="list-style-type: none"> • See how other CMOs are preparing for the cookieless future CMOs can drive growth in a cookieless environment by deepening customer engagement, featuring examples from Clorox and HP. Link

Working Team

TALENT AND MARKETING ORGANIZATION

Delegates identified the need to accelerate engagement at scale for global learning initiatives like ANA IQ as the top priority. Delegates also endorsed the newly launched CMO Homecoming initiative – designed to bring CMO experience to college classrooms. Delegates also prioritized the need to enhance the ground-breaking Competency Framework introduced at Cannes last year. ([View mandates for this working team here.](#))

Top initiatives that the delegates prioritized:

28%	ANA IQ: Global Learning Program
21%	ANA Marketing Capabilities Case Study Compendium
19%	Global CMO Homecoming Program
17%	ANA Marketing Capabilities Framework Evolution/Annual Updates
15%	ANA CMO/Senior Marketer Leadership Program

Global CMO Homecoming

This collaborative initiative between the Marketing Industry and Academia mobilizes CMOs to share their insights and experiences with marketing students on campuses around the world this Fall. Led by Growth Council Talent and Marketing Development Working Team Co-Chairs Julia Goldin (LEGO Group) and Elizabeth Rutledge (American Express), Homecoming offers a unique opportunity for students to learn from the best in the field, gain exposure to real-world marketing cases, and receive valuable insight into the industry from CMOs. Homecoming will enhance college curricula, increase the profile of universities and their marketing departments, and build a bridge between the professor community and the marketing industry. More: <https://ana.foleon.com/cmo/homecoming/>



"Identifying and addressing current talent gaps, along with establishing structured career paths, is essential for cultivating talent in modern marketing."

ELIZABETH RUTLEDGE

Chief Marketing Officer at American Express

ACTIONS YOU CAN TAKE NOW

- Share the FREE registration link for ANA IQ with your teams, agencies, and partners: <https://www.ana.net/anaiq>
- Join the **Talent and Marketing Organization** working team – Connect directly with CMO peers in a candid exchange of insights, lessons-learned, and advice. Contact [Meghan Medlock](#).
- Attend the next **Working Team meeting** – review progress, share case studies, and identify actions to accelerate brand growth while delivering value to the people we serve. Click for [Event Calendar](#).
- Register for [CMO Homecoming](#).
- Become a delegate to the **Global CMO Growth Summit** at the **ANA Masters of Marketing Conference in Orlando**, this October. [Request your complimentary invitation.](#)

Additional Resources

GROWTH OUTCOME	ACTIONS YOU CAN TAKE NOW
<p>Transform the capabilities and organizational models to support modern marketing.</p>	<ul style="list-style-type: none"> • The Universal Marketing Capabilities Framework is a first-of-its-kind aggregation of actual frameworks from world-class brands that helps CMOs assess and prioritize talent competencies required for developing modern marketing talent. • The ANA IQ: Global Week of Learning has brought together 30,000 marketers from over 100 countries. In 2024, our goal is to train 60,000 marketers. We have expanded it from one day to more robust learning series of 5 events planned in 2024. • The ANA offers training and development programs for marketers at every level through the Marketing Training and Development Center. • NEW: LIONS recently launched the first cMBA program for creativity. Learn more here. • The Future of Growth Series presents standard-setting forums to bring premier academic and marketing minds together to establish best practices for innovations such as AI. Watch interviews with industry leaders on the future of AI in marketing, here.
<p>Attract the very best talent to the marketing industry.</p>	<ul style="list-style-type: none"> • With the ANA Educational Foundation (AEF), we are attracting and developing the next generation of marketers: <ul style="list-style-type: none"> – Register for CMO Homecoming – CMO-on-Campus connects marketing’s leading practitioners with students – Launched the “Gift of ANA Membership” to the Growth Council which has contributed to the number of university memberships which now totals 100 – Partner with HBCUs on increasing black entry level talent – With AEF, we launched the Future of Marketing Leadership Conference at NYU.
<p>Develop CMOs to drive more growth.</p>	<ul style="list-style-type: none"> • The ANA CMO Leadership Program with the Institute for real Growth (IRG) is for rising CMOs to build leadership capabilities and elevate their influence and impact in the company.
<p>Achieve true diversity and inclusion in our organizations.</p>	<ul style="list-style-type: none"> • Creating a diverse workforce that represents your marketplace: Our series of CMO Working Sessions covers Hiring Diverse Talent, Improving Black Entry Level Talent Representation in Marketing, Creating a Culture of Inclusivity, DEI Metrics and Supply Chain Diversity.

Working Team

INCLUSIVE AND SUSTAINABLE MARKETING

Delegates prioritized elevating gold standards for the role of “purpose” in creating superior value and profitable growth. This includes aggregating use cases that effectively align purpose and profit resulting in measurable business outcomes. Sustainability-oriented and inclusive marketing strategies represent the biggest growth opportunity of our time. [\(View mandates for this working team here.\)](#)

Top priorities and action items that delegates identified included:

What are the highest priority actions that CMOs must accelerate now?

Marketers need to shift their focus to creating noticeably superior products that are more sustainable-- not the other way around.

What is needed for CMOs to take action and drive greater adoption?

To accelerate adoption, CMOs need to foster greater collaboration between platforms, brands, agencies, and associations to build standardized best practices and share real examples.

What are the next priorities that we should pursue?

- Reduce organizational footprints (Manufacturing operations, transportation operations, offices, advertising, products, consumer use of products).
- Enable consumers to reduce their footprints. Make it easy to be more sustainable without any trade offs.
- Innovate for cross-industry transformation. Make good things available to anybody in any industry.

Made Better, Made to Save

70% of people in the U.S. find saving resources, such as energy and water, hard. Why? Life gets busy. Everyday tasks add a physical and mental load to people’s already hectic days. So, P&G developed this innovative approach to making the products people love better, because they are made to save. They help save energy, water and waste so people can spend more time doing more of what they love! Learn more about P&G [Made Better, Made to Save](#).



“Two months ago, the [Museum for the United Nations - UN Live](#) launched [NATURE](#) as an artist, on Spotify. Today, this disruptive initiative has shot to the top 1% of artists on Spotify and mobilized fans across the globe. Now, artists lining up to participate. This is a great example of how CMOs can leverage the power of popular culture to create social impact.”

JULIA GOLDIN

Chief Product and Marketing Officer at LEGO Group

ACTIONS YOU CAN TAKE NOW

- Learn more about UN Live initiatives for CMOs and marketers: [Link](#)
- Join the **Inclusive and Sustainable** working team – Connect directly with CMO peers in a candid exchange of insights, lessons-learned, and advice. Contact [Liz Kneebone](#).
- Attend the next **Working Team meeting** – review progress, share case studies, and identify actions to accelerate brand growth while delivering value to the people we serve. Click for [Event Calendar](#).
- Become a delegate to the **Global CMO Growth Summit** at the **ANA Masters of Marketing Conference in Orlando**, this October. [Request your complimentary invitation](#).

Additional Resources

GROWTH OUTCOME	ACTIONS YOU CAN TAKE NOW
<p>Achieve equal representation in companies, agencies, and in the media and creative supply chain to better serve the diverse population of customers, consumers, and clients.</p> <p>Build systemic investment equality in the diverse-owned and targeted media and creative supply chain to drive growth among diverse customers, consumers, and clients.</p>	<ul style="list-style-type: none"> • Join SeeHer Increase the accurate portrayal of all women and girls in marketing, advertising, media, and entertainment, so they see themselves as they truly are and in all their potential. Link • Join the Alliance for Inclusive and Multicultural Marketing (AIMM) The ANA’s AIMM is a coalition of entities from the entire marketing ecosystem, representing the Hispanic, African American, Asian, and LGBTQ+ markets. Link • Share the ANA Recognized Certified Diverse Suppliers List with your teams Curated Certified Diverse Suppliers list updated regularly. The latest edition features 425 companies. Link • CMOs and Sr Marketing Leaders Driving Equality, Inclusion, and Systemic Change in Marketing & Advertising Download this new report from AIMM. Link
<p>Embed sustainable business practices into marketing and innovation to drive business growth.</p>	<ul style="list-style-type: none"> • Download and review to the Compendium of Cases from Brands Driving Business Growth through Sustainability and Inclusive Innovation First-of-its-kind case examples for CMOs to incorporate into their 2025 business plans. Link
<p>Unite the industry around a common sustainability agenda to enable reduction of emissions across the media and creative supply chain.</p>	<ul style="list-style-type: none"> • Adhere to the guidelines set by Ad Net Zero Framework to align our industry around metrics and actions that reduce carbon emissions from advertising. Link • Reduce gap between intent and action with Mainstream Green. Developed in partnership with BCG, highlights ways to link sustainability to broader needs and removes barriers to growth for customers with sustainability concerns, but not a primary driver. Link • Benchmark your business. The ESG Brand Perception Index: Based on daily surveys of consumer opinions on the ESG performance of more than 430 brands and was created in partnership with Swayable, a research technology platform that specializes in providing consumer insights. Link • Take the lead in your sustainability marketing journey Sustainable Marketing 2030: WFA and Kantar launched Sustainable Marketing 2030 to close the gap between intent and action. Fewer than half of marketing departments have taken the lead in their sustainability journeys but the will to transform has grown. Link

EXECUTIVE FORUM

Aligning the Marketing Ecosystem to Represent Consumer Demographics

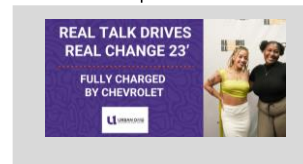


This forum connected CMOs with diverse-owned and operated suppliers to demonstrate successful strategies to leverage multicultural media for business growth. Lela Coffee, Vice President of Multicultural Business Acceleration at P&G, introduced the delegates to seven trusted P&G partners.

Click for presentation

Urban One: The largest black owned, black targeted media company in the U.S. They reach 93 million unique consumers monthly across audio, digital, and linear.

- Alfred Liggins, CEO
- Tiffany Nasralla, Chief Revenue Officer
- Connect: tnasralla@ionedigital.com
- Web: <https://urban1.com/>



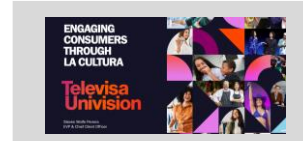
TDW and Co.: A full-service community-based ad agency, dedicated to helping brands connect with the Asian audience.

- Tim Wang, Founder and Principle
- Connect: tim.wang@tdwandco.com
- Web: <https://www.tdwandco.com/>



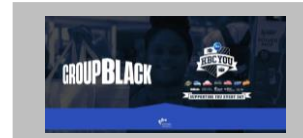
TelevisaUnivision: The largest Spanish language media and content company on the planet.

- Steven Wolfe Pereira, Chief Client Officer
- Connect: swp@televisaunivision.com
- Web: <https://corporate.televisaunivision.com/>



Group Black: First-of-its-kind media collective and accelerator, rooted in the advancement of Black-owned media properties.

- Cavel Kahn, Chief Growth Officer
- Connect: Cavel@GroupBlack.co
- Web: <https://www.groupblack.co/>



Asian Media Group: 36 years of expertise driving measurable results through resonating effectively with North American Asian consumers. We believe that representation, reach, relevance, and resonance are paramount to driving brand and sales lift.

- Day Nahm, Account Director
- Connect: dayn@asianmedia.com
- Web: <https://www.asianmedia.com>



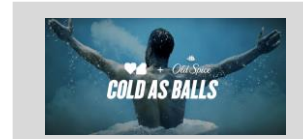
AURN: The #1 Black-owned Nielsen rated national radio network and the only Black-owned broadcaster with a bureau in the White House press room.

- Chesley Maddox-Dorsey, CEO
- Connect: chesley@aurn.com
- Website: <https://aurn.com/>



Hartbeat: The dominant player in comedic entertainment and one of the most sought-after creative engines, creating high impact entertainment.

- Janina Lundy, EVP, Global Head of Marketing & Brand Strategy
- Connect: info@hartbeat.com
- Website: <https://www.hartbeat.com/>



EXECUTIVE FORUM

Achieving Gold Standards In Brand-Building and Creative Effectiveness



This forum was dedicated to delegates connecting, learning, sharing, and challenging each other to raise our collective creative game. Informed by some of the world’s leading authorities on creativity and effectiveness from Cannes LIONS, WARC, Bloomberg Media, ANA, and McKinsey, discussion led to a consensus around how to create a greater culture of creativity to drive business growth.



“Creativity needs to be applied to lead to innovation. It doesn't yield anything if it doesn't yield business results. It needs to be actively driven to create impact.”

ANN KAWALERSKI
Global Chief Client Officer
Bloomberg Media



“To create effective and memorable ads, CMOs must capture broad-beam attention. For immediate sales, CMOs must capture narrow-beam attention.”

SPENCER FOX
SVP, Business Lead, Lions Advisory
 | **CANNES LIONS**



“If you can create a structure that helps identify the value of creative and understand what's good, that can have a catalyzing impact.”

ADITYA KISHORE
Insight Director
WARC



“77% of marketers said if they had a benchmark to quantify the investment in creativity, this would give them great confidence in talking to their c-suite. So, we created a new framework to establish a universal Creative Impact Score.”

DAVID TILTMAN
Chief Content and Customer Officer
WARC

LATHA SARATHY
Chief Research Officer
ANA



“If you want growth to be led by the marketing function, the CFO must be the marketer's best friend.”

ED SEE
Partner
McKinsey
& Company

SHERINA SMITH
Enterprise CMO
AMERICAN FAMILY INSURANCE

Featuring



Bloomberg Media
Official Global Insights Partner

EXECUTIVE FORUM

Achieving Gold Standards In Brand-Building and Creative Effectiveness



Most delegates indicated that their CEOs and CFOs buy into creativity’s role in driving growth. And, they have metrics that measure impact, effectiveness, and excellence. However, delegates prioritized the need to establish a common framework to assess impact and effectiveness. Most delegates agreed that their frontline marketing teams understand what they need to do to drive effectiveness. Yet, most were neutral or negative about having agencies that understand their approach to creative effectiveness.

1. OUR CEO and CFO buy into creativity's role in driving brand and business growth.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	10%	10%	60%	20%

2. We have metrics that allow you to determine business impact from campaign performance:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	20%	10%	50%	20%

3. We have assigned roles responsible for driving excellence in creativity AND effectiveness throughout the business:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10%	10%		70%	10%

4. We have a common language or framework for assessing creative work, including its potential business impact:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10%	30%	30%	10%	20%

5. Our agency partners understand our approach to creative effectiveness and how we use our common frameworks:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10%	10%	50%	10%	20%

6. Our frontline marketing teams understand what they need to achieve and the systems and processes they need to follow to deliver on our agenda of creative effectiveness:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10%	20%	10%	40%	20%

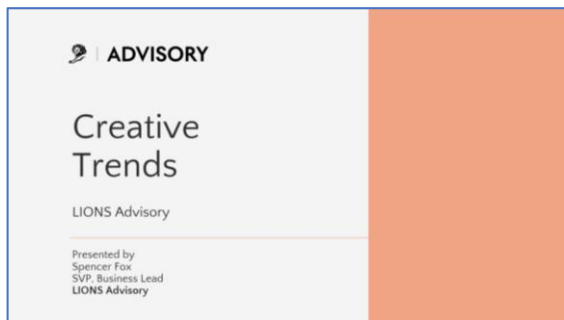
Presentations

Achieving Gold Standards In Brand-Building and Creative Effectiveness

Presentations from this forum are available below.



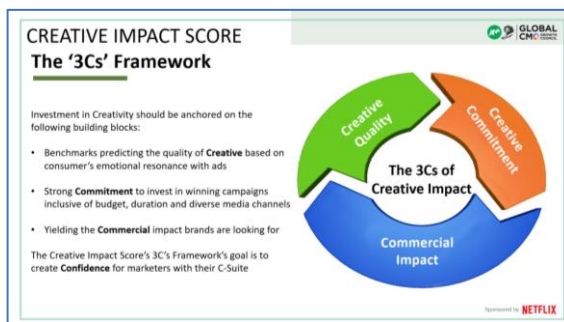
ANNE KAWALERSKI
Global Chief Client Officer at Bloomberg Media



SPENCER FOX
SVP, Business Lead, Lions Advisory at LIONS



ADITYA KISHORE
Insight Director at WARC



DAVID TILTMAN
Chief Content and Customer Officer at WARC

LATHA SARATHY
Chief Research Officer at ANA



ED SEE
Partner at McKinsey

SHERINA SMITH
Enterprise CMO at American Family Insurance

THE ANA INDUSTRY GROWTH AGENDA

In 2018, the global CMO community came together for the first time to unite as the marketing industry’s collective force for growth and good. We created and adopted the industry’s first Growth Agenda. And now, we work together, to accelerate the pace of progress toward the shared objectives that will help us all accelerate growth. Throughout the year, CMO delegates participate in four distinct peer-led working teams, each aligned with a strategic pillar supporting the industry growth agenda.

Priority: Brand, Creativity, and Media

- Establish a clear case to the business community that brand building and creativity are primary drivers of growth.
- Align marketing with all business stakeholders on the common, foundational drivers for short- and long-term growth.
- Institutionalize universal gold standards for full funnel creative effectiveness that will guide the industry going forward.

Priority: Data, Technology, and Measurement

- Return \$10 billion in savings back to working media that drives growth, by streamlining the digital media and programmatic supply chain to reduce inefficiency.
- Pivot to a first-party data strategy in today’s cookie-less environment to build better customer relationships.
- Create a robust cross-media measurement environment to provide CMOs with more control over media investments.



Priority: Talent and Marketing Organization

- Transform the capabilities and organizational models to support modern marketing.
- Attract the very best talent to the marketing industry.
- Develop CMOs to drive more growth.
- Achieve true diversity and inclusion in our organizations.

Priority: Inclusive and Sustainable Marketing

- To better serve our diverse population of customers, consumers, and clients, we will achieve equal representation in companies, agencies, and in the media and creative supply chain.
- Build systemic investment equality in the diverse-owned and targeted media and creative supply chain to drive growth among diverse customers, consumers, and clients.
- Embed sustainable business practices into marketing and innovation to drive business growth.
- Unite the industry around a common sustainability agenda to enable reduction of emissions across the media and creative supply chain.

Schedule your private 30-minute Executive Brief with a Growth Council Leader Today:

global-cmo-growth-council@ana.net