LEADERSHIP AND MARKETING EXCELLENCE

ESTABLISHED 1910
Message from the President/Chief Executive Officer, Bob Liodice

Message from the Chief Operating Officer, Christine Manna

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ANA Staff
Officers and Board of Directors
Bob Liodice, President and CEO of the ANA
Dear Members, Friends, Associates, and Industry Colleagues,

Thank you for helping us to achieve our mission: To provide leadership that advances marketing excellence and shapes the future of our industry. When we succeed in delivering the ANA’s leadership agenda, our members win — and the marketing ecosystem becomes better. That’s a pretty powerful combination.

Let me share just a few examples of how we fulfilled our agenda:

• The ANA’s leadership, in concert with our partners, transformed the foundation of digital advertising management through our Making Measurement Make Sense (3MS) initiative. Its outcome overhauled an antiquated and costly served-impression foundation in favor of the sleek and media-compatible viewable currency. The immediate impact of 3MS is an improvement in digital marketing productivity of $5–10 billion, the redefinition of the digital GRP, and the newly formed foundation for enhanced cross-platform analytics.

• The ANA’s leadership led to the development of the Trustworthy Accountability Group (TAG), an industry-wide consortium to combat criminally-based bot fraud. Jointly led by the Interactive Advertising Bureau, the 4A’s, and the ANA, TAG has a solitary mission to combat fraud, piracy, and malware issues that rob our industry of valuable resources. The ANA’s bot fraud study with White Ops suggests that the issue costs the industry $6–10 billion globally.

• The ANA’s leadership in Washington, D.C., successfully thwarted national and state tax legislative proposals that could cost our industry $200 billion. We intend to remain vigilant as national tax reform proposals continue to target advertising as a source of future government revenue.

Our leadership platform extends even further to capture opportunities and address concerns, including media transparency, agency compensation contracts, talent payment negotiations, and digital asset management. No matter where you look, the ANA is involved, engaged, and adding value to you and your industry.

For your marketing management teams, the ANA is directly adding to your capability to make better marketing decisions that build your brands and add millions of dollars of financial value. We committed to delivering marketing excellence across our spectrum of products and services — and we did! We host a portfolio of premier conferences (such as the Masters of Marketing), outstanding webinars, and the very best training and development programs in the industry.

We also offer the best marketing content in the industry, sourced from our members and knowledge partners. We are fortunate to add to our vast content portfolio thanks to the acquisitions of the Brand Activation Association and the Business Marketing Association. We deliver all this great knowledge to you and your teammates through our expansive communication system, including email, publications, and social media. We are proud to help our members pursue their mission of excellence through our unparalleled breadth and depth of resources.

As we foresee a challenging year in 2015, we call on the continued support of our growing and expansive membership and our colleagues across the industry. There is much more opportunity to be had. The ANA is committed to seizing that opportunity through sound, decisive leadership and the active engagement of our wonderful industry.

Bob Liodice  |  President and CEO
The ANA’s success is grounded in our ability to remain focused on our mission: providing leadership that drives marketing excellence and shapes the future of the industry. In 2014, our focus drove phenomenal results, as evidenced by record operational performance, strategic expansion, and exceptional product and service delivery to our members and partners.

In 2014, membership grew 13 percent (or 74 net members) over 2013. Revenue was a record $21.2 million, up 12 percent from 2013. Operating income reached $3 million — the fifth year in a row we exceeded $2 million. Engagement levels grew 22 percent over 2013, and satisfaction scores were the highest ever.

During the year, we invested to lead, engage, and support our members and their marketing business needs. We did so by:

- Tackling issues such as the digital media supply chain, measurement, and media transparency
- Addressing the industry’s talent issue by expanding our School of Marketing portfolio to more than 30 courses, innovation labs, and leadership programs, all taught by world-class faculty
- Expanding our already robust portfolio of marketing content through our vast array of conferences, webinars, committee systems, communications, and publishing programs
- Protecting and advocating for the marketing industry in the areas of privacy self-regulation, federal advertising taxes, and patent trolling

Our remarkably successful acquisitions of the Brand Activation Association and the Business Marketing Association is allowing us to expand in areas such as shopper marketing, promotion marketing, experiential marketing, and business-to-business marketing. Each acquisition offers tremendous new opportunities and potential across our entire membership and marketing ecosystem.

Our core businesses are strong. Our foundation is solid. Our infrastructure and operating protocols are established. Our portfolio has evolved over the past five years, reinforcing our ability to generate sustainable growth, operating profitability, and robust cash flow.

Indeed, 2014 has been a truly amazing year by all accounts and measures. Delivering on our plans, goals, and objectives signifies our team’s continued commitment to increase, engage, and satisfy our membership. It reflects our enthusiasm to create change within the industry and the ecosystem. I am truly honored and privileged to work with such a talented team of uniquely skilled professionals. It is these people who have enabled the ANA’s success through their passion, dedication, and unrelenting commitment to excellence.

Building on our current momentum, we look forward to expanding in areas and in ways that will provide transformative growth and elevate our industry leadership profile. These areas will differentiate the ANA in the marketplace, provide greater and enhanced benefits to our members, and drive substantive change in the industry, all while we continue to focus on our foundational principles of membership growth, operational excellence, and financial and internal resource management.

Thank you for your support. We all look forward to the opportunity to continue to work together in the coming year.

Christine Manna | COO
CORPORATE HIGHLIGHTS
2014 marked a transformative year for membership. The addition of 127 new member companies — an all-time high — and the acquisitions of the Business Marketing Association (BMA) and the Brand Activation Association (BAA) continued to etch the ANA’s indelible imprint across the marketing ecosystem.

The inclusion of the BAA and BMA under the ANA umbrella provides members with unparalleled depth in content, intellectual capital, and practical expertise through expanded peer-to-peer networking opportunities. Our growing business-to-business footprint is consistent with the increasing number of ANA corporate members that occupy this important and previously underserved space.

The past year saw historic engagement milestones shattered, with more than 19,000 unique members (a 22 percent increase over 2013) using our robust portfolio of products and services across all business lines. Members from companies large and small utilized our Marketing Knowledge Center, downloading 170,000 pieces of content in the form of case histories, toolkits, webinars, and white papers. Members also attended training workshops and seminars; flocked to conferences, committees, and events; and vigorously participated in a community of equals dedicated to achieving marketing excellence.

ANA member companies come in all shapes and sizes, and in aggregate spend upward of $250 billion each year in marketing and advertising. Thirty-eight percent of ANA member companies spend less than $5 million in media annually, but they are provided with the same uncompromising service as companies at the opposite end of the spending spectrum. Service is the core of our DNA; it fuels our passion to create and deliver resources that advance marketing excellence.

The ANA Masters of Marketing has become the industry’s pre-eminent marketing conference, where CMOs and thought leaders share perspectives on growth through provocative discourses. The 2014 event attracted a record 2,500 attendees (a 40 percent increase over 2013), more than half of whom were from member companies.

Member satisfaction survey scores continue to surge: 71 percent of respondents said they would recommend ANA membership to a peer, and 75 percent said they plan to engage with us in the future.

As the confluence of data and technology challenges the traditional conventions of marketing, we are investing in industry initiatives and platforms that will shape the landscape for decades to come. And as the terrain becomes more fragmented and channels proliferate, the ANA will accelerate the pace of positive change and bring efficiency and clarity to a chaotic system.

We are committing resources to technology, talent, and the development of marketing tools and assets to help our members thrive in the new marketing frontier.

Christine Manna | COO
ANA Membership Continues to Grow Annually

**Member Companies Pass 600**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
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<tbody>
<tr>
<td>2010</td>
<td>395</td>
</tr>
<tr>
<td>2011</td>
<td>438</td>
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<tr>
<td>2012</td>
<td>501</td>
</tr>
<tr>
<td>2013</td>
<td>570</td>
</tr>
<tr>
<td>2014</td>
<td>642</td>
</tr>
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**Member Growth by the Decades**

<table>
<thead>
<tr>
<th>Decade</th>
<th>Number</th>
</tr>
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<tbody>
<tr>
<td>1911–1949</td>
<td>27</td>
</tr>
<tr>
<td>1950–1999</td>
<td>75</td>
</tr>
<tr>
<td>2000–2009</td>
<td>153</td>
</tr>
<tr>
<td>2010–2014</td>
<td>387</td>
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**Member Dues Surpass $13 Million**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (in Millions)</th>
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<tbody>
<tr>
<td>2010</td>
<td>$8.8</td>
</tr>
<tr>
<td>2011</td>
<td>$9.7</td>
</tr>
<tr>
<td>2012</td>
<td>$10.8</td>
</tr>
<tr>
<td>2013</td>
<td>$12</td>
</tr>
<tr>
<td>2014</td>
<td>$13.4</td>
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**ANA Membership Is Inclusive**

**Member Companies Are Headquartered in 41 of 50 States and D.C.**

- **Both 25%**
- **B-to-C 60%**
- **B-to-B 15%**

**Company Advertising Spend**

- **54%** of members spend between $1–19.9 million annually
- **20%** of members spend more than $100 million annually

**Representing 26 Industry Categories**

**Growth in 2014**

- **127** New Member Companies
- **33%** with reported media spend of more than $10 million

**Representing 26 Industry Categories**
Membership

Membership Comes from Every Business Type

Top 12 Categories (number of members)

1. Banking and Finance (61)
2. Food and Beverages (61)
3. Technology (44)
4. Entertainment and Sports (43)
5. Consumer Packaged Goods (36)
6. Health Care (36)
7. Insurance (34)
8. Restaurant (32)
9. Travel (31)
10. Pharmaceutical (27)
11. Consumer Durables (25)
12. Retail (23)

Member Satisfaction Is at an All-Time High

The ANA meets or exceeds expectations by more than 54 percent.

Meet/Exceed Expectations

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expectations</td>
<td>45%</td>
<td>50%</td>
<td>54%</td>
</tr>
</tbody>
</table>

Three-quarters of members plan to engage with the ANA in the future.

Engage in the Future

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement</td>
<td>68%</td>
<td>71%</td>
<td>75%</td>
</tr>
</tbody>
</table>

More than 71 percent would recommend membership to a peer.

Recommend to a Friend

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendation</td>
<td>67%</td>
<td>65%</td>
<td>71%</td>
</tr>
</tbody>
</table>
1910: The ANA is founded in Detroit, Mich., by 45 companies to safeguard and advance the interests of advertisers and consumers. Founding brands include Burroughs Adding Machine Co., Fairbank & Co., McCrum Howell Co., and Mittineague Paper Co.

1911: Chevron and Coca-Cola join the ANA.

1912: Kodak and Johnson & Johnson join.

1913: P&G and GE join the ANA.

1914: The ANA creates the Audit Bureau of Circulations for print periodicals. To this day, the ABC continues to be an essential, independent resource for advertisers, agencies, and publishers.

1917: SC Johnson joins.

1919: Unilever joins.

1920: Chrysler joins.

1932: Paul West becomes the ANA’s first full-time president.

1934: The ANA and industry groups form the Traffic Audit Bureau.

1936: The ANA creates the Advertising Research Foundation out of an association committee.

1936 (78 years ago) The ANA creates the Advertising Research Foundation out of an association committee.

1936: The ANA and 4A’s recognize the need for an independent body to lead the research community, which leads to the birth of the Advertising Research Foundation.

1940: The ANA and 4A’s convene to discuss the creation of public service advertising. Two years later, the War Advertising Council is formed, producing high-impact campaigns like “Rosie the Riveter” and “Loose Lips Sink Ships.”

1960: Peter W. Allport becomes the ANA’s second president.

1961: The ANA publishes “Defining Goals for Measuring Advertising Results,” which becomes the definitive publication on managing advertising objectives.

1963: The ANA and the 4A’s establish the Joint Policy Committee for Broadcast Talent Union Negotiations.


1974: ANA membership climbs to 420 companies and 5,550 individuals.

1984: Dewitt F. Helm, Jr. becomes the ANA’s third president.

1986: The ANA, AAA, and AAF form the State Advertising Coalition to provide information and resources to combat overly restrictive advertising proposals.

1987: The ANA establishes the Freedom to Advertise Coalition to resist all proposals to restrict the truthful advertising of any legal product or service.

1988: The ANA and other industry trade organizations combine to form the Advertising Tax Coalition to combat federal advertising tax proposals.

1991: The Advertiser, the magazine of the ANA, premiers.

1994: John Sarsen becomes the ANA’s fourth president.

1996: The ANA, along with 40 major advertisers, create the Family Friendly Programming Forum. This esteemed body creates 23 prime-time television series, including Gilmore Girls, Brothers and Sisters, and Friday Night Lights.

2003: Bob Liodice becomes the ANA’s fifth president.

2010: The ANA celebrates its 100th year serving advertisers and helping to expand and develop the industry.

2014: ANA acquires the Brand Activation Association and Business Marketing Association.
The Brand Activation Association (BAA), located in New York City, joined the ANA family July 1. Formerly the Promotion Marketing Association, the BAA was founded in 1911 to educate, elevate, and advocate for those in the business of promotion marketing. Over time the industry changed: the use of traditional promotion tactics morphed into new trends, such as shopper marketing and social media, and the BAA was renamed and repositioned to meet its members’ needs.

Brand activation is marketing that both builds a brand’s image and drives a specific consumer behavior or action. The BAA focuses on six disciplines that connect and interact with the consumer to bring brands to life: promotion marketing, experiential marketing, retailer marketing (including shopper marketing, e-commerce, and omni-channel marketing), relationship marketing (loyalty programs and database marketing), content marketing, and influencer marketing (social media, customer service, and reviews).

The BAA’s diverse membership includes attorneys (in-house counsel and law firms), agencies, service providers, media companies, retailers, and marketers.

We had a successful 2014, as our variety of events delivered valuable content to members and reinforced the essence of brand activation.

- The BAA produced the industry’s biggest conference on marketing law, with nearly 700 people attending 57 sessions over the course of two and a half days. Attendees heard from 125 speakers, including 42 from the brand legal side and a number of leading experts in the field.

- Our annual Brand Activation Conference featured deep-dive sessions from a variety of top brands, including Benjamin Moore, JetBlue, the Bonnaroo Music Festival, Garnier, the NHL, Sony Pictures, and Whirlpool.

- A highlight of our annual conference is the REGGIE Awards, now in its 33rd year. The awards — named after the cash register, since nothing happens until the register rings — honor the best brand activation campaigns across 23 categories. There were hundreds of submissions, judged by numerous brand marketers and agencies. West Jet Airlines took home the Super REGGIE in 2014 for its “Christmas Miracle” program.

- Our Omni-Channel Marketing Conference featured presentations from Walmart, Pepsi, 7-Eleven, Nickelodeon, Safeway, and other companies leading the evolution of shopper marketing.
Business Marketing Association Joins the ANA

Begun in 1922 as the National Industrial Advertising Association, today’s Business Marketing Association represents a lifetime of expertise in business-to-business marketing and communications. The BMA has been the pre-eminent service organization for B-to-B professionals over the past 90 years, earning the respect and loyalty of members by following a three-part strategic vision:

1. Be the primary repository of the best in business-to-business marketing information and resources.
2. Attract the best practitioners.
3. Promote best practices in the industry.

On December 1, the BMA became a division of the ANA. Previously, it was led by an “all-volunteer army” of B-to-B professionals with very busy day jobs. The BMA board recognized the merger with the ANA would speed the organization’s growth and better serve the B-to-B community. The ANA’s membership includes more than 160 B-to-B member companies.

As a result of this union, BMA members now have access to:

1. ANA national industry conferences and three B-to-B regional marketing conferences
2. ANA webinars, at no cost
3. ANA School of Marketing’s individual training sessions, designed to help attendees get ahead and stay ahead of the competition
4. Three complimentary publications: BMA SmartBrief, BMA Buzz, and B-to-B Marketer, a groundbreaking industry publication

With 16 local chapters across the U.S., the BMA offers members unparalleled networking opportunities. Members can easily connect with local peers to exchange information, gain insight on the latest trends in marketing, find a mentor, seek new partnerships, or advance their own networking opportunities and skills.

The BMA also hosts the largest annual B-to-B marketing conference. In 2014, more than 1,000 attendees from 600 firms, 47 states, and 10 nations attended the event. The 2015 conference will continue to offer attendees practical insights that they can use immediately to improve their business results and propel their careers.
Celebrating Great Marketing

**RISING MARKETING STARS AWARD**

Now in its fifth year, the Rising Marketing Stars Award program recognizes young marketers who have demonstrated exceptional skills, leadership, creativity, and accountability in their roles and contributed to the overall excellence of their organizations. The four winners in 2014 were:

- Tomas Arias, associate brand manager, BAND-AID brand, at Johnson & Johnson
- Dave Dickson, senior product marketing manager at Adobe
- Eddie Eames, manager of marketing and client services at The National Theatre for Children
- Anna Scott, marketing manager at Rent-A-Center

**MARKETING ANALYTICS LEADERSHIP AWARD**

ANA member C Spire took home the 2014 Marketing Analytics Leadership Award, which honors companies using analytics in innovative ways to improve marketing results and accelerate growth. The award program, conceived in 2013 by the ANA in partnership with leading marketing analytics firm MarketShare, carries a $50,000 prize for charity.

C Spire was praised for successfully increasing the effectiveness of its customer retention campaigns by 50 percent, driving upsell campaigns that delivered the equivalent of an additional 3 percent of sales, and driving millions of dollars in incremental margin annually. The wireless service provider donated half its prize to the American Heart Association and the other half to Operation Shoestring.

**MULTICULTURAL EXCELLENCE AWARDS**

For the 14th straight year, we acknowledged marketers and agencies that produced industry-leading multicultural campaigns. A record 215 entries were received, a 13.8 percent increase over 2013. New this year were the Total Market and People with Disabilities categories as well as an overall Best in Show award. The grand-prize winners of the 2014 Multicultural Excellence Awards were:

- **African-American**
  - National Basketball Association
  - Dream Big
  - GlobalHue, The Marketing Arm & Cultur8

- **Asian**
  - Godiva Chocolatier
  - The Victory Horse
  - IW Group Inc.

- **Asian**
  - Verizon Wireless
  - Lunar New Year Prosperous
  - AdAsia Communications, Inc.

- **Digital Media**
  - Dallas Pets Alive
  - Muttbombing
  - Dieste

- **Hispanic**
  - Allstate Insurance Company
  - Luck Changes
  - Lapiz

- **LGBT**
  - Mondelez International (Honey Maid)
  - This Is Wholesome Anthem
  - Droga5

- **People with Disabilities**
  - Procter & Gamble (Duracell)
  - Trust Your Power
  - Saatchi and Saatchi

- **Print**
  - Special Olympics Texas
  - Swimming and Track
  - LatinWorks

- **Radio**
  - Heineken USA (Tecate)
  - Brew Masters
  - INSPIRE!

- **Significant Results**
  - Dallas Pets Alive
  - Muttbombing
  - Dieste

- **Total Market**
  - The Coca-Cola Company (Coca-Cola)
  - It’s Beautiful
  - Wieden + Kennedy

- **Best in Show Award**
  - Procter & Gamble (Duracell)
  - Trust Your Power
  - Saatchi and Saatchi
All of us in marketing are experiencing tremendous change, brought about by radical changes in consumers’ engagement with national advertising. The key driver of this transformation is the ubiquitous role of technology in most people’s lives. While technology provides new ways for marketers to communicate, it also requires clear business practices and accurate reporting to ensure fairness, effectiveness, and sustainability.

The ANA has taken a leadership role on this important issue by focusing on the digital supply chain. Progress has been made, but there is still more work to do. We will continue to collaborate with the 4A’s and IAB to make this a priority. Simply put, advertisers need to get what they pay for in terms of audience size and engagement.

Another priority for the ANA is to advance the art of marketing. Through great events like the Masters of Marketing, topic-specific seminars, and online research and learning, the ANA provides valuable thought leadership and cross-industry information.

Two significant ANA milestones in 2014 were the acquisitions of the Brand Activation Association and the Business Marketing Association. These acquisitions (and, potentially, others in 2015) will provide our members with additional knowledge and expertise while also helping us to advance the marketing industry. Many thanks to ANA staff who worked diligently across an extended period of time to bring these acquisitions to fruition.

The board of directors would like to thank all ANA members for their support of the organization. We encourage you to make good use of the knowledge resources we continue to develop.

Best wishes for a prosperous 2015.

Tony Pace | ANA Chairman | CMO, Subway
ADVOCACY AND LEADERSHIP
The ANA’s Washington, D.C., office is a critical insurance policy for the advertising and marketing industry.

We work to oppose any efforts by the government to tax, ban, or otherwise burden the legitimate rights of marketers to communicate with consumers. We help educate important policymakers about the benefits of our industry to the economy as a whole and to individual consumers. We are the advertiser community’s voice before Congress, the state legislatures, the regulatory agencies in Washington, D.C., and in the courts. The D.C. office also manages a Legal Affairs Committee and organizes an annual Advertising Law and Public Policy Conference featuring top legal speakers.

Some of our major efforts in 2014 included:

- Meeting with a broad cross-section of key members of Congress to discuss the importance of maintaining the current tax deductibility of all advertising expenditures under the federal tax code
- Expanding and strengthening the Digital Advertising Alliance (DAA), the industry self-regulatory program for online behavioral advertising, including the introduction of new principles for mobile marketing
- Filing written comments describing the importance of interest-based advertising to the online marketplace, and participating in a White House Working Group on big data and privacy issues led by John Podesta, counselor to President Obama
- Working to protect the interests of brand holders regarding the plans of the Internet Corporation for Assigned Names and Numbers (ICANN) to vastly expand the number of generic top-level domain names (gTLDs) on the Internet; keeping our members up to date on developments in this area through posts on our Regulatory Rumblings blog
- Successfully pushing for Congress to approve legislation that requires a cost/benefit analysis before four powerful federal agencies can impose unprecedented restrictions on the marketing of food and beverage products directed at children
- Working with two active coalitions and members of Congress for federal legislation to address the serious threats of demand letters and frivolous litigation against both marketers and advertising agencies via the actions of “patent trolls”
- Hosting another successful Advertising Law and Public Policy Conference, featuring FTC Commissioner Maureen Ohlhausen, Wisconsin Attorney General J.B. Van Hollen, Genie Barton from the Council of Better Business Bureaus, and legal counsel from several ANA member companies
- Rolling out a series of every-other-month webinars on important legal and regulatory issues

We want to work closely with the legal and government relations professionals from our member companies. Please contact us to discuss how we can best work together to protect your company’s bottom line and First Amendment rights.

We can be contacted at 2020 K Street, NW, Suite 660, Washington, DC 20006, by phone at 202.296.1883, or by email at djaffe@ana.net.

Dan Jaffe  |  Group EVP
**DAA Making Its Mark**

The ANA has been a leader in efforts to preserve self-regulation and encourage best practices in the use of customer information. We have worked with other industry groups to oppose onerous privacy legislation, at both the federal and state levels, that would impose unreasonable burdens on electronic commerce.

To address the privacy concerns about interest-based advertising, the marketing community has built one of the most rapidly growing and successful self-regulatory programs in history: the Digital Advertising Alliance (DAA). The ANA and four other industry groups are founding members of the DAA. The alliance created the AdChoices Icon, which alerts consumers when they have been served an ad based on online behavioral advertising (OBA).

When a consumer clicks on this icon, he/she can access detailed information about interest-based ads and learn how to opt out of targeted ads.

Since its launch in 2010, the DAA has brought enhanced choice to consumers:

- The AdChoices Icon is now served globally trillions of times each month.
- More than 37 million unique visitors have visited the DAA’s two program sites, www.aboutads.info and www.youradchoices.com.
- More than 5.2 million unique users have exercised an opt-out choice on the DAA’s Consumer Choice Page.

These compelling numbers show that consumers are increasingly relying on the DAA program for meaningful choice.

The ANA believes that strong industry self-regulation is a far superior alternative to restrictive new laws and regulations. One of the most important benefits of self-regulation is the flexibility to adapt to the rapidly changing technological environment. In mid-2013, the DAA principles were substantially expanded to cover interest-based ads delivered across mobile apps and the mobile web. Also, the DAA self-regulatory program has been adopted in 31 countries, including the EU, Australia, and Canada. The DAA principles also address location-based data and personal directory data use. Finally, the DAA program explicitly forbids the use of materials collected for OBA purposes to be used for job hiring, insurance, mortgages, and other similar sensitive data usages.

**We strongly encourage all ANA members to join the DAA program.**

For information on how to join the program, please contact Lou Mastria, executive director of the DAA, at lou@aboutads.info.

**The Value of Advertising**

- In 2012, advertising drove $5.8 trillion in sales and supported 21.1 million jobs in the U.S.
- Every dollar spent on advertising expenses generates nearly $22 of economic output.
- Every $1 million spent on annual advertising expenses supports 81 U.S. jobs.
- By 2017, advertising will directly and indirectly foster $6.5 trillion in U.S. economic activity (sales) and help support 22.1 million U.S. jobs.

Source: IHS Global Insight study, commissioned by the ANA and The Advertising Coalition (forecast period 2012–2017)
Top Issues in Government Relations

Ad Taxes

At Issue:
Advertising expenditures are fully deductible each year as a business expense under the federal tax code. Draft tax reform bills in both the House and Senate would seriously restrict the ad deduction.

What We Are Doing:
The ANA is a founding member of The Advertising Coalition (TAC), which has held more than 20 “grassroots” meetings with key members of Congress over the past several years to educate them about the importance of advertising to the economy. We provided the majority of the funding for an update of the IHS Global Insight report, which demonstrates the economic importance of advertising in every state and congressional district.

Online Privacy

At Issue:
Policymakers at both the federal and state levels of government are proposing legislation that would impose serious burdens on the ability of marketers to collect and use information in the online environment, including proposals such as a “do not track” regime.

What We Are Doing:
The ANA was a founding member of the Digital Advertising Alliance (DAA), the industry self-regulatory program for online behavioral advertising, and that program continues to grow. Since the program’s launch in 2010, more than 37 million consumers have visited the DAA sites to learn about their advertising data choices. The DAA recently released new self-regulatory principles for the mobile environment. The ANA joined two new state privacy coalitions to respond to the increased threat of restrictive proposals in several state legislatures. Working with our members and other industry groups, we were able to defeat or substantially modify the most onerous bills at the state level.

ANA’s Washington, D.C., Team

The ANA’s Washington, D.C., office has a staff of five, all of whom are well-versed in the legislative, regulatory, and legal issues facing advertisers. Members of the D.C. office have extensive experience working for members of Congress, congressional committees, and state legislatures. The D.C. office regularly meets with members of Congress and their staffs, as well as key regulatory agencies, including the Federal Trade Commission (FTC) and the Federal Communications Commission (FCC). We file *amicus* (friend-of-the-court) briefs in legal cases affecting key advertising concerns. We also participate, where appropriate, in state, local, and international advertising issues. We regularly update our members on our activities and the issues facing them, and we often seek help from our members in these efforts. In addition to our direct advocacy efforts, the D.C. office also manages a Legal Affairs Committee and organizes an annual Advertising Law and Public Policy Conference.

All of the members of the D.C. staff stand ready and willing to assist any members with questions or concerns about the issues affecting them.

Dan Jaffe: Group Executive Vice President Government Relations (djaffe@ana.net)

Keith Scarborough: Senior Vice President Government Relations (kscarborough@ana.net)

David Buzby: Director Government Relations (dbuzby@ana.net)

Meghan Salome: Manager Government Relations (msalome@ana.net)

Kathryn Sanner: Administrative Assistant (ksanner@ana.net)

Our main office number is 202.296.1883.

Follow us on Twitter @ANAGovRel.

For more information on our advocacy efforts, visit www.ana.net/advocacy.
ICANN

At Issue:
The Internet Corporation for Assigned Names and Numbers (ICANN) has begun rolling out new generic Top-Level Domain Names (gTLDs) on the Internet. The vast expansion of hundreds of new domain names raises serious issues for both brand holders and consumers.

What We Are Doing:
The ANA has taken a primary leadership role for more than two years in focusing a spotlight on the serious unresolved problems with the roll-out of new domain names. As a result of our efforts, there were two congressional hearings on the domain name expansion and we helped generate serious interest from the Federal Trade Commission and the Department of Justice on the risks posed for consumers and companies. We continue to meet with U.S. policymakers to call for strengthened protections from ICANN. We provide regular updates to our members on ICANN developments through our Regulatory Rumblings blog.

Food Marketing

At Issue:
In 2011, an interagency working group of four powerful federal agencies proposed unprecedented restrictions on the marketing of food and beverage products directed to children under age 18. Several members of Congress have proposed taxes or restrictions on food marketing.

What We Are Doing:
In 2012, we successfully pushed for Congress to approve legislation that blocks the four federal agencies from issuing any report on food marketing unless they carry out a full cost/benefit analysis of their proposal. We have been able to get that restriction included in several funding bills and it remains in place today. We are working with other industry groups to continue that funding restriction. In meetings with policymakers, we highlight the efforts of the industry self-regulatory program, the Children’s Food and Beverage Advertising Initiative, to address childhood obesity concerns.

Patent Trolling

At Issue:
Marketers and advertising agencies are increasingly being hit with abusive patent litigation and demand letters alleging that they are violating the rights of patent holders through the use of common business practices or technology (e.g., use of Wi-Fi in a restaurant).

What We Are Doing:
The ANA is a member of the Stop Patent Abuse Now Coalition, which is working with Congress on legislation to address the unfair and deceptive practices of patent trolls. We helped move patent reform legislation through the House but similar proposals bogged down in the Senate. We will continue to work on this important issue with the new Congress.
Industry Initiatives

Overview

Across a broad spectrum of arenas, ANA articulates the agenda and leads the industry in advancing legislation, thought leadership, industry management, and social/industry responsibility.

Over the past year, the ANA has taken on a number of leadership programs while continuing to invest resources in critical existing efforts intended to make the industry nimble, stronger, and more knowledgeable. We are committed to making the marketing process more efficient and effective, enabling marketers to maximize the return on their investments.

Ad-ID: 1,800 Marketer and Agency Users and Growing

Ad-ID is a web-based system that generates and manages a unique identifying code for each advertising asset and applies that code to all media. Valid Ad-ID codes can only be issued from the Ad-ID system, and include all basic information regarding the advertising asset. To assist the industry with the transition to Ad-ID, extensive educational material was created and distributed.

Ad-ID continues to grow and gain traction in the industry. With the number of users increasing each day and support from more than a dozen major trade organizations representing the broadcast, marketing, and market research industries, Ad-ID provides essential tracking and measurement tools that benefit marketers and the entire industry.

- In April, the Screen Actors Guild-American Federation of Television and Radio Artists (SAG-AFTRA) began requiring universal adoption of Ad-ID, the industry standard for identifying advertising assets across all media platforms. Under the new agreement, all commercials produced for television, radio, and digital platforms featuring SAG-AFTRA union members must use Ad-ID as the sole standard commercial identifier.

- In Q4, Ad-ID announced that the Interactive Advertising Bureau (IAB) would begin evaluating standardized, embedded advertising metadata (e.g., digital ad slate) from Ad-ID in all digital video ad assets as part of the new IAB Research & Development Tech Lab.

- Also in Q4, Ad-ID announced that an IAB digital video task force would develop best practices for integrating Ad-ID into the Video Ad Serving Template (VAST).

The Ad-ID system was developed by the ANA and the 4A’s in 2003. Ad-ID serves more than 1,800 clients, including the largest advertisers and advertising agencies in the world. It has been unanimously endorsed by the boards of directors of the 4A’s and the ANA as the industry standard for commercial advertising coding. Ad-ID has also been widely endorsed as a cross-media standard by more than a dozen associations, as well as by all national networks and local TV stations.

“Ad-ID puts in place a system that identifies the asset through production, post-production, trafficking, and measurement. Ad-ID saves the industry time and money. It’s a win-win for everyone.”

— Valerie Light, Verizon
Alliance for Family Entertainment (AFE)

2014 was a landmark year for the AFE. Under Chairman Stephen Quinn’s leadership, the group reached many milestones in delivering on its mission to find, nurture, and support quality family entertainment on all media distribution platforms. As a result, membership rose 35 percent over 2013.

Throughout the year, the AFE continued existing programs and launched others that broke new ground in all three of its mission pillars: content, research, and knowledge. Highlights included:

<table>
<thead>
<tr>
<th>Content</th>
<th>Research</th>
<th>Knowledge</th>
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<tbody>
<tr>
<td>• Brought 60 hours of new family programming to air</td>
<td>• Through an extensive proprietary study on brand usage, shared new insight on the general market, Millennials, and Hispanic consumers</td>
<td>• Conducted a series of webinars in which experts from Facebook, Twitter, Tumblr, and research partner Penn Schoen Berland shared real-time insights on issues facing family brands</td>
</tr>
<tr>
<td>• Forged a partnership with NBCUniversal, led by Quinn and Steve Burke, CEO of NBCU</td>
<td>• Conducted an extensive study on broadcast and cable programming that detailed how and where family entertainment works best on those platforms</td>
<td>• Partnered with Common Sense Media, the leading secular not-for-profit organization dedicated to helping families make better media choices, on a fall 2014 family programming guide</td>
</tr>
<tr>
<td>• Supported Hallmark’s holiday movies, which rated No. 1 in their timeslots</td>
<td>• Partnered with several broadcast networks to gather consumer sentiment on their primetime concepts prior to the upfront announcements</td>
<td></td>
</tr>
<tr>
<td>• Partnered with YouTube to provide families with digital programming options</td>
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Press coverage from the breakout research, insights, programming, and partnerships resulted in more than one billion impressions.

Millennials: A Deep Dive: Programming and Habits & Practices Studies
Industry Initiatives

Trustworthy Accountability Group (TAG)

The mission of the Trustworthy Accountability Group (TAG) is to root out fraud, malware, and piracy in the digital advertising supply chain through operating standards, transparent business practices, and the use of technology. ANA President and CEO Bob Liodice said “the eradication of bot fraud is critical to the ongoing health of the Internet.” TAG’s requirements and standards will cover all companies in the digital advertising ecosystem, including networks, exchanges, publishers, agencies, and advertisers. TAG establishes standards through a traditional mediation process, which involves convening “tables” of company representatives who are reflective of the ecosystem. Companies that meet TAG standards will be assessed and “validated” by TAG or approved third parties. Following validation, companies will receive a seal or certification, suitable for display. Compliance with TAG standards will be assessed and validated annually. For more information about TAG, contact Linda Woolley at linda@tagtoday.net or 202.780.8241.

Joint Policy Committee on Broadcast Talent Union Relations (JPC)

On April 1, 2013, the Joint Policy Committee on Broadcast Talent Union Relations (JPC), the employer bargaining unit established decades ago by the ANA and the 4A’s to deal with the unions representing actors and musicians who perform in television and radio commercials, successfully concluded negotiations on a new three-year collective bargaining agreement (CBA) with SAG-AFTRA. The collective bargaining agreement represents nearly $1 billion in annual spending by advertisers on actors who perform in commercials. It is the largest union agreement in the entertainment industry, exceeding the compensation paid to actors in movies or on television. A key focus in 2014 has been, and will continue to be, industry education, outreach, and support for Ad-ID. The JPC, through the Administrative Maintenance Fund and at no cost to the ANA, has taken a leadership role in educating the industry on issues that arise under the CBA by giving “town hall” style events in key markets, such as Los Angeles, Chicago, New York, and Atlanta. Historically, industry members had to rely on either the union’s own CBA interpretations or the interpretations of the various talent payroll companies. The JPC continues to promote Ad-ID by providing an overview in all its town halls. The JPC also obtained funding from the unions to produce a video about Ad-ID that will be used to educate and recruit adoption. JPC leadership continues to centralize this function to better serve the industry. As the JPC moves toward negotiations in February 2015, this continued industry outreach will be key to developing comprehensive proposals to better serve advertisers.
Sponsored by the ANA, the American Association of Advertising Agencies (4A’s), and the Interactive Advertising Bureau (IAB), Making Measurement Make Sense (3MS) is a four-year-old cross-industry initiative designed to establish standards for metrics and advertising “currency” that enhance the evaluation of digital media and facilitate cross-platform media comparisons for brand marketing. 3MS works closely with the Media Rating Council (MRC), which is responsible for setting and implementing measurement standards.

3MS effectively changed the way digital media is bought and sold. Launched to help brand marketers and agencies keep pace with the consumer shift in digital media, 3MS addresses marketers’ concerns about having no reliable data and no single currency.

The ability to trade on viewable impressions is quickly moving from a trend to a standard. The viewability standard, as developed under the leadership of the MRC, calls for desktop display ads to be considered viewable if 50 percent of their pixels are in view for a minimum of one second; for video, the standard is 50 percent for two seconds.

In late 2014, agencies, on behalf of their clients, began asking for 100 percent viewability, which the MRC has said is not currently possible. In response, the IAB advocated 70 percent viewability and make-goods on anything less. The IAB has called 2015 the year of transition, as technology and billing systems must catch up to the move to greater accountability in advertising measurement and delivery.

Publishers, in many cases, are not ready to handle the reporting and internal operations required to declare whether a digital ad is viewable. This has raised the volume and debate over what publishers can or should deliver and what is acceptable to the agency and marketer. Layer on concerns about a publisher’s profitability in a viewable world and it’s easy to see why agreeing on what constitutes a viewable ad and what percentage should be delivered is so challenging.

Marketers, meanwhile, want to be assured they are getting what they pay for. While tremendous progress has been made, thanks in great measure to the work of the MRC, the viewability issue continues to be hotly debated.

The new viewable impression standard changes the way digital ad impressions are measured and makes the buying of these impressions more effective and efficient for all marketers. Greater progress is expected in 2015 to bring the industry closer to processes that allow everyone to benefit.
PRODUCTS AND SERVICES

EVENTS
COMMITTEES
TRAINING
KNOWLEDGE CENTER
COMMUNICATIONS
Events

2014 Overview

Top content. Industry leaders as speakers. Terrific networking. In-person and virtual attendance options. Strong support and terrific offerings from sponsors. All these terms describe ANA events: national industry conferences, members-only conferences, and webinars. In 2014, the ANA offered 41 conferences (that’s not a typo!), three-quarters of which were complimentary to members, and more than 60 webinars.

Our national industry conferences are open to members and nonmembers and offer just the right mix of insightful content, networking, terrific locations, and sometimes entertainment. Our nine national industry conferences include such signature events as the Advertising Financial Management Conference, the Multicultural Marketing & Diversity Conference, and the Masters of Marketing Annual Conference.

Members-only conferences, open only to ANA members and invited guests, are a complimentary benefit of ANA membership. In 2014, we held 32 events, in such places as Boston, Atlanta, Orlando, Chicago, San Antonio, Los Angeles, and San Francisco.

Members are also exposed to tremendous ANA content from the comfort of their offices via ANA webinars. Wednesdays, in fact, have become synonymous with webinars. In 2014 webinars covered an eclectic mix of content such as brand positioning, data, digital video, employees as brand advocates, programmatic buying, and real-time marketing. The ANA also offered two specialty webinar series, on procurement and legal affairs.

Finally, the ANA’s successful sponsorship program helps provide resources that allow us to expand our products and services as well as the geographic reach of the association. Our members benefit from the intellectual capital of our partners through presentations at conferences and via webinars. 2014 marked the fifth year of the ANA Strategic Partner program and the fourth year of our Thought Leader program.

In 2015 I encourage you to attend an ANA conference, tune into a webinar, and support our sponsorship partners. You’ll be a better marketer as a result.

Bill Duggan | Group EVP

Members-Only Conferences

Branching Out, Coast to Coast

We held 32 members-only conferences in 2014, versus 25 in 2013, in cities across the U.S. These complimentary events collectively attracted a record 3,500 members.

A number of members-only conferences were hosted at ANA member company locations, including 3M, Blue Shield of California, BP, Dell, Georgia-Pacific, Missouri Lottery, Microsoft, Sea World, John Hancock, H.J. Heinz, and Walmart.

The most popular themes at these conferences were digital marketing and integrated marketing.

Attracting a Crowd

The highest attended members-only conferences in 2014 were:

- Digital and Social Media at Sea World in Orlando, Fla.: 368 attendees
- Marketing to Millennials at Georgia-Pacific in Atlanta, Ga.: 245 attendees
- Integrated Marketing at Lowe’s in Mooresville, N.C.: 226 attendees
- Effies: Effective Marketing and Media at Time Warner Cable in NYC: 223 attendees

“Great program with top speakers and presentations on important topics changing the media industry.”
— Attendee, 2014 Digital & Social Conference
2014 ANA National Industry Conferences

February 26–28 | Hollywood, Fla.
BRAND MASTERS CONFERENCE
presented by Mashable
Sold out

March 30–April 1 | Boca Raton, Fla.
MEDIA LEADERSHIP CONFERENCE
presented by Google
Record attendance

April 23–24 | Washington, D.C.
ADVERTISING LAW &
PUBLIC POLICY CONFERENCE
Record attendance

May 4–7 | Naples, Fla.
ADVERTISING FINANCIAL
MANAGEMENT CONFERENCE
presented by Active International
Sold out; record attendance

July 13–15 | Monarch Beach, Calif.
DIGITAL & SOCIAL MEDIA CONFERENCE
presented by Meredith
Sold out

September 23 | New York, N.Y.
MASTERS OF MEASUREMENT
CONFERENCE
presented by Time Inc.
New conference

October 15–18 | Orlando, Fla.
MASTERS OF MARKETING CONFERENCE
Record attendance

November 9–11 | Miami Beach, Fla.
MULTICULTURAL MARKETING
& DIVERSITY CONFERENCE
presented by iHeart Media

December 2 | New York, N.Y.
MOBILE FIRST, MOBILE EVERYWHERE
CONFERENCE
presented by MediaVest

TO MAKE BRANDS GROW AND ENDURE
IS A MARKETING IMPERATIVE.
ANA’S NATIONAL CONFERENCES
PROVIDE LEADING-EDGE INSIGHTS
FROM TOP MARKETERS.

Another Year of Record Performance
The ANA held nine national industry conferences in 2014, including seven premier multiday events. The events collectively attracted more than 5,700 members and nonmembers — a record for the ANA. In addition, three events sold out and four posted record attendance.

- The Masters of Measurement Conference was a new event in 2014.
- The ANA announced a partnership with the Consumer Electronics Association for an event at the 2015 CES called Digital Disruption.
- At the 2014 ANA Multicultural Excellence Awards, for the first time, a “Best in Show” award was presented. Procter & Gamble’s Duracell brand and its agency Saatchi and Saatchi received that honor.

215 = The number of entries for the 2014 Multicultural Excellence Awards — a record.
Events

2014 Masters of Marketing Conference

Bigger and Better than Ever
By any measure, the 2014 Masters of Marketing Annual Conference was a masterful event, attracting a record 2,500 members and nonmembers. In addition, 98 individuals took advantage of our live-stream coverage.

As in years past, the conference focused on how companies are expanding brands and driving measurable results. Attendees heard remarkable stories and rich insights from some of the top senior marketers in the business, from companies such as General Mills, JetBlue, Microsoft, Nissan Motor Company, Cisco, and Target, as well as other industry thought leaders across the entire marketing ecosystem.

“The ANA Masters of Marketing Conference has achieved and maintained a balance of social intimacy and professional opportunity, which has emerged from the ANA’s own mastery of its marketing mix of brand, agency, and media attendees,” one attendee wrote in the post-event survey. “Superlative work the ANA handles with grace and ease.”

The evening entertainment also lived up to its advance billing, with performances from Grammy Award-winning singer/songwriter Melissa Etheridge, Tony Award-winner Annaleigh Ashford, and the popular country music group Lady Antebellum.

“It is simply THE place to be in marketing and advertising. Nowhere else offers the networking, the quality of speakers, and the sense of excitement for the industry.”
— Attendee, ANA Masters of Marketing Conference

“This is unquestionably the biggest and best gathering of senior marketers in the country, and it’s a great opportunity to confirm and learn about the latest trends and recent best practices.”
— Attendee, ANA Masters of Marketing Conference
2014 Strategic Partners and Thought Leaders
2014 marked the fifth year of the ANA Strategic Partner program and the fourth year of our Thought Leader program. Revenues from these programs allow us to expand our products and services as well as the geographic reach of the association. We also benefit from the intellectual capital of our partners throughout the year.

Sponsorships

The Media Landscape Changes Swiftly.
ANA Hosts 60+ Webinars to Help Members Stay on Top of Today’s Trends.

Webinars

61
Number of complimentary webinars held in 2014, attracting more than 5,700 members. Offered every Wednesday, the webinars covered an eclectic mix of content, such as brand positioning, data, digital video, employees as brand advocates, programmatic buying, and real-time marketing. Our best-attended webinars in 2014 were:

- “Effective Content Marketing: What Marketers Need to Know”: 212 attendees
- “11 Web Marketing and Social Media Trends That Will Shape 2014”: 185 attendees

In addition to regular webinars, the ANA also offered two specialty series in 2014, on procurement and legal affairs.

Stealing the Spotlight

In 2014, we produced 12 issues of ANA Magazine Spotlight, our 12-page sponsored digital magazine. A print version was also mailed to senior-level ANA marketers. Spotlight is available at www.ana.net/mkc. Our Thought Leaders and issue themes included:

- Lippincott: Experience innovation
- YuMe: Digital video
- United States Postal Service: Direct mail marketing
- Zenith Optimedia: Trends in advertising
- TVB: The Expanding impact of TV
- Decideware: Measurement and marketing procurement
- SAS: Protecting big data in marketing
- Collective: Programmatic media buying
- Millennial Media: Cross-screen marketing
- Rocket Fuel: One-to-one marketing
- Simulmedia: Audience targeting
- Scripps Networks Interactive: Measurable reach
Committees
2014 Overview

Part think tank. Part group therapy. In a peer-to-peer environment. That’s how I would characterize ANA committees.

ANA committees bring members together for learning, benchmarking, discussion, and work on initiatives that move the industry forward. Committees allow members to discuss issues and challenges in a closed and supportive environment. Participants realize that they are not alone and learn from the collective experiences and perspective of their peers. I have now been at the ANA for almost 15 years and I still find each committee meeting to be a mind-expanding experience.

The ANA offers 19 committees, in multiple geographic hubs (New York, Chicago, and West Coast), that cover a broad range of topics. A number of ANA committees have been active on important industry initiatives:

- **Advertising Financial Management Committee**: Many members of this committee are participants in the ANA Procurement Task Force, a group dedicated to elevating the role of marketing procurement. The task force’s 2014 white paper *Optimizing the Procurement and Marketing Relationship* examines the relationship between procurement and marketing and the factors that lead to the strongest internal partnerships and business results.

- **Media Leadership Committee**: More so than at any time in recent memory, the ANA has heard member concerns about media transparency, particularly related to their media agencies, and such concerns appear to be on the rise. This committee formed the Media Transparency Task Force to dive deeper into media transparency issues.

- **Multicultural Marketing Committee**: A group led by the ANA and AHAA: The Voice of Hispanic Marketing has been working to provide industry guidance on the development and execution of a “total market” approach to marketing communications.

- **Production Management Committee**: To help marketers navigate the complexities of state commercial production incentives (i.e., financial incentives that some states offer to shoot commercials locally), this committee developed a white paper on the *Principles for Fair Business Practices*.

More than 2,500 marketers are ANA committee members. Again, part think tank, part group therapy. Peer-to-peer and mind-expanding too! I encourage you to get involved. Learn more at [www.ana.net/committees](http://www.ana.net/committees).

Bill Duggan | Group EVP

“Being a part of an ANA committee is rewarding personally, intellectually, and professionally. The meetings are jam-packed with pertinent information that is relevant to my job and career.”
— Kip Morgan, director of media and branding analytics at Prudential Insurance Company of America
“The ANA and its committees are an extremely valuable resource to accelerate important media initiatives, address trends and emerging media needs, research, and encourage networking among advertising peers. I enhance my skills as a media leader and can be armed to inform my management of important and timely topics that might be hitting the trades and affecting all advertisers.”
— Colleen Milway, co-chair of the Media Leadership Committee

“I have been very impressed with the depth of content presented at the committee meetings. The variety of topics and the quality of presenters have been among the best I have seen at these types of meetings.”
— Matt Targett, director of interactive and product marketing at La-Z-Boy, Inc.

West Coast-based

ADVERTISING FINANCIAL MANAGEMENT
WEST COAST CHAPTER

Ron Jensen, national manager of financial synergies at Toyota Motor Sales U.S.A.

AGENCY RELATIONS
WEST COAST CHAPTER

Kellie Krug, senior vice president of enterprise marketing services at Wells Fargo Bank, N.A.

DIGITAL AND SOCIAL
WEST COAST CHAPTER

Christine Morrison, Turbo Tax social media marketer at Intuit

Diane Ueberle, brand and social leader at Intuit

MEDIA LEADERSHIP
WEST COAST CHAPTER

Michael Kelly, media and consumer communications manager at American Licorice Company

Attracting a Crowd

Two of the highest attended committee meetings in 2014 were:

- Agency Relations (June): 71 attendees. This event focused on in-house agencies.
- Advertising Financial Management (September): 60 attendees. This event was held in conjunction with the World Federation of Advertisers’ Sourcing Forum.
Training
2014 Overview

Marketing departments are transforming before our eyes as they strive to take their businesses to the next level. This is leading client-side marketers to the ANA’s School of Marketing (SoM) more than ever before. For the second consecutive year, the SoM experienced record growth in onsite workshops delivered and number of members engaged.

While skill development in core marketing functions continues to be in high demand, many marketers are now using ANA training to create more cohesion across groups and to provide team members with a common set of tools and processes. In other words, with transformation underway, they seek to realize their collective potential — within the marketing team itself, with other internal stakeholders, and with external agencies.

To help marketing teams reach their potential, the SoM redesigned its training programs to feature more interactive learning experiences with action-driven outcomes.

We also focused our efforts on senior and executive-level marketers. The pace of transformation has changed the way marketing leaders must operate within their organizations and intensified their need to remain current with industry best practices. The SoM is aggressively addressing this need by partnering with renowned organizations on innovative learning programs.

They include:

• The successful pilot of a CMO Leadership Program, in partnership with the Wharton Future of Advertising Program, setting the stage for a more comprehensive series in 2015. The pilot attracted more than 50 marketing executives, and featured participation from Wharton, Estée Lauder, Comcast, the Forbes CMO Network, and Spencer Stuart.

• The successful pilot of three Innovation Labs at the ANA Masters of Marketing Annual Conference: Digital Innovation (in partnership with Adobe and SapientNitro), Mobile Innovation (in partnership with the Mobile Marketing Association and Google), and Agency Innovation (in partnership with the Advertising Educational Foundation). In 2015, we will roll out innovation labs on mobile and digital.

Just like ANA member companies, the ANA’s School of Marketing strives to remain current on the latest trending topics. Based on member demand in 2014, we added four new onsite workshops for members: Customer Experience, Multicultural Marketing, Business Acumen for Marketers, and Content Marketing.

In 2015, the SoM will continue to strengthen its course portfolio and focus on establishing more robust relationships with member companies to ensure they are maximizing the performance of their talent in this age of transformation.

Nick Primola | SVP
Training

- 212 members brought an ANA School of Marketing workshop onto their campuses for onsite training, an increase of 8 percent. Overall, the ANA’s SoM delivered 271 workshops, an increase of 17 percent vs 2013.
- Over 5,700 Marketers utilized ANA SoM training.
- Over 330 marketers (254 members) enrolled in one of 20 individual training workshops in 2014.
- The SoM generated robust revenue of $544,000 despite significant investments in new learning products.

The top five workshops utilized in 2014 indicate that the primary demand for ANA SoM workshops continues to be in core marketing process training. (Number of classes held in 2014)

1. Elevating Your Creative: 44
2. Insights to Great Messaging: 26
3. Integrated Marketing Communications: 24
4. Digital Marketing: 23
5. Art and Science of Brand Building: 18
Marketing Knowledge Center 2014 Overview

The mission of the Marketing Knowledge Center is to offer members a rich portfolio of high-quality, relevant, and actionable content that covers the entire marketing spectrum and positions the ANA as the undisputed center of marketing knowledge excellence.

The Marketing Knowledge Center comprises:

- More than 7,000 marketing insights available via our website and sourced from:
  - ANA committees, conferences, and webinars
  - ANA’s proprietary survey research program
  - Prominent third-party industry partners
- A qualified team of insights experts dedicated to responding to members’ marketing challenges and who provide a unique, personalized research service that consistently earns top ratings from members for helping them to become more knowledgeable marketers
- A survey research community of marketers contributing to the ANA’s overall thought leadership, on critical issues and emerging trends identified by the ANA and our members

To meet the growing interests and needs of the membership, marketing content leadership continues to be an integral component of the Marketing Knowledge Center strategy. Highlights of our uniquely curated content portfolio include:

- More than 400 marketing toolkits, tools, and templates to help members expand their marketing know-how and complete projects effectively
- Access to our creative hub of more than 1,000 award-winning case studies and videos from industry-leading brands, which highlight the best strategies in marketing effectiveness and in mobile, international, and multicultural marketing.
- A partnership with AdForum to bring our members access to a collection of 150,000 campaigns and 20,000 agencies worldwide.

In 2015 we will continue to be the purveyors of marketing excellence, arming our members with the insights and research they need to expand their businesses. Through the ANA’s integration with the BAA and BMA, we will curate event and award content covering B-to-B, promotion, relationship, experiential, and content marketing to substantially enhance our content and research offerings for members.

Kathleen Hunter | SVP

“‘In a short time, the ANA Knowledge Center provided a robust and thorough sample of case studies, articles, and white papers on my requested topic. It was succinctly summarized... Really helpful and timely.’”
— Stevie Benjamin, director of media at MillerCoors

Surveys

- The ANA fielded 12 surveys, on topics including social media engagement, native advertising, marketing disruption, social media content development, procurement/marketing relationship, and shifts in mobile marketing.
- More than 1,300 marketers participate in the ANA survey community, with more joining every month.

“The surveys provide a point of view at a global perspective that make me, as a marketer, realize that I’m not alone or behind engagement and outreach efforts to grow the business.”
— MKC Satisfaction Survey
Content

Total readership of ANA content grew 38 percent, compared to 2013, with more than 159,654 pieces of content viewed.

More than 1,000 case studies are now available to members, including cases from the Effies, the MMA Smarties Awards, The Internationalist, and the ANA Multicultural Excellence Awards.

The MKC partnered with 30 new third-party companies, increasing our Knowledge Partners to 141.

400
Number of event recaps created.

More than 12 Insight Briefs were published, on hot topics including programmatic buying, consumer neuroscience, advertising law, public relations, procurement, and multiscreen marketing.

The three most popular content types in 2014 were event recaps, tools, and survey research.

The MKC published 25 short articles, three in-depth survey reports, and eight infographics on the Marketing2020: Organizing for Growth global marketing leadership initiative.

500
Pieces of content added by Knowledge Partners in 2014.

Research

• The ANA’s team of five researchers answered more than 3,300 questions from members, a 40 percent increase over 2013.
• Members’ usage of the MKC’s LiveChat offering — submitting their marketing questions in real time via the website — grew 60 percent versus 2013.
• The five most requested topics were:
  ▶ Digital, Social, and Mobile Marketing
  ▶ Agency Relations
  ▶ Brand Building
  ▶ Consumer/Market Research
  ▶ Marketing Financial Management and Procurement
• 75 percent of ANA member companies engaged with the ANA research service.

“...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 at Fidelity Investments
Marketing and Communications 2014 Overview

The objective of the Marketing and Communications group is straightforward: provide you, our members, with the information and marketing insights you need to become more knowledgeable, effective, and successful marketers.

As the demand for relevant and actionable marketing information increases exponentially, we constantly seek ways to interact with you, on your schedule, utilizing an increasing number of communication media. On ANA.net, our 30,000-plus members have access to thought-leading content, marketing tools, and information, including award-winning case studies, best practices, white papers, webinars, conference videos, and thousands of proprietary insights from today’s top marketing leaders. Our website also has information on events, training opportunities, and legislative and leadership initiatives that affect every marketer.

What’s more, members can take advantage of our best-in-class email communications. Based on a member’s individual interests, we can deliver customized insights and information on more than 20 topics, up to seven days a week. Over the past year, the ANA’s Marketing and Communications team:

• Provided more than 800 pieces of proprietary marketing content via email, including case studies, best practices, and marketing tools
• Produced both print and digital versions of our award-winning ANA magazines to provide members with more in-depth articles on relevant topics of the day
• Launched the ANA SmartBrief on Marketing Leadership, a daily compilation of marketing news and trends from credible news sources
• Actively engaged members on our primary social media platforms — Twitter, Facebook, LinkedIn, and Instagram
• Kept the ANA in the news on behalf of marketers, with more than 800 mentions across print, digital, and broadcast media
• Shared best practices and insights from around the world through our global alliance with The Internationalist 1000

Through these programs and outreach, we provide the timely, relevant marketing insights you need to drive growth within your organization.

Duke Fanelli | EVP

A Smart New Resource

In March, we partnered with SmartBrief to launch the ANA SmartBrief on Marketing Leadership, a daily e-newsletter specifically designed for marketing executives. This complimentary resource, which keeps subscribers up to date on the latest news and trends in our industry, now reaches more than 7,600 marketers and other industry leaders.


28%
The average open rate for ANA SmartBrief on Marketing Leadership

Blog Posts

Marketing Maestros is where ANA staff and guest bloggers comment on the latest marketing trends, events, and general happenings in the industry.

Regulatory Rumblings, penned by Dan Jaffe, group executive vice president of government relations at the ANA, focuses on legal initiatives that threaten national advertisers’ freedom of commercial speech.

Marketing Musings is ANA’s president and CEO Bob Liodice video blog, where he provides insight on the industry’s most pressing subjects.
Marketing and Communications

ANA Email

800
Number of marketing insights delivered via email to members in 2014

16%
The average open rate of ANA Brief email, on our 16 key topic areas

13,106
Number of ANA members who have set their email preferences, a 102 percent increase over 2013.

New Offerings

Trending Now: The ANA is constantly adding relevant and insightful content to our Marketing Knowledge Center. Trending Now compiles some of the most recent content in an email delivered the first Monday of the month.

News of Note: This Sunday-only email features top member-rated marketing insights from the past week and a roundup of valuable industry and ANA news and information.

Highest-Rated Topic Areas

1. Marketing Organization
2. Sponsorship/Event Marketing
3. Brand Building
4. Multicultural/Niche Marketing
5. Digital Marketing

ANA Website

Interested in leading-edge marketing insights? Want to register for the next ANA committee meeting, national industry conference, webinar, or training class? Curious about how our government relations activities support the industry? Looking to review your email preferences or a document saved to “myANA”? All that and more is available with just a click or two of the mouse when members visit the ANA website.

Each day, the ANA website provides thousands of members with critical marketing insights and information designed to guide them through the changing marketing landscape. In fact, in 2014, page views on the ANA website grew by more than 100,000.

Through myANA, members can bookmark and share content with colleagues, manage email preferences, review and schedule upcoming events, explore our more than 20 committees, use an intuitive search to find specific information in the Marketing Knowledge Center, and much more.

The ANA website is a portal to the latest marketing thought leadership, key marketer-led events, and critical information needed to make effective marketing decisions that drive the bottom line.
Social Media

Our presence on social media continues to grow thanks to a consistent publishing schedule, a more tightly focused strategy, the reactivation of our Instagram account, and a restructuring of our LinkedIn pages. As of late December 2014, we had 5,329 Facebook fans, 8,713 followers of our @ANAMarketers Twitter account, 208 followers of our year-old @ANAGovRel Twitter account, 209 followers on Instagram, and 1,522 LinkedIn connections. Here are some additional stats broken out by channel:

**TWITTER**

**@ANAMarketers**
- We have 8,713 followers on our corporate @ANAMarketers handle, a 31 percent increase from 2013.
- Our most used hashtags were #ANAMulti and #ANAMasters.
- We have been listed 411 times.
- Our potential reach is 6,185,129.
- The majority of our followers are interested in technology, marketing, tech news, business news, and advertising.

**@ANAGovRel**
- The handle for the Government Relations office now has 208 followers.
- The most used hashtags were #taxreform and #datasecurity.
- The account now has 1,522 followers, a 180 percent increase this year alone.
- The post with the highest engagement was: “Bill Duggan, EVP at the ANA, found that some of the overarching themes at last week’s 2014 Masters of Marketing Conference included putting the consumer first and being nimble. Here are some more key takeaways in his latest Marketing Maestros blog post: http://lnkd.in/dmjSqEh. If you were at the conference, what were some of your key takeaways?”
- The post with the highest clicks/shares was: “It’s OK if you didn’t make it to our 2014 Masters of Marketing Conference. You can check out some of the highlights here: http://lnkd.in/dpXasMD.”

**INSTAGRAM**

In May 2014, we re-launched the corporate Instagram account (@anamarketers). At the time, the account had 23 followers and five posts.
- Our number of followers has increased by 800 percent.
- We have received 465 likes in total.
- Our most used hashtag was #ANAMarketers.
- Our top performing post was an infographic from the Marketing2020 study predicting the most important marketing capabilities within five years.

**LINKEDIN**

In May 2014, we re-launched the corporate LinkedIn account page. At the time, we had 846 followers.
- The account now has 1,522 followers, a 180 percent increase this year alone.
- The post with the highest engagement was: “Bill Duggan, EVP at the ANA, found that some of the overarching themes at last week’s 2014 Masters of Marketing Conference included putting the consumer first and being nimble. Here are some more key takeaways in his latest Marketing Maestros blog post: http://lnkd.in/dmjSqEh. If you were at the conference, what were some of your key takeaways?”
- The post with the highest clicks/shares was: “It’s OK if you didn’t make it to our 2014 Masters of Marketing Conference. You can check out some of the highlights here: http://lnkd.in/dpXasMD.”
- Our content reached people organically 285,900 times.
- Our most-liked post was on a McDonald’s World Cup ad.
- We shared 818 items on Facebook, including 44 videos and 14 original comics.
- 48 percent of our fans are women, 58 percent of whom are between the ages of 25 and 44, and 56 percent of our male fans fall within that same age range.
- Our largest concentrations of fans within the U.S. live in New York (423), Chicago (169), and Los Angeles (154).

**FACEBOOK**

- We have 5,329 fans on Facebook.
- 1,092 people liked our page in 2014, a 20 percent increase from 2013.
- We received the most attention from Facebook users on Fridays.
- Our content reached people organically 285,900 times.
- Our most-liked post was on a McDonald’s World Cup ad.
- We shared 818 items on Facebook, including 44 videos and 14 original comics.
- 48 percent of our fans are women, 58 percent of whom are between the ages of 25 and 44, and 56 percent of our male fans fall within that same age range.
- Our largest concentrations of fans within the U.S. live in New York (423), Chicago (169), and Los Angeles (154).
FINANCIAL PERFORMANCE
Operating Income Rose to Over $3 million

In Thousands

- 2010: $2,407
- 2011: $2,073
- 2012: $2,094
- 2013: $2,871
- 2014: $3,271
Gross Revenue Grew to $29.5 million

Investments Reached $7.1 million
ANA Member List

as of December 31, 2014

# 3M
A A.T. Kearney, Inc.
AAA Southern New England
Abbott Nutrition
AbbVie Inc.
Abilis
Accenture
Ace Hardware Corporation
ACH Food Companies, Inc.
Adobe Systems Incorporated
ADT Security Services
Advance Auto Parts, Inc.
AEQ Worldwide
Aetna Inc.
AFLAC, Inc.
Agilent Technologies
Air National Guard
Air New Zealand
Alaska Airlines, Inc.
Accon Laboratories, Inc.
Align Technology, Inc.
Allegiance Federal Credit Union
Allegion
Alliant Techsystems Inc. (ATK)
Allianz Life Insurance Company of North America
Allstate Insurance Company
Ally Automotive Financial Services Group
Almond Board of California
Atria Group, Inc.
AMA Insurance Agency, Inc.
AMC Entertainment, Inc.
American Cancer Society
American Express Company
American Family Insurance
American Heart Association
American Honda Motor Co., Inc.
American International Group, Inc.
American Licorice
American Standard Brands
Ameriprise Financial, Inc.
Ameris Inc.
Amica Mutual Insurance Company
Amtrak-National Railroad Passenger Corp.
Amway Corporation
Anaplan
Andersen Windows, Inc.
Anheuser-Busch InBev
Apollo Education Group, Inc.
Apple Inc.
Applebee's International, Inc.
Arby's Restaurant Group
Armstrong World Industries, Inc.
ARS / Rescue Rooter

ASPACA
Aspen Dental Management Inc.
AstraZeneca LP
Asurion
AT&T Inc.
Atlas Copco Compressors LLC
AutoDesk, Inc.
AutoNation, Inc.
AutoTrader.com, LLC
AutoZone, Inc.
Avaya Inc.
Avon Products, Inc.
B Bacardi U.S.A., Inc.
Bank of America
Bank of New York Mellon
Bank of the West
Bankers Life & Casualty Company
Bayer Corporation
BD Becton Dickinson and Company
Be The Match-National Marrow Donor Program
Beam Suntory Inc.
Bel Brands USA
Benjamin Moore & Co.
Best Buy Company, Inc.
Better Homes & Gardens Real Estate LLC
BIC USA Inc.
Big Heart Pet Brands
Bimbo Bakeries USA
BRISSELL Homecare, Inc.
BlackRock, Inc.
Bloomberg L.P.
Blue Diamond Growers
Blue Rhino Corporation
BlueCross BlueShield Association
BMO Harris Bank
Bob Evans Farms, Inc.
Boehringer Ingelheim Pharmaceuticals, Inc.
The Boeing Company
Boiron
Bombardier Recreational Products
Boston Scientific Corporation
Botanical Laboratories LLC
Boys & Girls Clubs of America
BP p.l.c.
Bridgepoint Education
Bristol-Myers Squibb Company
Brookdale Senior Living
Brown & Toland Physicians
Brown-Forman Corporation
BT Global Services
BTC Bahamas
Build-A-Bear Workshop, Inc.
Burger King Corporation
Bush Brothers & Company
C C Spire Wireless
Caesars Entertainment Corp.
California Closets
California Lottery
California Pizza Kitchen
California State Automobile Association (CSAA)
California Tobacco Control Program
Cambria USA
Campari America
Campbell Soup Company
Cancer Treatment Centers of America
Canon U.S.A., Inc.
The Capital Group
Capital One Services, Inc.
Caravan Tours
Cargill Inc.
Carhartt Inc.
Caribou Coffee Company, Inc.
CarMax Auto Superstores, Inc.
Carnival Corporation
Castlight Health
Centene Corporation
Central Garden & Pet Company
Charles Schwab & Company, Inc.
Checkers Drive-In Restaurants, Inc.
Chegg
Chevron Corporation
Chicken of the Sea
Chiquita Brands International, Inc.
Chobani, Inc.
Choice Hotels International, Inc.
Chobani, Inc.
Choice Hotels International, Inc.

CIT Group, Inc.
Citigroup Inc.
City National Bank
City of Hope
City Year Inc.
Cleveland Clinic
The Clorox Company
Coca-Cola Company
Cognizant Technology Solutions
Coldwell Banker Real Estate Corp.
Colgate-Palmolive Company
Collegiate Church Corporation
Colonial Life & Accident Insurance Co.
Columbia Records, Division of Sony Music
Columbus Foods, LLC
Combe Incorporated
Comcast Cable
ConAgra Foods Inc.
Conning & Company
Consolidated Edison Co. of New York, Inc.
Constellation Wines U.S.
Consumers Reports
Corbis Entertainment
Cotton, Inc.
Coty Prestige
Country Financial
Coviden Inc.
Cricket Communications, Inc.
CSA Travel Protection
Cuisinart
CyrusOne Inc.

D Danone Waters of America
Darden Restaurants
Dassault Systemes
Dell Inc.
Deloitte
Delta Air Lines
Denny's Corp.
DentalPlans.com
The Depository Trust & Clearing Corporation
DeVry Inc.
Diageo North America, Inc.
Dick's Sporting Goods Inc.
Discover Financial Services, Inc.
Disney Consumer Products, Inc.
Disney Theatrical Productions Ltd.
Dolby Laboratories, Inc.
Dole Packaged Foods
Dominio's Pizza, Inc.
The Dow Chemical Co.
Dr Pepper Snapple Group

Dr. Fresh
DTI Incorporated
Duke Realty Corporation
Dunkin Donuts, Inc.
DuPont

E E*Trade Financial Corp.
EBay, Inc.
Education Management Corporation
Educational Testing Service (ETS)
Edward Jones
Electronic Arts, Inc.
Eli Lilly and Company
Elkay Manufacturing Company
Elmer's Products, Inc.
EmblemHealth
Enterprise Holdings, Inc.
Ernst & Young LLP
ESL Federal Credit Union
Essential Accessibility
Expedia, Inc.
Experian Consumer Services
ExxonMobil Corporation

F F*Real
Factory Motor Parts
Farmer Brothers
Farmers Insurance Group, Inc.
Fastenal Co.
FedEx Corporation

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ANA Member List

as of December 31, 2014

ANA.NET | 45

Feld Entertainment
Ferguson Enterprises
Ferraro USA, Inc.
Ferring Pharmaceuticals, Inc.
Fidelity Investments
Fiskars Corporation
FLOR
Florida Power & Light Co.
Flowers Foods, Inc.
FM Global
Ford Motor Company
Formica Corporation
Foster Farms, Inc.
Francis Ford Coppola Presents
Franklin Templeton Investments
FTI Consulting
G
Galderma Laboratories, L.P.
Genentech, Inc.
General Electric Company
General Growth Properties, Inc.
General Mills, Inc.
General Motors Company
Georgia-Pacific Corporation
Grant Thornton LLP
The Goodyear Tire & Rubber Company
Goodwin Procter LLP
Goldman Sachs & Co.
Gogo
Godiva Chocolatier, Inc.
Gilt Groupe, Inc.
Gilead Sciences
Gila Group
Gilead Sciences
Giant
Glenwood Sachs & Co.
Goodwin Procter LLP
The Goodyear Tire & Rubber Company
Grant Thornton LLP
Great Southern Wood Preserving, Inc.
H
H. J. Heinz Company
Habitat for Humanity International, Inc.
Hallmark Cards Inc.
Harman International
The Hartford
Hasbro, Inc.
Hawaiian Airlines, Inc.
Healthfirst
Heineken USA, Inc.
Henkel Consumer Goods, Inc.
Hero Clean
Herschend Family Entertainment
The Hershey Company
Hewlett-Packard Company: HP Enterprise Services
HHGregg, Inc.
Hilton Worldwide
Hitco
Hitachi America, Ltd.
Hologic Inc.
Home Depot, Inc.
HomeAway, Inc.
Hormel Foods Corporation
Houghton Mifflin Harcourt
Houlihan’s Restaurant, Inc.
House of Blues Entertainment, Inc.
Humana Inc.
Hunter Douglas, Inc.
Hyatt Corporation
Hyundai Motor America
IBM Corporation
IHOP Corporation
IKEA North America
Illimina, Inc.
illy Café
iMAN Cosmetics
InfoComm International
Ingersoll Rand
Innocor Inc.
Intel Corporation
Intelsend Prepaid Solutions
InterContinental Hotels Group
Intermarine, LLC
International Dairy Queen, Inc.
Intuit Inc.
Invesco PowerShares
INVISTA
Irish Dairy Board, Inc.
iRobot Corporation
Islands Restaurants
J
The J. M. Smucker Company
Jack in the Box, Inc.
JAFRA Cosmetics International, Inc.
Jamba Juice Company
JBS USA LLC
JCPenney
John Hancock Financial Services, Inc.
John Muir Health
Johns Hopkins Medicine
Johnson & Johnson
Johnsonville Sausage LLC
The Joint Corp.
JPMorgan Chase & Co.
Juniper Networks
Just Born, Inc.
K
Kao USA Inc.
Kellogg Company
Kennametal Inc.
Keurig Green Mountain, Inc.
Key Corp.
KFC US, Yum Brands
Kia Motors America, Inc.
Kimberly-Clark Corporation
King’s Hawaiian Bakery West, Inc.
Kiss Products, Inc.
Knouse Foods Cooperative, Inc.
Knowledge Universe
Kodak Alaris
KPMG LLP
Kraft Foods Group, Inc.
L
L’Oréal USA
La Quinta Inns and Suites
La-Z-Boy Incorporated
Labelmaster
Ladies Professional Golf Association
Lam Research
Land O’ Lakes, Inc.
The LanguageWorks, Inc.
Lebanon Seaboard Corporation
LegalShield
Legg Mason & Co., LLC
LEGO Systems, Inc.
Lenovo Group Ltd.
Levi Strauss & Co.
Liberty Mutual Group
Libman Company
LifeLock, Inc.
LifeSouth Community Blood Centers, Inc.
Limited Brands, Inc.
Lincoln Financial Group
Live Nation, Inc.
Local Search Association
Lockheed Martin Corp.
Logan’s Roadhouse, Inc.
Logitech
Lord & Taylor
Lorillard Tobacco Company
Los Angeles County Museum of Art
Low’s Companies, Inc.
LPL Financial
Lucille Packard Children’s Hospital Stanford
Lufthansa German Airlines
Luxottica Retail
LVMH Holding Group
M
M&T Bank
The Macerich Company
Major League Soccer
Marriott International, Inc.
Marriott Vacations Worldwide
Mars Incorporated
Mary Kay Inc.
MassMutual Financial Group
MasterCard Worldwide
Matrixx Initiatives, Inc.
Mattel, Inc.
Mazda North American Operations
McCormick & Company, Inc.
McDonald’s Corporation
McKee Foods Corp.
McKesson Corporation
MeadWestvaco Corporation
Memorial Sloan-Kettering Cancer Center
Mercedes-Benz USA, LLC
Merk & Co.
MetLife, Inc.
Meyer Distributing
Meyer US
MGM Resorts International
Microsoft Corporation
MilkPep
MillerCoors LLC
MINI
Missouri Lottery
Mizuno USA
Moe’s Southwest Grill
Moen Incorporated
Moet Hennessy USA
Monteleone International, Inc.
Monsanto Company
Monterey Bay Aquarium
Monumental Sports & Entertainment
Morgan Stanley - New York
Motorola Solutions, Inc.
MSC Industrial Supply
MUTF Union Bank, N.A.
Mylan Inc.
N
NACCO Materials Handling Group, Inc.
NASA Federal Credit Union
NASCAR
National Football League, Inc.
National Geographic Society
National Grid
National Park Board
The National Theatre for Children
Nationwide
Navient
Navistar Inc.
NAVY Recruiting Command
NBA
NBTY, Inc.
The Nerdy
Nestle Purina PetCare Co.
Nestlé USA
New York Life Insurance Company
New York Lottery
New York Organ Donor Network, Inc.
New York Racing Association
Newell Rubbermaid Inc.
Nextiva
Nike, Inc.
Nintendo of America, Inc.
Nissan North America, Inc.
Nokia Inc.
Norfolk Southern Corp.
Northstar Lottery Group, LLC
Northwestern Mutual
Norwegian Cruise Line
Novartis Consumer Health, Inc.
Novo Nordisk Pharmaceuticals, Inc.
NVIDIA Corporation
ANA Member List

as of December 31, 2014

O
Oil-Dri Corporation of America
Old Navy
Orange Leaf Frozen Yogurt
Orkin Pest Control
Outback Steakhouse, Inc.
Outerwall Inc.
Outrigger Hotels and Resorts
Pacific Gas & Electric Co.
Pacific Life Insurance Company
Panera Bread, LLC
Pantone LLC
Papa John's International, Inc.
Paramount Farms, Inc.
Paychex Inc.
PB Teen and PB Kids
Pee's Coffee & Tea, Inc.
Pegasus Capital Advisors, L.P.
Pegasystems, Inc
Pella Corporation
Penguin Random House
Penso Trust Company
Penske Corporation
PepsiCo, Inc.
Pensco Trust Company
Penguin Random House
PepsiCo, Inc.
Perfetti Van Melle USA, Inc.
PerkinElmer, Inc.
Pernod Ricard USA
PETCO Animal Supplies, Inc.
Pfizer Inc.
PGA TOUR, Inc.
Pharmavite LLC
PGA TOUR, Inc.
Phillips 66 Company
Phillips-Van Heusen Corporation
Pitney Bowes Inc.
Pizza Hut, Inc.
Piantronics, Inc.
PNC Bank, N. A.
PNM Resources, Inc.
Poppchips, Inc.
POPSUGAR
Post Holdings, Inc.
Prestige Brands, Inc.
PricewaterhouseCoopers
The Principal Financial Group
The Procter & Gamble Company
Prudential Insurance Company of America
PSEG
Pulte Homes, Inc.
Q
Qatar Airways
QBE
Qualcomm, Inc.
Quicken Loans, Inc.
Quickie Manufacturing Corp.
Randstad North America
Rawlings Sporting Goods Co.
Raytheon Company
RBS Citizens Financial Group
Reckitt Benckiser
Red Lobster Management LLC
Regions Financial Corp.
REI - Recreational Equipment Inc.
Rent-A-Center, Inc.
Reynolds American Inc.
Robert Bosch LLC
Robert Half International
Rockettes
Rovio Entertainment
Royal Neighbors of America
Rust-Oleum Corporation
Ryder System, Inc.
S
S&P Capital IQ
S.C. Johnson & Son, Inc.
Safeway Inc.
Salesforce.com
Sallie Mae
San Antonio Convention & Visitors Bureau
Sanofi-Aventis
SAP America, Inc.
Sartori Cheese
SAS Institute Inc.
Scottrade, Inc.
The Scotts Company
SeaWorld Parks and Entertainment
See's Candies Inc.
Seed Company
SEI
Service Experts Inc.
Sesame Workshop
Shell Oil Company
Shire Pharmaceuticals Inc.
Siemens Corporation
Silicon Valley Bank
Six Flags, Inc.
Smile Brands Inc
Sony Computer Entertainment of America
Sony Pictures Entertainment - (SS&P)
SourceAmerica
Southern Company
Sprint Corporation
SRP
Standard Pacific Homes
Stanford Health Care
Stanley Black & Decker, Inc.
Starbucks Corporation
Starr Companies
State Farm Mutual Automobile Insurance Co.
State Street Global Advisors
STATS LLC
SteelSeries
Sterling Jewelers, Inc.
Stoli Group USA
Stryker Orthopaedics
Sub-Zero Group, Inc.
Subway
Sun Life Financial
Sun Products Corp.
Sunquest Inc.
SunPower Corporation
SunTrust Banks, Inc.
Sucrex, LLC
Susan G. Komen For The Cure
Symantec Corporation
T
T-Mobile USA, Inc.
T. Rowe Price Group, Inc.
Taco Bell, Inc.
Target Partners
Target Corporation
Tavistock Group
TD AMERITRADE Holding Corp.
TD Bank
Teach for America (TFA)
Teleflora
Teradata Operations, Inc.
Terex Tumbler Company
Teva Pharmaceuticals
Thomson Reuters
Thrivent Financial
TIAA-CREF
Tiffen
Time Warner Cable
Time Warner Inc.
Tomy International
Touchstone Energy Cooperatives
TouchTunes Music Corporation
Tourism Ireland
Toyota Motor Sales U.S.A., Inc.
Toys ‘R’ Us, Inc.
TracFone Wireless, Inc.
Traditional Medicinals, Inc.
Transitions Optical, Inc.
Travelers Insurance
Tree Top, Inc.
True Value Company
TXU Energy Retail Company LLC
Tyson Foods, Inc.
U
U.S. Cellular Corporation
UBS Financial Services Inc.
Under Armour Inc.
Underwriters Laboratories
Unilever United States, Inc.
United Airlines, Inc.
United Parcel Service, Inc. (UPS)
United States Olympic Committee
United States Postal Service
United States Tennis Association
Universal Music Group
Universal Orlando Resort
US Bank
USAA
USG Corporation
V
Valspar Corp.
Vanguard Group, Inc.
Verizon Communications
Vertex Pharmaceuticals Inc.
ViaCom, Inc.
ViaSat Inc.
Visa Inc.
Vision Service Plan, Inc.
Visit Florida, Inc.
Visit Philadelphia
Vistaprint
Vita Coco
Voya Financial
W
W.W. Grainger, Inc.
Wahl Clipper Corporation
Walgreen Company
Walmart Stores, Inc.
Walt Disney Parks and Resorts
Weber-Stephen Products Co.
Weight Watchers International, Inc.
Weisman Products, LLC
Welch Foods Inc.
WellPoint, Inc.
Wells Fargo & Co.
Wendy's International, Inc.
West Virginia University
The Western Union Company
The Westfield Group
Whirlpool Corporation
White Wave Foods Company
Whole Foods Market, Inc.
William Blair & Company, L.L.C.
Wilsonart LLC
Wm. Wrigley Jr. Company
World Wrestling Entertainment, Inc. (WWE)
Wyndham Worldwide Corporation
X
Xerox Corporation
Xilinx, Inc.
Y
Yamaha Corporation of America
Yodlee, Inc.
Z
Zep Inc.
ANA Staff

EXECUTIVE OFFICE
- Bob Liodice: Chief Executive Officer
- Christine Manna: Chief Operating Officer/Chief Financial Officer
- Patricia McNeal: Executive Assistant

GOVERNMENT RELATIONS
- Dan Jaffe: Group Executive Vice President
- David Buzby: Director
- Megan Salome: Manager
- Kathryn Sanner: Administrative Assistant
- Keith Scarborough: Senior Vice President

COMMITTEES, CONFERENCES, AND SPONSORSHIP
- Bill Duggan: Group Executive Vice President
- Carissa Bailey: Assistant Manager, Conferences
- Talia Fischer: Coordinator, Conferences & Committees
- Marni Gordon: Vice President, Conferences & Committees
- Celeste Ho: Coordinator, Sponsorship and Partner Programs
- Janine Martella: Director, Conferences & Committees
- Kristen McDonough: Vice President, Conferences & Committees
- Meghan Medlock: Director, Conferences & Committees
- Haley Milch: Coordinator, Conferences
- Shannon Scannin: Associate Manager, Conferences & Committees
- Chris Scirocco: Director, Conferences & Committees
- Josh Stoller: Director, Sponsorship and Partner Programs
- Kristina Sweet: Vice President, Sponsorship and Partner Programs
- Leigh Walczak: Manager, Conferences
- Mala White: Senior Manager, Conferences & Committees
- Gregory Wright: Director, Conferences & Committees

HUMAN RESOURCES
- Christina Curry: Vice President, Human Resources
- Nicole Ramadhin: Coordinator, Human Resources

INFORMATION TECHNOLOGY
- Robert Rothe: Executive Vice President/Chief Information Officer
- Julia Chan: Data Entry
- John DeCecco: Senior Manager, Desktop/Network Operations
- Muhammad Ikhaq: Application Developer
- Rolando Mendoza: Manager, Application Support and DBA
- Lynn O’Donnell: Technology Specialist
- Carlos Renoj: Application Developer

MARKETING AND COMMUNICATIONS
- Duke Fanelli: Executive Vice President
- Ken Beaulieu: Senior Director, Marketing/Communications
- Erin Becker: Senior Manager, Creative Director
- Kathy Castro: Email and Production Assistant
- Ryan Dinger: Copywriter
- Sheelagh Doyle: Director, Public Relations
- Andrew Etelbach: Senior Manager, Marketing/Communications
- Kiran Gooja: Senior Manager, Digital Marketing
- Rick Knecht: Director, Marketing Production
- Urey Orohoo: Copywriter
- Amy Zeng: Graphic Designer

FINANCE AND ADMINISTRATION
- Andrea Kisian: Senior Vice President
- Frank Flagello: Mailroom Supervisor
- Joanne Forbes: Senior Manager, Accounting/Office Manager
- Heidy Ho: Chang: Staff Accountant
- Vicenza Martinez: Receptionist
- Robert Starzee: Manager, Accounting

MARKETING KNOWLEDGE CENTER
- Kathleen Hunter: Senior Vice President
- Michael Berberich: Manager, Content Creation
- Lauren Dzuna: Researcher
- MaryAnn Farrell: Manager, Research Services
- Jesse Feldman: Manager, Content Creation
- Michelle Lazarus: Researcher
- Irene Pantazis: Director, Research Services
- Sara Stein: Senior Researcher

SCHOOL OF MARKETING
- Nicholas Primola: Senior Vice President
- Kristin Farrell: Associate Manager, Seminars
- Vivian Frourides: Director, Eastern Territory, Seminars
- Lisa Guhanick: Senior Director, Faculty and Content
- Nina Hajakian: Director, Central Territory
- Caroline Kingston: Coordinator
- Andrew Kritzer: Senior Director, Northeast Territory
- Mark Liebert: Vice President
- Jolie Roberts: Coordinator, Eastern Territory
- April Rueppel: Senior Director, Western Territory

CMO PRACTICE
- Brian Davidson: Senior Vice President

BUSINESS MARKETING ASSOCIATION
- Al Maag: Executive Director
- Michael Palmer: General Manager
- Arthur Tharpe: Senior Director

BRAND ACTIVATION ASSOCIATION
- Bonnie Carlson: President
- Tom Basile: Senior Director, Membership
- Noelle Boddewyn: Executive Assistant
- Annie DeKraker: Manager, REGGIE Awards & Events
- Robert Fields: Director, Marketing & Events
- Christine Goonan: Director, Membership
- Darcey Howard: Senior Director, Membership
- Ed Kabak: Chief Legal Officer
- Michael Kaufman: Vice President, Marketing & Events
- Lana Mavreskis: Chief Financial Officer
- Marybeth Petescia: Director, Marketing & Events

MEMBER RELATIONS
- Lan Pham: Senior Vice President, Eastern Region
- Julie Abraham: Senior Director, Western Territory
- Ed Berg: Director, Mid-Atlantic Territory
- Mark Galliher: Director, North Central Territory
- Jillien Gittens: Coordinator, Western and South Central Territory
- Shepard Kramer: Vice President, Northeast Territory
- Jim Lawenda: Director, Southeast Territory
- Victoria Lopez: Director, North Central Territory
- Barbara Markfield: Director, Northeast Territory
- Jeni Neiswonger: Director, Western Territory
- Tracy Owens: Senior Vice President, Western and South Central Region
- Metta Rofe: Director, Southeast Territory
- Alex Romero: Coordinator, North Central and Southeast Territory
- Charles Sweeney: Director, North Central Territory
- Peter Tsigrikes: Director, Data/Member Analytics
# Officers and Board of Directors

as of December 31, 2014

## Officers

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tony Pace</td>
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<tr>
<td>Christine Manna</td>
<td>Chief Operating Officer and Secretary</td>
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<tr>
<td>Bonnie J. Carlson</td>
<td>President, Brand Activation Association, a division of the ANA</td>
</tr>
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<td>Group Executive Vice President</td>
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## General Counsel

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