

ANA 2008 Marketing Accountability Conference

The Case for Marketing In-Credibility

Formal marketing accountability programs are becoming an accepted business practice among marketers. However, dissatisfaction about marketing measurement and internal marketing accountability processes is rampant. The ANA is at the cusp of the marketing accountability movement working with the marketing industry to provide leadership and guidance to help forge the connections between marketing activity and business outcomes. At this flagship meeting, high-level marketers will discuss their successes (and failures) in driving the accountability of their organization.

Topics that will be addressed include:

- Processes required to implement marketing accountability practices
- The metrics most commonly used to measure marketing effectiveness
- The importance of cross-functional teams to establish common goals and processes

In addition, this year the second day will feature a series of interactive workshops in which participants will contribute to solutions to solve the following key obstacles to obtaining a successful culture for marketing accountability:

1. Establishing metrics and methodologies for measuring marketing ROI.
2. Creating the buy-in and resources to create a true marketing transformation
3. Developing cross-functional support to align people, process, data, metrics and technology

Conference Program Chair

Ed Abrams

Vice President, Integrated Marketing Communications

IBM Corporation

Chair, ANA Marketing Accountability Committee

Sunday, July 13, 2008

6:00 pm Registration Sponsored by TEAM **6:30 pm Opening Reception** **7:30 pm Opening Dinner**

Sponsored by Aprimo and Hitachi Consulting

Monday, July 14, 2008

7:45 am Breakfast Sponsored by Prophet **8:45 am General Session**

WELCOME

Bob Liodice

President and Chief Executive Officer
ANA

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THE MOVE FROM "PURE GUT" MARKETING TO STRUCTURED STRATEGY

What happens when you move from a "pure gut" marketing approach to a structured marketing strategy that uses advanced analytics to improve decision making? You have lots to learn. Doug Palladini, VP of marketing at Vans, a leading national sports apparel/footwear company, will discuss the firm's transformation. Specifically, he will share his challenges, learnings, and successes as they relate to the following:

- Communicating and gaining buy-in across the organization (marketing, finance, product, etc.) on the use of advanced analytics in marketing
- Optimizing a mix of nontraditional marketing activities such as product placement, video game partnerships, events, and digital
- The impact of consumer-generated content/buzz
- Managing the balance of marketing accountability and creativity
- Why research and data can never replace direct consumer contact

Doug Palladini
Vice President, Marketing
Vans, Inc.

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Q&A Session

Barbara Bacci-Mirque
Executive Vice President
ANA

TAKING CUSTOMER INSIGHT TO THE BANK - HOW THE RIGHT CONSUMER METRICS ACT AS THE BACKBONE OF A SUCCESSFUL MARKETING PROGRAM

This session will focus primarily on the process required to implement US Bank's Relationship Management and Customer Decision Systems. Specifically, Rich will discuss: who from the organization was involved, what metrics were required to evaluate success, how he achieved buy-in from the critical parts of the organization, the required financial benefits.

Rich will then focus on present day, to share how the implementation results match up with the planning requirements. Finally, the focus will be on some highlights of US Bank's "best-practices", including:

- Customer *Insight*: data-mining 16,000,000 daily transactions, incorporating customer conversational data, and applying predictive analytics to segment customers and prescribe "treatment tracks"
- Customer *Interaction*: based on daily changes for each individual customer. These insights, along with prescribed actions, are distributed to over 20,000 bankers in branches and call centers ...representing 193,000 leads-per-month. This intelligence is imbedded in all customer channels: Internet Banking, Call Centers, ATMs, Tellers, and Bankers
- Customer *Improvement*: closed-loop-learning, based on empirical results of customer interaction

Rich Martino
Senior Vice President, Market Information & Research
 U.S. Bank

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Q&A Session
 Jeff Gilleland
 Global Strategist
 SAS Institute, Inc.

HOW MERCK MEASURES THE PAYBACK ON MARKETING INVESTMENTS

Merck, one of the world's top pharmaceutical firms and home of familiar brands like Singulair, Gardasil, and Januvia, has developed a deep understanding of returns on marketing initiatives, from advertising to events to direct selling and more. In this overview, Blair Gibson, executive director of portfolio management for Merck global human health, will present how the company integrates marketing, finance, and business unit stakeholders to build and refine processes for forecasting, measuring, and assessing the relationship between investment and return. He'll also discuss how Merck incorporates insights into future plans.

Pat LaPointe
Managing Partner
 MarketingNPV

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Q&A Session
 Ed Abrams
Vice President, Integrated Marketing Communications
 IBM Corporation

3M TAKES MARKETING ACCOUNTABILITY GLOBAL - A CHANGE MANAGEMENT PROCESS & MEASUREMENT SYSTEM

3M is a diverse and highly decentralized global corporation. With a product portfolio of over

50,000 products, 40 operating divisions, 65 international subsidiary locations, and a large trademark portfolio, complexity is a real issue. 3M has built a global process for tracking the 3M brand. The company put in place a brand management framework and built local and global teams for the identification of, and collaboration on, best practices, with the intent to continually improve and simplify their processes.

3M's process is as much a change management process as a measurement system. Their systematic approach aligns resources more effectively than ever to deliver better on the brand promise. Basic tools and measures are consistently implemented and optimized to change behavior and improve understanding. 3M will present examples of their internal and market metrics that lead to improved results, not just on sales and profits but on employee engagement and corporate reputation.

Dean Adams
Director, Corporate Brand Management
3M Company

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Q&A Session
Gordon Wade
Chairman
EMM Group

[**View Study 1**](#)

[**View Study 2**](#)

12:50pm

Luncheon Sponsored by The Nielsen Company

Jon Mandel
Chief Executive Officer
NielsenConnect

2:30 pm

General Session contd.

FINANCE: FRIEND OR FOE? - THE CFO PERSPECTIVE

One critical component of any successful marketing accountability program that is often overlooked is buy-in from finance. This in-depth session will reveal what financial and

marketing professionals think of one another. ANA and FEI members were asked the same questions about marketing accountability in two parallel surveys; Jeffrey Marshall, editor-in-chief of Financial Executives International's (FEI) publication *Financial Executive* and Ed See, President of Marketing Management Analytics (MMA), will share the results and their perspective on marketing accountability, marketing measurement, and how finance and marketing can and should work together.

Jeffrey Marshall
Editor-in-Chief
FEI's *Financial Executive* magazine

Ed See
Formerly President
Marketing Management Analytics (MMA)

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THE COKE STORY - HOW MARKETING AND MARKETING FINANCE PARTNER

The big challenge is balancing great marketing programs that drive results and marketing finance's mandate to deliver accountable marketing. This high-level, deep dive will explore Coke's top three challenges: effective measurement tools that finance believes and uses to forecast; creativity versus bottom-line growth; the monthly rolling estimate and the pressure to spend or lose it. Coke's opportunities for improvement; flexible budgeting approach; and continued improvement on marketing measurement tools, with an eye towards partnership versus oversight, will be examined. Examples of what did and didn't work will be interspersed throughout the presentation.

Karna Crawford
Director, Media & Interactive Integrated Communications
The Coca-Cola Company

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Q&A Session

Barbara Bacci-Mirque
Executive Vice President
ANA

4:20 pm Adjournment

Tuesday, July 15, 2008

7:45 am Breakfast 8:45 am General Session

WORD-OF-MOUTH MARKETING AND SOCIAL NETWORKING: WHAT IS THE VALUE OF THE CONVERSATION AND HOW IS IT MEASURED - A FISKARS CASE STUDY

Word-of-mouth marketing is the flavor of the month right now. Viral marketing, online videos, social networks, blogs, and buzz events are all new tools in our expanding marketing toolbox. To truly make an impact, we, as marketers, must take that bold next step of releasing control. We must hand the reins to our most-passionate customers.

Jay Gillespie, vice president of marketing, Fiskars Brands, and Spike Jones, president of Brains on Fire, will lay out the blueprint for the creation of the "Fiskateers," Fiskars' crafting ambassador program. This best practice case study not only connected the company with its customers, it increased loyalty, online conversations, and sales - and that was only the beginning. Fiskateers is no longer a marketing program; it is a movement.

Jay Gillespie
Vice President, Marketing
Fiskars Brands, Inc.

Spike Jones
Firestarter
Brains on Fire

BREAKOUT WORKSHOPS

There will be a two concurrent 90-minute breakout workshops. These workshops will be interactive, with audience discussion strongly encouraged.

A MARKETING ACCOUNTABILITY PROGRAM

Getting an accountability program started and keeping it going are two very big and daunting challenges. While we all know that the keys to success are a cross-functional team, senior executive buy-in, and an appropriate budget, many organizations struggle to get a program started and just don't know where to start. During this workshop, we will discuss keys to successful kick off; who to get involved and when; how to set and manage expectations on what business questions will be answered and with what level of precision; the typical challenges and barriers companies face (people, process, etc); and the appropriate messaging across the organization throughout the process

Doug Brooks
Vice President
Marketing Management Analytics (MMA)

[**View Presentation**](#)

MARKETING ACCOUNTABILITY 2.0

This session is geared to those who have already made progress but are still trying to tie the pieces together or are wrestling with building better organizational adoption. In this workshop, we'll discuss things that can cause measurement to sputter or stall and how to avoid them, which

metrics are working and which should be avoided, and getting finance to believe in your measurement approach. We'll also cover integrating the pieces--people, process, and tools--to reach the next level of proficiency in measurement, budgeting, and resource allocation. This workshop is for people who have some type of dashboard and basic analytical tools in place.

Pat LaPointe
Managing Partner
MarketingNPV

TRANSFORMING YOUR MARKETING ACCOUNTABILITY PROGRAM

Experience in the area of marketing accountability is a big factor in overcoming the many obstacles to creating and executing a successful program. The final session of the conference will draw on the experience of our first day's speakers. The panel will share their knowledge and insights on the following topics:

- Establishing metrics and methodologies for measuring marketing ROI
- Creating the buy-in and resources to create a true marketing transformation
- Developing cross-functional support to align people, process, data, metrics, and technology
- Partnering with finance
- Alignment of marketing objectives with business goals
- Identifying the one critical element these experts would change if they could that would significantly transform their marketing accountability programs

Moderator
Don Sexton
Professor of Business
Columbia University

Panelists
Dean Adams
Director, Corporate Brand Management
3M Company