



The **ANA Talent and Marketing Organization Practice** empowers marketing enablement across the organization and along the lifetime of a marketer's career. From supporting organization transformation, to connecting academia with the industry, to upskilling and career growth, the ANA Talent and Marketing Organization Practice provides organizations with solutions that support your brand's talent and growth objectives.

**ENGAGING TALENT PIPELINE**  
through connections to students  
and universities across the country

**EQUIPPING MARKETERS**  
to excel on-the-job through applied  
learning and tailored skill-building

**ENABLING THE  
MARKETING ORGANIZATION**  
with frameworks, tools, and insights to  
optimize organization-wide transformation

**Our Active Talent and Marketing Organization Community** includes thought leadership communities, providing a forum for you and other members to support and mentor each other for success:

**The MADE Internship Program** acts as the "Common App" for marketing internships, exposing bright students to internship opportunities across the industry. Organizations benefit from ability to select from a broad, inclusive pool of top talent whom they might not be aware of otherwise.

**Campus Partnership Programs** offer unique opportunities for professors, practitioners, and students to learn, collaborate, and innovate.

**The CMO Growth Champions Forum** helps CMOs envision what their role, their business, and our society will need to be future-ready.

**Team and Individual Marketer Training:** On-demand or real-time training, from five minutes to two days, across 150 topics, and customizable for your business needs.

**Global CMO Growth Council's Talent and Marketing Organization Working Group** convenes CMOs to create new talent and organizational workflows that enable peak performance.

Connect with the marketing industry through more than 30 member-led **committees** that enable peer-to-peer knowledge exchange.

- [Advertising Financial Management Committee](#)
- [Agency Relations Committee](#)
- [In-House Agency Committee](#)
- [Marketing Capabilities Council](#)
- [Marketing Operations and Transformation Forum](#)
- [Production Management Committee](#)

For more information on ANA Talent and Marketing Organization Practice resources, training, communities, or events, contact Jerusha Harvey at [jharvey@ana.net](mailto:jharvey@ana.net). For more information on ANA member benefits and other business practices, contact Membership at [membership@ana.net](mailto:membership@ana.net).



## Talent and Marketing Organization Leadership Resources to elevate your brand- and business- building expertise:

- **[Survey: How Marketers Are Tackling Their Agency Management Models](#):** We surveyed over 140 ANA committee members. Their responses reveal what matters most to clients when selecting new agency partners, the most popular agency roster constructions, and whether roster sizes are expected to grow over time.
- **[Generative AI Use in Advertising Contracts](#):** To aid in the drafting and negotiation of AI Tool-specific contract terms, the ANA, along with Venable LLP, has created an “AI Rider” template to help its members draft and negotiate the use of AI Tools in their ad creative service arrangements.
- **[ANA/4As Standardized RFI Template for Marketing Services](#):** This template was created by an ANA/4As Member Task Force and is provided to help streamline and standardize the RFI, leading to a more efficient process for all parties.
- **[The ANA Marketing Capabilities Framework](#)** is the industry’s first comprehensive framework for identifying marketing capabilities benchmarks across the entire organization.

**Training:** The ANA trains over 17,000 marketers annually across more than 150 marketing, creative, and business skill areas. No matter where you are in your career journey, the ANA offers compelling programs tailored to your needs.

- **[Individual Marketer Training](#):** Attend one of our open enrollment workshops and get hands-on, live virtual training from a cadre of marketing experts.
- **[Comprehensive Talent Solutions for Your Marketing Teams](#):** Explore enterprise-wide talent enablement solutions as part of your member benefit.
- **[CMO and Executive Leadership Intensive](#):** Uncover the why, what, and how of over-performing growth organizations. Built for the next generation of CMOs, each session includes an expert contribution, best practices, and peer-to-peer discussions.
- **[On-Demand Training and Certificate Programs](#):** Access self-paced e-learning across career-critical marketing competencies.
- **[Certification: Become an ANA Certified Marketing Professional](#):** Combining brand marketing strategy with customer-centric techniques and digital, data, and analytics training, the Certified ANA Marketing Professional (CAMP) program ensures that you and your team meet the ANA standard for today’s multi-faceted marketer

## Events and Programs

October 21, Orlando, Fla.

[Marketing Operations and Transformation Forum](#)

October 21, Orlando, Fla.

[Marketing Capabilities Council Roundtable](#)

November 11, Virtual

[Production Management Committee](#)

November 12, Virtual

[Advertising Financial Management Committee](#)

November 13, Virtual

[Marketing Operations and Transformation Forum](#)

November 19, Virtual

[Agency Relations Committee](#)

December 9, Virtual

[Marketing Capabilities Council Roundtable](#)

December 9, Los Angeles, Calif.

[In-House Agency Committee](#)