INSIDE:

• How a Member Used Our Insights to Succeed
• Questions Your Peers Have Asked
• Sample Answers and Reports

“Why people wouldn’t use this service is beyond me.”
— Starbucks
Have a research question? “Ask the Expert.”

ANA members have complimentary access to a confidential and personalized research service. Send us your marketing question or business challenge, and an ANA researcher will contact you about the request by the next business day. The researcher will then create a customized report from ANA resources: exclusive event insights, case studies, surveys, and information from one of our industry thought leader partners.

There are three easy ways to submit a research request:

1. **Live Chat with an ANA researcher** from 9:00 a.m. to 5:00 p.m. EST, Monday–Friday, through [www.ana.net](http://www.ana.net) (note: you must be logged in to view the Live Chat button).
2. **Fill out a simple online request form** at [www.ana.net/asktheexpert](http://www.ana.net/asktheexpert).
3. **Email the Research Service team directly** at mkcresearchteam@ana.net.

The ANA research team has answered more than 10,000 marketing questions, and they can help you too. Keep reading for examples of how the Research Service has helped thousands of marketers make better, more informed business decisions. Each report will be customized to your specific marketing needs; see page 19 for general turnaround timeframes.

We look forward to assisting you!

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MEMBER SUCCESS STORY

The world’s top brands look to the ANA first for their marketing information. Read below how one member company used the ANA Ask the Expert Research Service to make smarter decisions.

When I needed to support my case to senior management for an online nostalgia campaign for an established product that we are now marketing to children and their parents, I reached out to the ANA Ask the Expert Research Service.

The service provided valuable case studies from Pepsi’s Mountain Dew, Converse, Dr. Martens, and other brands; timely information on past nostalgia campaign outcomes complete with sales and social media engagement statistics; actionable best practices for nostalgia campaigns; and a useful article on rebranding do’s and don’ts.

I used the case studies to convince marketing decision-makers and key sales management personnel to green-light and fund my marketing strategy. The brand re-launch strategy and in-market tactics were approved and several brand KPIs were achieved as a result (including brand sales exceeding budget and forecast by 43 percent). The most successful tactics were expanded and implemented in additional markets. Moreover, year one results from the campaign led to a 20 percent increase in funding for the 2014 budget year.

The ANA is now a regular source for information on a wide variety of topics and research needs. Their support was greatly appreciated.

Brand Portfolio Manager
American Licorice
SAMPLE QUESTIONS

Agency Compensation

1. What criteria are used in a performance-based compensation model?
2. What percent of advertising spend goes to agency compensation?
3. What’s the best way to make sure your agency is being fairly or unfairly paid?
4. Who is using value-based compensation? Is usage of this model on the rise?
5. What are “typical” rates for agency overhead and profit margins?
6. What is industry standard for agency-to-client billing on completion of work?
7. How are different types of digital media compensated (SEO, email, website strategy)?
8. What are average online commission rates for smaller advertisers (ad spend of $30 million–$100 million)?
9. Do you have any information on agency compensation in Europe?
10. What are some considerations before choosing an agency compensation model?
11. What are best practices for compensating agencies that lost a pitch?
12. Do you have any names of media audit firms?
13. Do you have any benchmarks for agency profit margins?
14. What are standard agency hours used to calculate rates?
15. What kinds of agency costs are categorized as “pass-through” costs?
16. What percent of digital advertising spend goes to agency fees?
17. What are trends in agency compensation practices in India and China?
18. How are companies integrating performance metrics into fixed-fee models?
19. What factors drive value-based agency compensation?
20. Can you provide me with names of agency compensation consultants?
21. What are standard agency hours for FTEs?
22. Can you send me white papers on agency overhead costs?
23. What are benchmarks in savings when agencies are consolidated?
24. I’m looking for names of consultants who have expertise and a proven track record in advertising agency compensation and agency resource modeling.
25. Can you send me benchmark media commission rates sorted by type of media?
26. What is the average time it takes for media agencies to submit invoices? What are the most common terms?
27. What is the average turnaround time for clients to submit payment?
28. How do marketers incentivize media agencies?
29. Do you have information on retainers?
30. What is the prevalence of labor-based fees?
31. Can you send recent agency salary guides?
32. Do you have any data that shows variation of overhead with ad spend?
What are some ways to efficiently manage the agency creative process?

1. Do you have a sample RFP that can be used for an agency search?
2. What are best practices for evaluating agency performance?
3. Can you send me case studies of companies who’ve taken programmatic buying in-house?
4. Do you have information on the process of consolidating agencies?
5. Where can I access a list of agency search consultants?
6. What are best practices for agency transitions?
7. What are best practices for writing a creative brief?
8. What is the average length of a client-agency relationship?
9. What are best practices in searching for a digital agency?
10. Do you have best practices for managing multiple agencies?
11. Are there 360-degree agency evaluation best practices you can share?
12. Do clients usually compensate agencies that have lost a pitch?
13. What are some of the top agencies in Brazil?
14. Do you have an event marketing RFP?
15. Do you have case studies of client-agency collaboration on integrated campaigns?
16. I am looking for a written description as to why an in-house agency might be better than an external agency.
17. What are best practices for agency audits?
18. What are good criteria for assessing an agency compensation plan?
19. At what stage of the creative process should the media agency be brought in?
20. What agency performance-monitoring software solutions are members using?
21. I'm looking for media-buying agencies in Indonesia.
22. Can you send guidelines for the pitch process?
23. Do you have agency evaluation scorecards (both general and specific to trade show management, and possibly PR, or creative)?
24. Can you send me a list of agency search consultants to assist with the pitch process?
25. Do you have any best practices for agency consolidation? What is the process like, and are companies moving toward a smaller Agency of Record roster?
26. What are some ways to efficiently manage the agency creative process?
27. Do you have a list of the top branding agencies and any member recommendations?
28. Do you have a sample Service Level Agreement for our advertising agencies and media partners?
29. Should there be one standard agreement for all agencies within a single holding company, or a tailored agreement for each individual agency within the holding company?
30. Do you have a case study that shows a process of workflow of a campaign?
31. How do I determine what the right agency model is for my company?
32. I’m searching for experiential marketing agencies. Can you please send names of leading firms, along with their revenue?
1. How is the financial value of a brand being measured?

2. How have other companies told their brand story to their employees in the form of “brand books”?

3. Do you have examples of successful multi-year campaigns and how they were refreshed in their second or third years?

4. What are best practices on internal brand engagement?

5. Can I have examples of successful rebranding efforts?

6. How are other organizations structured for product launches?

7. What are examples of successful Voice of the Customer programs?

8. Do you have information on logo redesign?

9. How have other corporations celebrated significant anniversaries, such as their 100th anniversary?

10. Do you have information on branding after a merger or acquisition?

11. How have other companies successfully tried to differentiate themselves from their competitors?

12. Do you have information on the value of content marketing?

13. Do you have any examples of how a rebranding initiative is rolled out to employees?

14. What are best practices in creating brand positioning statements?

15. Which companies have renamed their brands after a merger/acquisition or an effort to improve customer perception? Was the outcome?

16. What is the value of brand consistency, especially around brand visual identity?

17. Do you have any branded entertainment case studies?

18. Which CPG brands have won awards for packaging design?

19. What are different options for positioning a brand as a “challenger brand”?

20. How should brands approach re-entering the market?

21. What are the most effective ways to communicate a brand’s message in an unsettled environment (e.g., recession, lack of consumer confidence)? Should the strategy change, and if so, how drastically? Should communications investment decrease?

22. How is a brand is affected when a typical high-tier company expands their service or product offerings into the middle-market segment?

23. What are case studies and best practices on using licensing to extend a brand and build its equity?

24. I am in search of any information on branding architecture. For instance, when a large company like DuPont, 3M, IBM, etc., has well-known product brands, yet are a well-known corporate brand themselves, what criteria do they use to determine how new products and services fit in with their existing brands, and the corporate brand as well? In short, I’d like insight into the decision tree used by other members to properly align new products and services within their overall brand architecture.

25. I need case studies on brand-building in a merger/post-merger environment.
What motivators are key to the small business demographic? What drives them to action?

1. How do companies use social media to reach B-to-B targets?
2. Do you have best practices on B-to-B lead management?
3. We’re looking for anything you might have on ads/creative which are emotionally based vs. rationally based in a B-to-B environment. How effective are ad campaigns based in emotion?
4. Do you have a ranking of the top B-to-B advertisers?
5. How do other B-to-B companies staff for trade show and exhibit marketing?
6. How do B-to-B marketers utilize online video?
7. Do you have any lead-scoring resources?
8. What are best practices for building strong B-to-B brands?
9. How can I drive B-to-B email subscriber open rates?
10. Do you have any examples or best practices for B-to-B segmentation?
11. How should I evaluate cost per lead?
12. Which format (e.g., print, digital) is most used for B-to-B promotional materials?
13. What are some examples/best practices of a traditional B-to-B company promoting to the end user/consumer?
14. What are some top B-to-B creative agencies?
15. What are some trends in B-to-B marketing leadership?
16. What are the best practices for marketing to SMBs (small- to medium-sized businesses)?
17. Provide examples of vision statements used by other B-to-B companies?
18. How can sales and marketing teams work better together? How can the value of marketing be communicated to our sales team?
19. What are some best practices in B-to-B lead generation, for both print media and online media?
20. What motivators are key to the small business demographic? What’s important to them? What drives them to action?
21. What kind of advertising is working in my industry? Who is coming up with new and exciting ways to advertise to our customers?
22. How can we measure the effectiveness of our B-to-B advertising?
23. Do you have any statistics on customer acquisition in the B-to-B space?
24. What are some B-to-B agencies that can assist with trade show booth design/development?
25. What role does the brand have in B-to-B markets?
26. How can a B-to-B company develop a value proposition?
27. Do you have any case studies of B-to-B crisis communications?
28. What are the B-to-B ad spending trends in the financial/insurance sector?
1. How do content marketers source and optimize content for distribution?
2. How are companies staffing social media functions?
3. What is the role of digital media along the path to purchase?
4. What are the average response rates for consumer emails in my vertical? (open rate, click-through rate, bounce rate, etc.)
5. What are the statistics for mobile and smartphone usage in the U.S. and other parts of the world?
6. Can you send information and case studies on use of on-site beacon points by mobile marketers?
7. Within an overall marketing strategy, what is the role of social media?
8. What does “the internet of things” mean for marketers?
9. Do display ads drive Internet search activity among customers?
10. What metrics are used for gauging the success of paid search?
11. What is the optimal length of an online product video?
12. Can you supply me with names of companies that monitor social media sites for “buzz” on a brand?
13. How does a company handle negative postings about its brand on social media sites?
14. How have companies successfully launched new products using social media?
15. What are the pros and cons of mobile marketing?
16. What are some examples of award-winning mobile apps?
17. Are there any studies that rank websites in terms of organization, content, branding, and/or appearance?
18. What are some brands that have successfully driven sales using mobile/digital marketing?
19. What percent of an average marketing budget is currently allocated to digital spending?
20. What is the most effective use of video on a brand’s website?
21. How does one quantify the value of a fan of a brand on Facebook?
22. Can you send information on trends in QR code usage?
23. What are some leading SEO firms?
24. Would you be able to help me find research in the basics of social media? I need to prepare a “Social Media 101” slide deck. This includes: 1) what is considered social media? 2) consumer behavior in social media 3) platforms 4) habits, trends, etc.
25. What is augmented reality?
26. What are some best practices for leveraging consumer data?
27. How do consumers respond to mobile push notifications from brands? Is this tactic considered invasive? Are there any best practices for push notifications?
28. Do you have any metrics on the effectiveness of real-time personalization (i.e., leveraging what we know about a customer to offer customer specific incentives in real time on the website)?
29. What is the combined effect of paid search and online display?
SAMPLE QUESTIONS

1. Do you have a sample integrated marketing plan?
2. What are some best practices for the communications planning process?
3. How can a company manage campaigns using multiple agencies to ensure a consistent message across all media?
4. Do you have any case studies that show best practices for integrated marketing?
5. What are some agencies that have won awards for integrated marketing?
6. How do companies organize for integrated marketing?
7. Do you have any resources on the value of integrated marketing?
8. What are the different roles of an integrated marketing team?
9. How is “integrated marketing” defined?
10. In an integrated campaign, which media are best for raising awareness, and which are best for product trial?
11. How can I evaluate paid, owned, and earned media?
12. How can direct mail work with other media to drive better outcomes for an integrated campaign?
13. What are some newer trends in cross-platform measurement?
14. Can you send me ANA member benchmark studies on integrated marketing?
15. What are some examples of integrated retailer campaigns?
16. At other companies, are all brands promoted via integrated campaigns? Or just some?
17. Do you have any examples of multicultural integrated marketing?
18. Do you have a list of integrated marketing consultants?
19. Can you send integrated marketing case studies that are relevant to my industry and target market?
20. I need some job descriptions for integrated marketing managers and integrated marketing directors.
21. What marketing/advertising awards exist for integrated campaigns?
22. What are some successful integrated Hispanic marketing campaigns within and outside the beverage industry?
23. Do you have examples of companies with integrated marketing departments?
24. What are best practices for improving agency/client collaboration on integrated campaigns?
25. Could you forward to me any templates you have for marketing communications plans? We are working with a few of the marketing teams in our global subsidiaries and would like to use a uniform planning tool.
26. What are some examples of best-in-class digital integrated marketing?
27. I need best-practice information about marketing integration in the digital age, including examples of high-impact campaigns (creative, design, messaging) that bridged online and offline touch points.
1. What are the rules regarding making health claims for a product?
2. What are best practices for global creative agency agreements?
3. What are the essentials of OBA (online behavioral advertising) self-regulation?
4. What are the legal requirements for making a directly competitive claim about a product?
5. How should contracts with advertising agencies cover confidentiality?
6. What are general best practices for preventing trademark infringement in the social media space?
7. What are the regulations for infomercials?
8. What is the state of mobile marketing regulation?
9. Does the CAN-SPAM law apply to texting?
10. Where can I find guidelines on advertising to children?
11. What are the guidelines for use of consumer testimonials in ads?
12. What are regulations for disclaimers in ads?
13. What do the new gTLDs mean for brands?"  
14. Do you have information on indemnification in contracts with agencies?
15. How can companies avoid the legal pitfalls of sales promotions?
16. What information is available on ownership and protection of creative?
17. What are federal and state rules for telemarketers?
18. What are trends related to advertising self-regulatory programs?
19. What is the difference between copyright and trademark?
20. Can you send a template for an agency/client service agreement?
21. What are trends in state regulation of unused gift cards? How much of the gift card value is kept by the brand that issues them?
22. I’m looking for white papers on comparative advertising rules, regulations, and case studies.
23. What are the legal issues in designing advertorials?
24. I am looking for a contact that might be able to speak with us about data privacy of consumer information. I know there has been a lot of discussion about OBA and self-regulation on the ANA site, but I am looking to discuss one-on-one.
25. We have a link on our website that takes users to a third-party site. Do we legally need to let users know that they are leaving our website to go to a third-party site? Where can I find any legal research around this?
26. What types of insurance coverage should we look for when entering a contract with a new agency?
27. What are the rules/guidelines regarding how long an advertiser may promote a “sale price” or “discounted price offer” before it is considered the “standard price” for the product or service?
28. What are the restrictions on calling times for telemarketers?
29. How are regulated industries using social media?
SAMPLE QUESTIONS

Marketing Accountability

How are marketers measuring the effectiveness of online/digital advertising?

1. How are marketers measuring the effectiveness of online/digital advertising?
2. Do you have any resources that support the value of ad spend in an economic downturn?
3. What is the ROI of investing in one’s brand?
4. What are current practices in marketing effectiveness measurement?
5. How is predictive modeling done?
6. Do you have any metrics for the ROI of packaging design?
7. How are companies measuring PR effectiveness?
8. Do you have any resources on the short-term versus long-term effects of advertising?
9. What are metrics that marketers use for measuring paid search?
10. What are typical success metrics for events or sponsorships?
11. How can I measure the impact of social media on my brand?
12. Is information available on measuring Facebook ROI?
13. Do you have information on measuring the ROI of direct marketing?
14. What are best practices for using Net Promoter Score (NPS)?
15. Can you share names of companies that can help us measure the ROI of our sponsorships?
16. Can I have information on media audits?
17. Can I have information on the Cross-Platform Measurement initiative?
18. Do you have any case studies on how other companies have measured brand health?
19. Do you have any data/metrics that support that a video on a website has a positive effect? (For example, increasing engagement, click-through rate, etc.)
20. What are some third-party vendors that can perform marketing mix modeling, as well as measure marketing ROI and ROO (return on objective)?
21. Do you have any information on real-time dashboards?
22. What do marketers use for their metrics dashboard for paid search?
23. What marketing analytics do CFOs want to see?
24. I need some case studies of how brands use data mining to determine what is most effective in driving sales.
25. Do you have any resources on the ROI of mobile media?
26. How does your organization define “ROI”?
27. What ROI metrics are measured by an outside firm versus in-house?
1. What is the average ad-to-sales ratio?
2. How much are my competitors spending on traditional and online media?
3. Can you send me ad spending forecasts for programmatic, mobile, Internet?
4. What percentage of an average marketing budget is generally allocated to digital marketing?
5. How can the relationship between marketing and procurement be improved in an organization?
6. What are some ways to optimize production spending and control costs?
7. What is the role of the procurement department in sponsorships?
8. Can you help me make the case against cutting ad spend in a recession?
9. Are there any benchmarks for percentage of sales allocated to public relations?
10. Do you have any data on the number of suppliers companies usually have?
11. What types of supplier management software programs are out there?
12. How is barter being used?
13. Do you have information on marketing as a percent of revenue?
14. What are trends in mobile marketing investment?
15. What is the mix of spending within the mobile marketing channel?
16. What is the average cost for acquiring Facebook likes and Twitter followers?
17. Do you have information on working to non-working media spend?
18. Do you have information on any procurement organizations?
19. How can companies improve their scope of work programs?
20. Can I have information on state tax incentives for commercial production?
21. What is an average social media budget?
22. What are best practices for selecting a supplier? What should be the top factors in selection?
23. Are marketers re-allocating investment within the out-of-home media category?
24. What is the ratio between marketing program dollars and marketing staff dollars (salaries) within an average overall marketing budget?
25. For global buys, do media volume rebates end up back with the advertiser, or do they stay with the agency?
26. Do digital production rates vary regionally within the U.S.?
27. What are average current and projected budgets for mobile media?
28. Within the average company, is payment of production activities hourly or per-project?
29. Are procurement departments tracking the usage of minority- and female-owned supplier companies?
30. What is a marketing “balanced scorecard”?
31. What portion of an average marketing budget is typically allocated to trade promotion?
SAMPLE QUESTIONS

Marketing Organization

What are the pros and cons of having an in-house agency versus outsourcing?

1. How are other organizations structured for digital marketing?
2. Do you have information on how other companies organize and staff for social media?
3. Within other organizations, who do product managers normally report to?
4. What are best practices in developing an effective integrated marketing program?
5. How are companies communicating with employees to generate employee engagement?
6. What are the pros and cons of having an in-house agency versus outsourcing?
7. What are the average salaries for marketing positions?
8. How are companies organizing for content marketing?
9. Do you have job descriptions for digital marketing directors?
10. What metrics are CMOs sharing with their CEOs?
11. How do companies organize the analytics and data functions?
12. How do other marketing organizations utilize training opportunities to advance their top talent?
13. Do you have information on brand ambassador programs?
14. Do you have information on any procurement organizational structures?
15. Do you have examples of how international media management is organized?
16. What is the average tenure of a CMO?
17. What are best practices in internal communications?
18. How can our company attract top-tier creative talent?
19. What is the organizational structure of brand teams?
20. How are other companies adopting marketing technologies?
21. How do organizations measure the performance of marketing communications, internally?
22. What are marketing communications departments’ key responsibilities (e.g., social media, email, PR)?
23. Where do brand teams report to within the marketing organization?
24. What are the responsibilities of e-commerce staff? What part of the organization is the e-commerce person/team a part of? Is it usually sales, marketing, or IT?
25. Do you have sample job descriptions for market research managers?
26. What are best practices for internal social business collaboration tools (such as Yammer)?
27. How can I go about finding a marketing copywriter?
28. What are best practices for managing staff meetings? How can I set up meetings consistently and ensure that all participants walk away with the same understanding?
29. Do you have any examples of marketing headcount at companies similar to mine?
1. What are current trends related to programmatic media buying?
2. Can you send me information on media rebate transparency?
3. Is there a listing of the top media companies?
4. What are subject line best practices for email marketing?
5. What are factors to consider for developing an effective radio campaign?
6. Do you have examples of effective billboard ads?
7. What are best practices for developing media plans?
8. Do you have examples of media briefs that agencies and clients use for plan specifics?
9. What information is available on global media consumption?
10. What are typical payment terms for digital media?
11. Do you have information on trends related to circulars?
12. Why is television still an important part of advertising?
13. What are consumer perceptions of targeted or personalized communications?
14. Can I have information on innovative or award-winning print ads?
15. What are best practices for direct marketing?
16. Do you have information on how to improve a business’s email marketing?
17. What is the role of social media in an average media mix?
18. Do you have information on Free Standing Insert (FSI) trends?
19. Are there any creative guidelines for outdoor media?
20. What are average benchmarks for email open and click-through rates?
21. I’m looking for any reports or best practices on media noticing weights. These are factors used in calculating GRP delivery when figuring out reach/frequency. This info will be used in informing an internal forecast/media planning tool. It can be alternately termed “impression effectiveness” or valuing impressions.
22. Should we use multiple agencies for media buying?
23. Is there a recommended approach, vendor, or software for ensuring quality of our broadcast ads? We would like some insight into implementing a system for monitoring television spots and ensuring we are made aware of problems in a timely fashion.
24. What is a “good” advertising awareness percentage?
25. How far in advance is television media purchased? (and how far in advance are online, outdoor, radio, etc. purchased?)
26. What are some effectiveness statistics for direct response TV?
27. What are some ways to set targets for cost improvement (and quality of programming retention) for our media buying agency? For example, setting CPM targets (e.g., “you must reduce CPM by daypart and seasonality by $x or x% year over year”)?

What are average benchmarks for email open and click-through rates?
SAMPLE QUESTIONS

Multicultural/Niche Marketing

Do you have case studies on Hispanic marketing in the financial/insurance industry?

1. Can you send media usage trends for Millennials?
2. Do you have case studies on Hispanic marketing in the financial/insurance industry?
3. What are best practices in marketing to African-Americans?
4. Can you send information on Generation Z (born after 1990?)
5. Do you have information on the affluent market?
6. What are the shopping habits of Hispanic consumers?
7. What are the media usage and habits of kids between the ages of 8–18?
8. Do you have information on the demographics and behaviors of Chinese-Americans?
9. What are trends in marketing to senior citizens?
10. What are the top African-American ad agencies?
11. Do you have any case studies of marketing to Latina moms?
12. What are best practices for marketing to Boomers?
13. How do advertisers define general market, given demographic shifts in the U.S.?
14. What are best practices to align an organization with a sustained multicultural strategy (versus just siloed or ad-hoc initiatives or promotions)?
15. Do you have examples of customer relationship management (CRM) for multicultural customers?
16. Can you send me a list of multicultural agencies in California, especially agencies that handle several ethnic markets?
17. Are companies consolidating their general market and targeted agencies, and are they finding success?
18. How does McDonald's market to the Hispanic market?
19. I'm looking for psychographic information on how to market to Asian-Americans.
20. What is the total ad spend for African-American, Hispanic, and Asian-American markets?
21. Do you have any articles that discuss the “new mainstream”?
22. Would it be possible to pull research and/or case studies about Millennials (how they differ from other segments, information about their lifestyle, needs/wants, media choices, etc.)?
23. Does the direct mail channel turn off younger consumers (aged 30–50)?
24. How do various advertisers define the mass market? (general market, total market, diverse segments, etc.)
25. I'd like to see research on how more mature consumers (50+) engage in the digital space.
26. Which Latino consumers prefer Spanish-language media?
27. Which brands have successfully reached the African-American segment through general market initiatives, without advertising within African-American dedicated channels/publications?
28. Do you have any resources on Generation X dealing with shopping habits?
29. What are some best practices and trends in marketing to LGBT consumers?
Production Management

1. Do you have a list of production cost consultants?
2. What is the cost to produce a :30 TV spot?
3. What are the current trends in digital production?
4. What are best practices in managing talent agreements?
5. Do you have information on optimizing ad production dollars?
6. What are best practices in integrated production?
7. What are the trends in shooting commercials in HD?
8. What should I watch out for when offshoring production of commercials?
9. Do you have any industry standards for metadata representation of rights management in digital creative assets?
10. Can you provide names of broadcast dubbing facilities in the Los Angeles area?
11. Do you have any resources that discuss printing services and contracts?
12. Do you have any standard timelines for new production of TV (:30s), print, standard banner, rich media, and radio ads?
13. Can you please send me resources on still photography production?
14. What are customary payment terms for production (e.g., all upfront)?
15. Do you have information on consolidation of advertising/production vendors while continuing the production management at the agency?
16. What are some production decoupling success stories?
17. How do I start a digital asset library?

18. Can I speak with other members about vendor software that automates in-house agency project management for studio graphic design activities?
19. I would like to read case studies on celebrity talent (watch-outs and best practices).
20. Can you please provide a list of full-service video production suppliers? We have a broad range of video production needs and want to put in place a video production supplier with a broad range of capabilities.
21. What are marketers doing in the area of digital production decoupling?
22. In what ways can I leverage a production company like (X) to improve my efficiency and reduce costs with my four other agencies?
23. Are marketers/advertisers seeing a change in usage rights from casting agencies? Is there more of a chance for “in-perpetuity” usage if talent is non-union?
24. What are best practices for production of campaigns that are integrated?
25. Do you happen to know how much SAG/union talent raises production costs (a percentage estimate)? In other words, what is the average production cost of non-union versus SAG spots?
26. We have expired ads that consumers have posted on YouTube. Under the SAG agreement, are we obligated to make payments to the talent for these ads?
SAMPLE QUESTIONS

Can you provide a profile of consumers who shop for natural or organic foods?

1. Which market research firms do pricing research?
2. Regarding my product/service, what are current purchase behaviors and attitudes for female consumers over 35?
3. Can you provide me with a profile of my industry in the Latin-American market?
4. What are the Net Promoter Score trends for my industry?
5. How can I make a case for the value of consumer research?
6. What are some leading copy-testing firms?
7. What are current practices around brand tracking?
8. Can you send me some information on neuromarketing?
9. How are retailers collecting customer satisfaction data?
10. What are best practices for online research panels?
11. Do you have any benchmarks for what percentage of budget or sales is allocated to consumer research?
12. Do you have any data on magazine ad placement and ad recall or awareness?
13. What is the total annual revenue for my sector overall and for my top competitors?
14. What are best practices for customer segmentation?
15. What are the gaming habits of women over 40?
16. What are consumer research findings on the flavors that are popular with Latinos?
17. How much are consumers spending on my product? What are the top sellers within my category?
18. What are current trends in American family household living arrangements?
19. Can you send me information on the Asian-American market (including demographics, geographic concentrations, attitudes, behaviors, and trends)?
20. What does market research show about Generation Y attitudes towards in-store versus online shopping?
21. Can you provide a profile of consumers who shop for natural or organic foods?
22. What are best practices for running a focus group?
23. Do you have a U.S. Census chart that shows the distribution of age groups in this country, broken down by gender?
24. What tools, techniques, and approaches are agencies using to help their clients get to better creative breakthroughs? Are people testing as much? Which methods have been fruitful?
25. I am looking for insights into the validity of online quantitative research versus research via telephone interviews.
26. Is the market for 'gluten-free' products still strong?
27. What are some benchmark percentages for advertising awareness?
28. What is the definition of a "consumer insight"? What methods are being used to gain consumer insights? And what are examples of brands that have used insights successfully?
29. What sources are marketers using for online surveys?
30. What is the impact of putting the word “new” in advertising? Does it increase ad effectiveness?
1. How are marketers better targeting shoppers with consumer data?
2. Do you have information on mobile coupon usage?
3. What are trends in location-based marketing?
4. How do companies measure the success of their shopper marketing efforts?
5. Do you have examples of other retailers’ Grand Opening events?
6. What are the shopping habits of Millennials?
7. Do you have any consumer data on shopping at convenience stores?
8. What are some best-in-class examples of in-store marketing?
9. Do you have any research on consumers’ attitudes towards shopping?
10. How can I drive brand advocacy among shoppers?
11. What are best practices in store layout and design?
12. Can you connect me with other members so that I can discuss marketing organization with other multi-unit retailers?
13. What does the store of the future look like?
14. How have retailers used Pinterest? Has it translated into sales?
15. What are some benchmark NPSs scores for other retailers?
16. How are retailers gathering information on customer satisfaction with store transactions?
17. Please send information on customer loyalty programs for retailers.
18. How do other retailers work with multiple vendors to build brand awareness and drive sales?
19. Can you send case studies of private label product launches?
20. I’d like to see case studies on seasonal integrated marketing. Ideally, I’d like to see examples from mass cross-category merchants, niche, vertical merchants, and e-retailers.
21. What is the shopper’s process for online shopping, browsing and product researching, compared with in-store shopping, browsing and product researching? How do online and offline experiences play off each other?
22. What is the future of the shopping experience?
23. Do you have any information on instant coupons?
24. What are some examples of companies that are best in class with retail activation?
25. What is the impact of customer loyalty programs in retail on key metrics? (e.g., frequency of visit, average order and margin of the basket purchased)
26. What percentage of the average marketing budget is typically allocated to shopper marketing?
27. Do you have any retail case studies of “customer appreciation” events?
28. What are the gift-buying habits of shoppers during the Christmas and holiday season?
Sponsorship and Event Marketing

What are some case studies of how marketers promote their brand at events?

1. Do you have information on measuring sponsorship ROI?
2. How has the sponsorship model been evolving over the past few years?
3. Do you have a template for planning an event, such as a conference?
4. What kind of sponsorships are my competitors engaging in?
5. Do you have case studies of sports sponsorships that delivered value?
6. What are some examples of how social media is being used as part of cause-related marketing?
7. What are the best practices for sponsorship selection?
8. How can I justify cause-related marketing/sponsorship to my manager?
9. How much of the average sponsorship marketing budget goes to sponsorship rights fees?
10. What are some case studies of how marketers promote their brand at events?
11. Which agencies specialize in sponsorship ROI/ROO measurement?
12. What is the difference in spending and value for title sponsorships versus presenting sponsorships?
13. How are other brands in my category using experiential marketing in their sponsorships?
14. How much are companies spending on event marketing?
15. How does a company determine the value of a sponsorship?
16. Can you send information on how iPads are being used at events?
17. Do you have information on luxury brand sponsorships?
18. How are brands engaging in community relations programs?
19. What are some success cases in corporate social responsibility?
20. What are some examples of sponsorships for brands in my industry?
21. How are properties using social/digital/mobile to extend the reach of their events and sponsorships?
22. What are some examples of sports sponsorships that delivered value?
23. What are other brands doing to celebrate and promote Black History Month and Martin Luther King Day?
24. Can you provide me with names of experiential agencies located in Toronto?
25. Do you have any case studies or best practices about sponsorships at the local level?
26. Who in my industry has sponsored concerts?
27. How effective are speakers’ bureaus as a community relations strategy?
28. What are some examples of experiential events created by other brands in my industry?
29. What technology is available to capture trade show attendee information, for both lead generation and data capture?
30. Do you have any Olympic sponsorship case studies from ANA members?
31. How can social media help drive awareness of a brand’s charitable campaigns? Which media are most effective for driving consumers to make donations (e.g., text messaging, website, direct mail)?
CUSTOMIZED REPORT FORMATS

Marketers are busy and have different information needs at different times, so we offer three different research report formats and delivery timeframes. We will make every effort to accommodate your deadlines.

When you submit a research question, you'll be asked to choose from three customized report formats:

A: Short report
(Turnaround generally up to 1 week)

B: Deep dive report
(Turnaround generally up to 2 weeks)

C: Customized slide deck report
(Turnaround generally up to 2-3 weeks)
INSIGHTS FROM THE MARKETING KNOWLEDGE CENTER RESEARCH SERVICE

March 12, 2015

PREPARED EXCLUSIVELY FOR
ANA Member (Confidential)

INQUIRY DESCRIPTION
Thanks for reaching out to the ANA’s Marketing Knowledge Center Research Service. You requested information and benchmarks on how leading companies are structuring their marketing organizations for the 21st century.

OVERVIEW
This report leverages the resources of the ANA in helping marketers gain clarity into what it takes to be a winning marketing organization during an era of paradigm shift brought on by digital technology, social media, and big data. Through initiatives such as Marketing 2020—Organizing for Growth, the ANA, the World Federation of Advertising and MillwardBrown Vermeer (MBV) looked at how over-performing U.S. based marketers are aligning their strategy, structure and capabilities to generate business growth. Included below:
- Examples and models of company structures organized for customer experience excellence
- Types of technical and analytical skillsets that marketing organizations now incorporate
- Transformation of the traditional 4/5Ps of Marketing (product, price, promotion, place, people) for the digital age

CONTENTS
- The Modern Marketing Organization: Poised for Growth, Designed for Alignment, ANA
A how-to guide that was designed to help companies design, staff and resource the modern marketing organization for new roles such as VP Demand Generation and Customer Experience. The chart below illustrates the shape of the modern marketing organization through process and practice, if not in actual headcount.
• **Spotlight on the New Marketing Organization**, *HBR*. July - August 2014.
The marketing 2020 study surveyed more than 10,000 marketing executives globally about their organizations’ data analytics capabilities, brand strategy, cross-functional and global interactions, employee engagement and established benchmarks by comparing the responses of high-performing and low-performing organizations. To organize for agility, CMOs and other marketing leaders such as chief experience officers bring teams of people together around “Think,” “Feel,” or “Do” sets of responsibilities in the “Orchestrator Model”.

This data cut of the Marketing 2020 report looks at the responses from 1,051 US based marketers and more than 125 one-on-one interviews with U.S. CMOs to provide insight into expectations regarding marketing’s role and objectives. The key findings among over-performing marketing organizations are that they:
  o Exhibit higher collaboration with HR, IT and Finance, work across functions and have a meaningful voice in the C-Suite
  o Have a superior understanding of and alignment around the company’s brand strategy
  o Focus on demand generation and brand building as two key objectives of their marketing strategy

• **Getting from Here to There**, Marketing 2020, ANA Magazine. Fall 2014.
This visual summary of the Marketing 2020 survey presents key findings at a glance covering the top three trends (technology advancement, mobile technology advancement and more empowered consumers); the top ten marketing capabilities; top five leadership skills; top three KPIs; steps to building quality brand experiences; and training imperatives.
SAMPLE REPORT 1

- **Practical Growth: Building a Modern Marketing Center of Excellence**, Demand Metric. 2014. Using the Centers of Excellence model which has been heavily used in IT, this best practices report provides organizations with pragmatic advice and recommendations for improving their marketing maturity and operational effectiveness. A Center of Excellence (COE) is generally a team of people that work together to develop and deploy ’Best Practices’ around a specific function or focus area that drive improved business results. The Modern Marketing Center of Excellence (MMCoE) is defined as “the processes, practices, technologies and tools that improve the performance and productivity of the Marketing organization in an effort to drive a measurable contribution to revenue.”

- **Motorola Solutions’ Pioneering the Integration of Marketing and IT**, ANA BMA Magazine. Winter 2015. When Motorola was recast as a global solutions company, Eduardo Conrado’s CMO role converged with IT to improve synergy between marketing and technology. Through Q&A, Eduardo explains the natural relationship between marketing and IT to make great experiences for customers. He also explains the foundation of adaptive management lies in a company’s cultural evolution to a willingness to make mistakes and learn from them.

- **Rethinking the 4Ps of Marketing**, HBR. January 2013. Believing that the traditional 4Ps yields strategies that are too narrow and product focused for today’s B2B marketers, Eduardo Conrado of Motorola Solutions and his co-authors offer the SAVE framework: Solutions, Access, Value and Education. The result of a 5 year study among 500 managers at a wide range of B2B companies, they concluded that the 4 P’s model undercuts B2B marketers in three important ways: It leads their marketing and sales teams to stress product technology and quality even though these are no longer differentiators but are simply the cost of entry. It underemphasizes the need to build a robust case for the superior value of their solutions. And it distracts them from leveraging their advantage as a trusted source of diagnostics, advice, and problem solving. The article cites the experience of Motorola Solutions in implementing the SAVE framework, which enabled its teams to think of new ways to address customers’ business challenges.

I hope you find this information useful. Please do not hesitate to let me know whether you have any questions or comments about any of the above. I’d be happy to walk you through these sources.

Best regards,

Wendy Ball
Researcher, Marketing Knowledge Center
ANA | The Association of National Advertisers
P: 212-455-8052
Submit a request to “Ask the Expert” - [www.ana.net/asktheexpert](http://www.ana.net/asktheexpert)

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INSIGHTS
FROM THE MARKETING KNOWLEDGE CENTER RESEARCH SERVICE

March 12, 2015

PREPARED EXCLUSIVELY FOR
ANA Member (Confidential)

INQUIRY DESCRIPTION
Thank you for reaching out to the ANA’s Marketing Knowledge Research Service. You requested trends and best practices in mobile marketing.

OVERVIEW
According to findings compiled by Statista, mobile marketing share of budget is at 10.8%, and will grow to about 29% by 2019. Apps and native advertising are driving current growth, according to the IAB.

The following resources provide a selection of best practices on various aspects of mobile advertising, as well as information on how other ANA members are using mobile, funding it, and so forth. In addition, information on how consumers interact with mobile ads is also enclosed.

This compilation is designed to be a broad sampling of ANA’s resources. Since information on mobile marketing is vast indeed, if you have any questions that these resources don’t address, feel free to contact me at any time to request additional info.

CONTENTS
Note: To access the links below, you’ll need to FIRST log on to ANA’s web site. Please let us know if you need help with this.

MOBILE MARKETING : TRENDS

- The Future of Mobile Advertising: Native Ads Are At the Forefront of a Mobile Advertising Evolution, ANA, August 18, 2014
  Mobile is used for branding as much as for direct response, and native advertising is fueling that use, according to DailyMailOnline.

eMarketer discussed the shift toward mobile ad spending, and shared key insights into effective mobile advertising.

<table>
<thead>
<tr>
<th>2015 is the mobile tipping point for...</th>
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<tbody>
<tr>
<td>• Search:</td>
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<tr>
<td>- Roughly 1% more will be spent on mobile than on desktop</td>
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<tr>
<td>• Display:</td>
</tr>
<tr>
<td>- 18% more will be spent on mobile than on desktop</td>
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<tr>
<td>• Programmatic display:</td>
</tr>
<tr>
<td>- 56% of programmatic display spending will go to mobile devices</td>
</tr>
</tbody>
</table>
Mobile: share of Budget, Statista, 2015

**BEST PRACTICES**

- **Maximizing Mobile’s Impact in the Marketing Mix**, ANA, June 18, 2014
  The Mobile Marketing Association’s SMOX.Me research study reveals how marketers can now effectively measure the impact of their mobile spend. Initial results from the first study conducted with AT&T delivered real, actionable, and practical insights for marketers on how to integrate mobile and make their other media work harder.

- **Top Five Ways to Succeed with Mobile Video**, ANA. July 24, 2013.
  Andrew Bradway, head of brand advertising at Millennial Media, discussed the top mobile growth trends and presented tips to create the most engaging and effective mobile video campaigns.

**PLANNING CHECKLIST**

- **Mobile Marketing Planning Checklist**, ANA
  A checklist to ensure you have the right infrastructure to implement a mobile marketing program.

**CONSUMERS & MOBILE EXPERIENCES**

  In today’s digital and social media-driven world, consumers have the world at their fingertips, but are men and women’s fingers doing the same thing? A closer look into today’s rapidly evolving digital behaviors highlights the differences between what engages men and women—as well as how they react (or don’t) along the way.
• **Fastest-Growing Mobile App Categories, by Time Spent**, Localytics, MarketingCharts.com, September 18, 2014

![Mobile App Consumption Increases, by Category](chart)

**CASE STUDIES**

• **IKEA Mobile Marketing Case Study**, ANA, April 23, 2015
  In this session, Katy Lee, Marketing/Ad Specialist and Jessica Santiago, Local Marketing Specialist at IKEA North America, discussed how they have created and built a mobile optimized social community as well as their Hispanic mobile experience.

• **TD Ameritrade: Leveraging Mobile to Drive Acquisitions**, ANA, October 1, 2014
  TD Ameritrade used mobile search technology to deliver targeted ads created in real time during market-driven events such as IPOs and stock splits.

• **Starwood Hotels & Resorts: Bringing the Real-World Experience to Mobile**, ANA, April 23, 2015
  In this session, Glenn Stress, Director of Digital (Americas) – Starwood Hotels & Resorts, shared their innovations in customer-centric mobile experiences, native apps, and data-driven mobile guest enhancement tools to provide the highest quality experience.

To view other ANA insights, just visit the [Mobile Marketing](https://www.ana.net/mktg) section of ANA’s Marketing Knowledge Center.

I hope you find this information useful. Please feel free to contact me if you have any questions.

Best regards,

Irene
Irene Pantazis
Director, Research Services, Marketing Knowledge Center
ANA | The Association of National Advertisers
Submit a request to “Ask the Expert” - [www.ana.net/asktheexpert](http://www.ana.net/asktheexpert)

212-455-8072

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MEMBER PRAISE FOR ASK THE EXPERT

“Why people wouldn’t use this service is beyond me.”

“The MKC has allowed me to garner insights and information in a timely manner especially when under the gun. It also is a great way to get another team’s perspective on my different request. So very excited that our organization is a part of ANA.”

Connie Pincus, Associate Director, Global Advertising Alliance Team, Johnson & Johnson

“Beautifully summarized — delivered QUICKLY.”

“The ANA’s Marketing Knowledge Center brings the vast knowledge of the membership base to me. The information provided is tailored to my issue — beautifully summarized — delivered QUICKLY, and provides me with paths to get additional information if I need it, while protecting confidentiality. Fantastic!”

Connie Pincus, Associate Director, Global Advertising Alliance Team, Johnson & Johnson

“An incredibly valuable resource.”

“The ANA’s Marketing Knowledge Center puts years of marketing knowledge and insights from diverse industries right at the marketer’s fingertips and is an incredibly valuable resource. Further, the inquiry service available through the MKC is great when you need a little more help with your research into a particular topic. The knowledge specialists are highly responsive and do a thorough job. I think the service is just great!”

Jim Speros, Executive Vice President, Fidelity Investments

“Detailed, helpful information.”

“I’ve used the ANA’s MKC for many years and have always been impressed with the quick turnaround and detailed, helpful information that has been provided. Many thanks!”

Antonio Humphreys, formerly Manager, Strategic Sourcing, Marketing Services, The Gap

“Customized information that helps me do my job better.”

“A tremendously valuable resource... Every engagement has produced information that I have found to be very useful in my job. Helps inform my strategic thinking and is the very definition of what exceptional customer service means.”

Michael Harvin, Senior Manager, American Express

“…fast information on how to justify advertising investment.”

“I needed fast information on how to better justify advertising investment. The ANA team quickly provided multiple resources to help make my case. Senior management thought my summary of the materials created a compelling argument for increased investment.”

Steve LeVea, formerly Director of Marketing, Central Garden & Pet Company

“Essential for me.”

“The marketing insights are essential for me to size up best practice and background information to help build my knowledge and direction for overall plans for cost savings. In addition, the marketing insights build on defining value beyond cost savings, which is where I see the future of the strategic sourcing role.”

Dustin Lyle, formerly Director, A&P Procurement, Bacardi

“Great information, on time, as promised. Thank you for the great work.”

Richard Giuliani, Category Manager, GPS Procurement Services, Marketing Communications, IBM