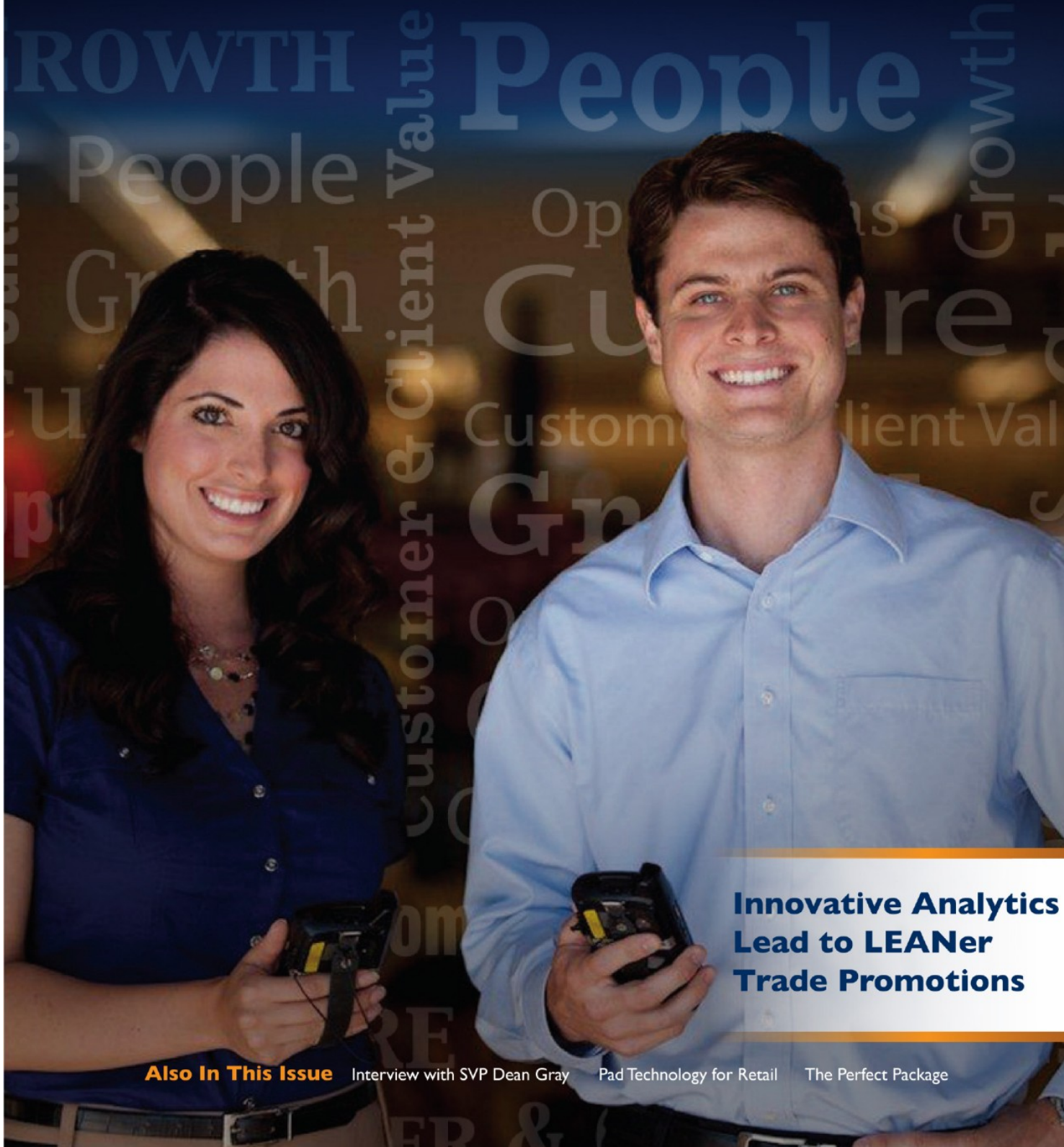


inside

Winter 2013

# ADVANTAGE



**Innovative Analytics  
Lead to LEANer  
Trade Promotions**

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The Perfect Package

welcome

# Introducing *Inside Advantage*

## INSIDE ADVANTAGE

Inside Advantage is a publication of  
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As Advantage celebrates its 25<sup>th</sup> anniversary this year, there has been a lot of reflection about how dramatically our business has changed since the early days. Back when the

Association of Sales and Marketing Companies had 2,500 members you would be hard pressed to hear any one of them talking about strategic deployment, next-generation retail technology, innovative marketing capabilities, and proprietary business intelligence systems. Today, Advantage and one other agency represent over 45% of national volume, and that list of 2,500 has fallen to 60. Tactical relationships have become strategic, and the tools we develop and deploy rival the best in Consumer Packaged Goods.

At Advantage, we owe our success to the passion of our Associates and the innovation and flexibility inherent in our agency model, which enable us to anticipate and proactively address the changing needs of our clients and customers with solutions that deliver both increased efficiency and effectiveness. We decided to launch Inside Advantage to help our clients, customers, and associates keep a finger on the quick pulse of our industry

and everything our organization is doing to stay out in front.

This inaugural issue covers quite a bit of ground, detailing a number of positive achievements that have occurred during our 25<sup>th</sup> year. We graduated 50 and welcomed 130 new Accelerated Career Experience Leadership Development Associates across our Sales and Marketing divisions (see page 3, Filling the Talent Gap). We launched a new business intelligence application called Causal Opportunity Explorer (COE) that lets category managers quickly analyze trade promo-

tion effectiveness and optimize distribution, pricing, and assortment (see page 4, Leveraging Analytics for LEANer Trade Promotions). We developed innovative pitch book technology for iPads that will change the way retail teams add value in store (see page 10, Making a Better In-Store Pitch Through Technology). All

the while, we maintained focus on providing our clients with executional excellence every day and strengthened our "closer to the customer" relationships (for example, by entering into very strategic national partnerships with key retailers who are leaders in their segments)!

Finally, we recently announced the next chapter of ASM's leadership evolution. I'm excited to take on a new role as Chief Executive Officer with Sonny as our Executive Chairman.

*(continued on page 11)*

*"...we owe our success to the passion of our Associates and the innovation and flexibility inherent in our agency model..."*



## ASM Develops Industry's Next Generation

Most of today's industry leaders began their careers as entry-level associates "carrying a bag" – working at retail for a major CPG manufacturer. This training was integral as it allowed them to gain a fundamental understanding of what it takes to drive product growth at the shelf and what execution really means. (In spite of mass industry change, "carrying the bag" is as relevant and critical today for leaders to experience as it was in the past.) Yet, as more and more manufacturers outsource their retail efforts to third party sales and marketing agencies there has become a deficit of entry-point positions at the manufacturer for new industry talent. If entry-level talent do not begin their careers working retail, where will future industry leaders gain that critical entry-level experience? The answer is not easy and it leads us to predict a great shortage of experienced talent with a foundation in retail execution in the coming years.

At ASM, we not only realized early on this need for an influx of newly trained leaders into the business, but understood that it has become the responsi-

bility of sales and marketing agencies to provide this training as our teams and two other sales agencies fill the majority of entry-level retail positions today.

To meet this need, ASM founded the Accelerated Career Experience (ACE) entry-level training program in 2009. The ACE program was built on the principle that tomorrow's leaders, just like those of today, need to have a deep understanding of store operations to be successful. Different from the past, these associates also need to understand the ins and outs of technology, reporting, and every service offering across their organization if they are to make an impact.

ASM's Leadership Development Associates (LDAs) enter the organization "carrying the bag" in a specific business unit (e.g. Retail Sales, Experiential Marketing, Category Management), and receive cross-functional training across all ASM services. In addition to the day-to-day activities of their roles, LDAs engage in multiple client-focused projects with team members across the United States.

(continued on page 7)

### Meet Two of Our "ACE" Students

Peter Burmester and Eric Finch are recent graduates of the ACE Leadership Development program working in the sales division. Peter received his bachelor's in business from DePaul University in 2010. He spent his time in the ACE program working out of the Chicago office from which he currently works as a Senior Business Analyst, focusing on growing the Unilever business, in addition to being a BDM for Phoenix Brands and CDM for two retailers.



Peter Burmester



Eric Finch

Eric received his bachelors in Business from the University of Southern California in 2010 before accepting his ACE position in the Anaheim office. He was promoted with multiple responsibilities as well- he works as a BDM managing new business ventures for Alcohol Beverage Solutions in Irvine, and as a CDM for Unilever out of the Anaheim office.





cover story

# Leveraging Analytics for LEANer Trade Promotions



We've heard the same mantra for years about the challenges of trade promotion management (TPM) in the CPG industry.

Trade promotion dollars are a huge cost to manufacturers, representing close to 14% of gross sales and often the second largest expense behind the cost of goods sold\*. Close to 40% of grocery sales are "on promotion," yet much less than half of these sales drive incremental purchases for retailers. 63% of promoted sales are subsidized and would have sold anyway at full shelf price\*\*. Today's evolving digital technology and social media only compound the issue, allowing shoppers to further cherry pick the lowest prices and best deals. We all anxiously await the day when promotion optimization modeling technology will help guide us towards more effective and profitable trade spends, but recognize this is still a distant dream.

As an industry we spend a tremendous amount of time and resources to maximize our trade promotion investments. CPG companies have built or purchased robust TPM solutions to help manage the process. Business managers spend the bulk of their days with their faces glued to computer screens building complex trade plans and tracking spending rates. Customer teams and retailer category managers spend countless hours negotiating, planning and executing numerous promotional events. Administrative teams are dedicated to clearing deductions and balancing trade spend checkbooks. Yet with all this effort and focus, less than 1 in 5 CPG manufacturers are satisfied with their ability to understand the true ROI from their trade promotion events\*.



Recently ASM conducted a LEAN process improvement event to identify how we might enhance the promotion evaluation process and add greater value to the overall TPM workflow. Our research discovered that CPG companies focus primarily on managing up-front promotional calendars, trade spend rates versus shipments and back end financial reconciliation. Often missing is a high quality analysis of actual promotion event performance, supported by robust financial and consumption metrics, enabling a clear understanding

of promotional effectiveness. Our challenge was quickly apparent: design a promotion evaluation process that will enable CPG manufacturers and retailers with improved “Speed To Insight™” on historical events leading to significantly improved planning and execution of future promotional plans.

Our Business Intelligence team sprang into action and began developing a new component for our proprietary Explorer “Speed to Insight™” business intelligence suite. The new feature would focus on the promotion evaluation process, along with distribution, pricing and assortment optimization. We started by identifying key metrics that were found to be lacking in many existing promotion evaluation processes including Retailer Return on Investment (RROI), Cost Per Incremental Case Sold and Subsidized Volume (volume that was sold on promotion that would have sold regardless). Applying our industry knowledge and experience, we designed and developed our new Causal Opportunity Explorer (COE) application to enable

business managers with a combination of consumption and financial metrics providing robust promotional evaluation analytics leading to improved promotion planning and forecasting.

In April 2012 we began piloting our new COE platform focusing primarily on the promotion evaluation process. The

**Close to 40% of grocery sales are “on promotion” yet well less than half of these sales drive incremental purchases for retailers.**

ASM category management team then engaged select Client Team Leaders and their business management teams to begin evaluation of recent promotional events at a number of leading retailers. Over the next few months we built a database of these event evaluations that will provide our business teams with key insights to enhance their future promotional plans.

So what does it take to have a leading edge promotion evaluation process to support your overall TPM program objectives? Based on our LEAN research and COE development work, we have shared what we believe to be the required capabilities/components needed to produce game changing promotion evaluation insights:

- Ability to combine consumption and financial data to calculate key promotional metrics such as RROI, Cost per Incremental Case Sold and Subsidized Volume.
- Retailer performance scorecards identifying overall promotional performance over a defined time period.

- 104 week promotion tracking capability (volumetric, pricing and causal performance) to target key events for detailed promotional analysis.

- Ability to capture the full financial investment against each promotion event (off invoice, bill back, scan down and ad insertion allowances – just to mention a few).

- A guided analysis to evaluate the success of each event in the areas of timing, vehicle, pricing, causal support, competitive activity, external events, financial and volume results.

- A scorecard

to benchmark multiple promotional events at a retailer to apply learnings to future event planning.

If you want to learn more about our LEAN promotion evaluation research or the new Causal Opportunity Explorer application, please contact your ASM Client Team Leader for more insights and to schedule a demonstration of the process in action.

\* Trade Promotion Insights: 2011 Trends and 2012 Predictions (White Paper published by TRADEINSIGHT – MEI)

\*\*The Times They Are A-Changin’: 12 Trends for 2012 (Competitive Edge, January 2012 Publication by Willard Bishop, By Jon Hauptman)

## Kmart, Axe & Joe Boxer The Perfect Package

As a part of their renewed focus on affordable apparel, Kmart issued a challenge to their CPG partners to help them find a way to build upon the success of their apparel department. Unilever, confident that they had the brands that could best deliver on that challenge, enlisted the help of their IN Marketing Services and ASM partners to deliver a winning strategic solution to leverage both our sales and marketing divisions.

The first step in building the best programming for Kmart was to determine the right Unilever brand to promote. The brand needed to not only be a priority line for Unilever at Kmart, but also align well to a high-visibility apparel brand.

Axe and Joe Boxer fit the mold perfectly. Together, these lines brought together Men's and Women's Undergarments and Bed-

ding with Unilever personal care products, forming one inclusive promotion to provide a value-added shopper solution.

The IN shopper marketing team developed a comprehensive marketing plan as well as a strong creative platform that successfully drove awareness of the program through the compelling offer of "Save \$5 on the purchase of any Joe Boxer product when you purchase any three Axe Products." The offer was effectively communicated via various recruitment and engagement tactics such as the Kmart circular, in-store Savings Guide and ultimately on the unique custom display that jointly featured both Joe Boxer and Axe's portfolio of products. This in-store visibility unit successfully anchored the program by combining a clear and succinct offer communication with the brand's shopper solution at the display location, effectively resulting in immediate purchase.

Due to the heavy display element of this plan, coordination between marketing and merchandising was imperative to the successful sell-in and implementation of this program. ASM and IN collaborated to flawlessly bring this program to life by gaining approval and alignment within Kmart marketing and merchandising teams in addition to working across Unilever's shopper marketing, brand, sales and in-store visibility departments to ensure all details were confirmed and timelines met.

As a result of this successful partnership, Unilever gained merchandis-



**Unilever...enlisted the help of their IN Marketing Services and ASM partners to deliver a winning strategic solution that would leverage both our sales and marketing divisions.**

ing space in a high traffic location in-store which resulted in substantial incremental volume. The program was successful enough to warrant a year-long Unilever owned promotional rotation through the custom display unit. Unilever continued the successful partnership with programs like the Slim-Fast Slimfabulous apparel program as well as an NCAA Kmart college apparel program.



## Next Generation

(continued from page 3)

In 2012, these projects included discovering more effective ways to target by key demographics, implementing strategies to grow the business for clients such as the J.M. Smucker Company, Unilever, and Bumble Bee, and developing innovative ways to drive growth around each of ASM's five pillars. After developing the necessary skills, LDAs are offered more permanent roles in the company in the business unit of their talent and choice.

In addition to top notch on-the-job training, the ACE program employs a

game changing mentorship program model. From day one, LDAs are assigned a "Coach" in their office who has experience in the industry and a desire to pass on knowledge. Additionally, LDAs are given direct access to and mentorship from ASM's executive leaders. At the conclusion of the program, every LDA is assigned an executive mentor as a career guide.

The ACE program model has proven so successful that it has twice doubled its class size since its inception in 2009, beginning with 17 LDAs in the class of 2010 to 130 in the class of 2012. It should be noted that there were over 2,400 applicants for those 130 positions, so we are proud to say



we have the best of the best. Additionally, as the program has grown, ASM has begun to offer training to client and customer associates, allowing us to develop unbeatable ties with our partner organizations.

For information on the ACE program, visit: <http://www.facebook.com/asmace>.

## Small Format Sees **BIG** Results

As the old saying goes "the only thing you can count on is change." This is certainly true of today's retail environment. Over the past 2-3 years, shopper patterns have continued to evolve and small format stores like drug, dollar, and value retailers continue to outpace the traditional grocery and mass classes of trade. In order to provide our clients and customers with the most comprehensive retail model in the industry, Advantage recently launched our newest team: Small Format Syndicated Continuity.

This specialized team is focused on providing coverage in convenience, dollar, and drug retailers in the top 30 markets across the United States. With 175 Retail Sales Merchandisers, and a coverage universe in excess of 45,000 stores, the new Small Format Team is having a big impact on the clients it serves. Base distribution, out of stock correction, new item execution, and independent store contract selling are just a few of the key activities this team can perform; however, the possibilities for in store execution are unlimited, and we continue to add new capabilities as we work with our clients to maximize the op-



portunities in these under served channels. Gaining more than 80,000 points of distribution for a single client is just one example of the impact this team can have!

Are these classes of trade so different that they require a specialized skill set and retail sales merchandiser? The simply answer is yes. With minimum space and a large percentage of independent operators, convenience is a channel that requires la-

ser focus and a keen understanding of SKU optimization. A true focus on selling racks, displays, and other retail opportunities make separating these functions at the RSM level the most impactful.

If you feel your brand would benefit from coverage in these growing and profitable channels, please reach out to Wade Walker, V.P. of Retail Operations, ([wade.walker@asmnet.com](mailto:wade.walker@asmnet.com)) to discuss your coverage options.





# Dean Gray SVP Sales – West People Make the Difference

*Tell us about your CPG experience and how you came to work at ASM.*

For two of my college years I worked at IBM but soon decided selling computers was not for me. So after college, I landed an entry-level sales position in the paper products division of Procter & Gamble. After several years with P&G in various sales positions, I ended up in their foods division selling #1 brands like Folgers, Crisco and Jif which coincidentally are now owned by Smucker's, and sold through ASM! What goes around comes around.

My next position introduced me to the world of food brokers. As Western U.S. manager for Borden Foods, I soon learned the value of working with sales agencies, and the significant benefits an agency model can deliver versus direct sales.

A family decision prompted my next move. My employer at that time wanted me to move to their corporate offices in Ohio. Rather than uproot my young family, I ac-

cepted an offer to move to the agency side as VP of Grocery for Crown BBK in Southern California. This was over 20 years ago at a time when they were one of the premier brokers in the country. Soon after, Sonny King and Advantage acquired Crown BBK, and I was asked to lead the national expansion as VP of Client Teams. Over my 11 years in this role, I was fortunate to be a part of ASM becoming the first agency to launch the client team model, and growing our footprint from one national client in 1999 to over 80 national clients in 2012.

Today, I am thrilled to be selling again and building our customer relationships as SVP of Sales - West. It is exciting to see ASM's vision of unparalleled "entrepreneurial spirit" come to life every day in our offices through our engaged associates.

***How has the training of entry-level sales associates changed in the past 20 years, and how is ASM developing the next generation of leaders?***

I don't ever want to over simplify our industry, but the bottom line is what we do in

store today is similar to what I did with P&G right out of college over 20 years ago. Our territory managers still focus on distribution, shelving, merchandising and promotions (DSMP), but what is different today is our ability to manage a significant amount of priorities. We can do this because our improved technology allows us to better leverage our data. More importantly, our superior talent pool grew up with an amazing ability to multi-task and understand the use of social networking for business.

The most significant change during my career with ASM has been the transformation of our associate training and development programs. In the past four years, ASM has invested over a million dollars in recruiting, training and developing our next generation of leaders. I am pleased to report that we graduated and promoted 50 of these LDAs, or Leadership Development Associates, from the class of 2011 and over 130 new college graduates joined the program in 2012 to accommodate the significant growth anticipated at ASM!



Dean Gray (far right) enjoying time with his family.



This program will immerse each new associate for 12 months into all areas of our business including retail coverage, HQ selling, administration and financial management, category management, shopper marketing, and client and customer management. The greatest endorsement of our ACE program is not the number of associates who have been promoted into key positions, but that over 5 strategic clients are now partnering with ASM to have their future leaders participate in the program as well

***What do you consider to be your defining contribution as a senior leader in Sales Operations?***

This is what I would call a “low hanging fruit question.” My defining contribution in this role is to recruit and develop the industry’s most talented associates, and provide them with an environment that rewards them for delivering winning results for our clients.

I try to provide an environment that makes all associates wake up each day and look forward to knowing that their ideas, opinions, and positive attitudes can be a “game changer” for our company. I am very proud of our sales managers’ efforts to improve our associate engagement scores at all levels in the company over the past two years, and I believe that ASM is on track to becoming a greater place to work for all associates.

***ASM has embarked on a “closer to the customer” strategy. Can you comment on how this initiative impacts our clients?***

ASM has made our “closer to the customer” initiative a huge priority during this past year, and I am pleased to report that we have made significant progress. We have long enjoyed the strong retailer relationships cultivated through our customer teams. But Todd Baird and Tanya Domier deserve the credit for recognizing the need to leverage these relationships to set up meetings that help our senior

management team develop long-term partnerships with their executive leadership teams.

Not only do these meetings help us understand what it takes to “win” with each of our retail partners, but they bring attention to significant client initiatives and product innovations. ASM has been able to form new partnerships with various retailers around:

- Gaining access to store level data for use in our handheld computers to reduce voids and OOS
- Expansion of our PromoPoint retailer-specific multi-manufacturer marketing programs
- Experiential Marketing: one to one shopper interaction
- Wet sampling through the Advantage Beverage Solutions Team
- The development of a Retailer Advisory Panel
- Bringing consultative expertise to the Adult Beverage category

***How is the client-agency relationship evolving at ASM? How does our approach benefit our customer, our clients, and ASM?***

As most of our clients are aware, in July 2011 our client services division invested significantly in resources and talent. Specifically, our leadership team grew from 3 VP’s of Client Development to 6 VP’s of Client Development, and added over 8 new Client Team Leaders. We did this for two reasons:

First, our national client base has more than quadrupled over the past five years, and we needed additional resources. Second, and more important, the client-agency relationship is changing as we speak, requiring new ways of thinking and an investment in talent and training. Clients no longer want an agency relationship which just provides “tactical execution at a great price.” Most of our clients want a long term partnership in which the agency is aligned at all levels of their organization. In order to succeed, today’s agencies

must provide industry insights, best practices, customized solutions, unparalleled customer knowledge, intellectual capital and thought leadership—all leading to an unmatched ability to provide strategic solutions, and the framework for a more consultative relationship.

“There has never been a better time to be with ASM... we continue to WIN in the marketplace and provide strategic solutions beyond anything I could have imagined 20 years ago.”

Easier said than done, but I believe our Client Services Division is the best in the business. We are focused on continual improvement to meet the changing needs of our clients, and anticipate the “next generation of client-agency partnerships.”

There has never been a better time to be with ASM either as an associate or as a client. We continue to WIN in the marketplace and provide strategic solutions beyond anything I could have imagined 20 years ago. To think that ASM is now the leader in almost every area of the CPG industry is simply amazing.

We have come a long way from the food broker of decades ago to a sales and marketing company that provides industry leading solutions and career opportunities in: Headquarter Selling, Retail Coverage, Consumer Insights & Category Management, Channel Markets, Natural & Specialty, Canada, Military, Food Service, Shopper Marketing, Experiential Marketing, Consumer Electronics, Advantage Beverage Solutions, Superfridge, and the most progressive new associate training program in the industry (ACE). There is only one more question...

“What is our next frontier?”



# Making a Better In-Store Pitch Through Technology

Effective selling in-store is more important than ever!



In the competitive world of Retail Sales, gaining shelf-space for innovative items, protecting facings for base products, and securing the best possible location for promotional display programs are some of the key sales challenges our associates must win at every day. To support these in store efforts, retail associates have typically been saddled with paper sell sheets, printed spreadsheets and numerous other support materials that they cobble together into large bulky presentation binders that take a grocery cart to push around the store.

This approach has been fine - up until now. But today, store managers

are busier than they've ever been. They are being hit from all sides with product innovations and fact-based sales data. Thus, even when you do find a manager you rarely get more than a few minutes of his or her time to make your sales pitch. So it takes more than the best data and results to back your sales story. You need a way to present a succinct and compelling message to quickly drive your sale.

To be truly successful in store, retail sales professionals need a sales tool that delivers a seamless and flowing message while making available the right tools, data, and messages to facilitate immediate action. To do this better than our competition, ASM has developed a new product for in-store selling: The Pitch Book.

## What is "Pitch Book?"

Pitch Book is a revolutionary sales tool, an App that runs on both the iPad and Android platforms. This unique and powerful App provides ASM sales associates with pre-developed sales presentations and the necessary turn-key tools designed to most effectively position each unique sales opportunity.

## How Does it Work?

Users of "Pitch Book" select a "Pitch" with the touch of a finger and then deliver a thoughtful, organized and compelling presentation in minutes to the key decision makers' in store. Some of the key features and benefits of the app include:

- Marketing quality sales feel and design
- Logical flow to the pitch delivery—using tabs to separate distinct messages for ease of use

- Chain and store-level data integration to support specific opportunities during the sales pitch (plus outs, sales history, inventory, out of stocks, etc.)
- Customized Calculation tools to support immediate "what-if" conversations (i.e., if you change this mix or replace this product you could experience a lift of X percent in sales)
- Built-in training to drive consistency in pitch delivery across the entire workforce and assist newer associates in

To be truly successful in store, retail sales professionals need a sales tool that delivers a seamless and flowing message

learning the tool more quickly

- Tabbed information structure allowing flexibility in objection handling and delivering the supporting arguments for your specific audience (the associate is not forced to skip unwanted pages during the pitch – select the tab(s) that most fit the points you want to make)
- Built-in tracking capabilities to measure use and effectiveness of the tool for post-pitch analysis

This exciting new tool helps us bring more impact and efficiency to our in-store sales efforts than was ever possible before.





update

## in Marketing Services

by Jill Griffin, President-IN Marketing Services

2012 has been another great year for IN Marketing Services, the Marketing Division of ASM, which I have the privilege of leading. We've continued our path of strong growth through diversification into new verticals. Utilizing our unique position as the "Connected Agency" with the reach and relationships of ASM, we are



Lisa Klauser

Andrea Young

expanding into the Adult Beverage channel with Gallo, the Home Improvement space with The Home Depot, the Drug channel with Walgreens, and the Office channel with Staples. We have also developed a new partnership with Kroger, where we are delivering a holistic and strategic platform solution. All of this, as well as our continued service excellence with our existing clients and customers, has posi-

tioned us in the Top 10 of the Promo 100 for the third year in a row.

I am excited to share some recent changes to the IN Marketing Services organization designed to help us refine and achieve our vision for future expansion.

Lisa Klauser has joined the team as President, Consumer & Shopper Marketing. Lisa is a 22-year Consumer Packaged Goods veteran who has spent the last 19 years at Unilever. Lisa's key focus will be driving business development, leading executive client partnerships, and developing strategies for growth. Andrea Young has been appointed President, Experiential Marketing. Andrea joined IN in July 2011 and has managed ongoing strategic repositioning of the agency, led our foray into the Adult Beverage space, advanced our executive partnerships with strategic retail accounts and secured key client wins for the company. Andrea will be responsible for driving our continued Experiential growth and diversification.

I am confident that these realignments and key additions to our roster will ensure our continued success as innovators in the Consumer and Experiential Marketing space, and will enable us to add increasing strategic value to our clients and customers.

## The First 100 Days

by Mike Salzberg, President & Chief Operating Officer

First and foremost, I am thrilled to be part of the ASM team. During the past two months, I have visited associates across the United States and Canada, and can say with conviction that our talent is the absolute best, and most engaged in the industry. Our people are passionate, hardworking, loyal, and smart and each place a relentless focus every day on service excellence.

I have worked for some great CPG companies—Gallo, PepsiCo, and Campbell's Soup to name a few – and each gave me a broad perspective on the customer and what it takes to win in the marketplace. In each of these roles, I have been impressed each time I have seen ASM in action. I have long been amazed by the flexibility and innovation that ASM offers to its clients and customers and its long term vision for the future. This is an unstoppable combination, and I consistently see the results it drives for the businesses of those we serve.

As we start a new year, I am excited by this opportunity to apply my past experience to ASM's model as I lead my team to help many great companies achieve their goals and objectives. You have our commitment to continuous partnership, using our scale, experience, and passion to win. *Mike Salzberg joined ASM from Total Wine & More in October 2012.*

## Welcome

(continued from page 2)

I have had the opportunity to wear many hats at ASM, and have been inspired in every one of them by Sonny's vision, tenacity, and entrepreneurial spirit, which have been so instrumental in our success. We are also very pleased to welcome Mike Salzberg and his strong leadership and experience to our team as

President and Chief Operating Officer. You can read more about Mike in the article above. Jill Griffin, our President of Marketing, has made some exciting changes to her leadership team, which you can also read about in this issue.

I hope you see in these pages our continuous dedication to adding value to our partnerships and enhancing the business results we achieve together. By striving to make raving fans out of our clients and

customers and continuously focusing on people, culture, operational efficiency, and growth, the next twenty-five years of Advantage history are sure to be as exciting and rewarding as the ones that got us here. Winning Together,

*Tanya Domier*

Tanya



Retailer-Driven Platforms • Experiential Marketing • Digital Shopper Marketing  
Applications • Demo Events • Diversity and Sustainability Marketing • Analytics  
Communities and Panel Management • Brand Management • Closest-to-the  
Business Model • Sweepstakes and Contest Management • Consumer Promotions  
Trend Research • Strategic Planning • Production Management and Fulfillment  
Industry and Retailer Insight • Category Reinvention • Creative Development and  
Unparalleled Retailer Relationships • Shopper Marketing • One-to-One Consumer  
Engagement • Mobile and Social Solutions • Retailer-Driven Platforms • Experiential Marketing  
Shopper Marketing • Custom Publications • Diversity and Sustainability Marketing  
Evaluation • Communities and Panel Management • Closest-to-the-Customer  
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Retailer Relationships • Shopper Marketing • One-to-One Consumer Engagement • Mobile  
Solutions • Demo Events • Retailer-Driven Platforms • Experiential Marketing  
Applications • Digital Shopper Marketing • Analytics and Evaluation • Consumer  
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Brand Management • Sweepstakes and Contest Management • Shopper and Trend Research  
Production Management and Fulfillment • Industry and Retailer Insight •  
Category Reinvention • Creative Development and Production • Unparalleled Retailer Relationships  
Shopper Marketing • One-to-One Consumer Engagement • Mobile and Social Solutions  
Retailer-Driven Platforms • Experiential Marketing • Digital Shopper Marketing

# When it comes to Total Marketing Solutions, one name does it all.

IN Marketing Services is your destination for marketing expertise. With our decades of experience, we're a one-stop shop for all of your needs, including shopper marketing, strategic planning, experiential, digital and social media, retailer and industry insight, and of course, flawless execution. Our direct relationship with Advantage Sales and Marketing and our closest-to-the-customer business model deliver the connections to strategic national retailer partners that are key to driving purchase. At IN, we know how to help your business achieve a new level of growth. After all, the point is purchase.



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