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**MAF**  
**Marketing Accountability Foundation**  
**Vision & Long-Range Plan**  
**August 2007**

**Draft**



**Marketing Accountability Standards Board**  
**of the Marketing Accountability Foundation**

**The MAF Long-Range Plan outlines the Foundation's vision and fiduciary building blocks for long-term success of its standard-setting mission.**

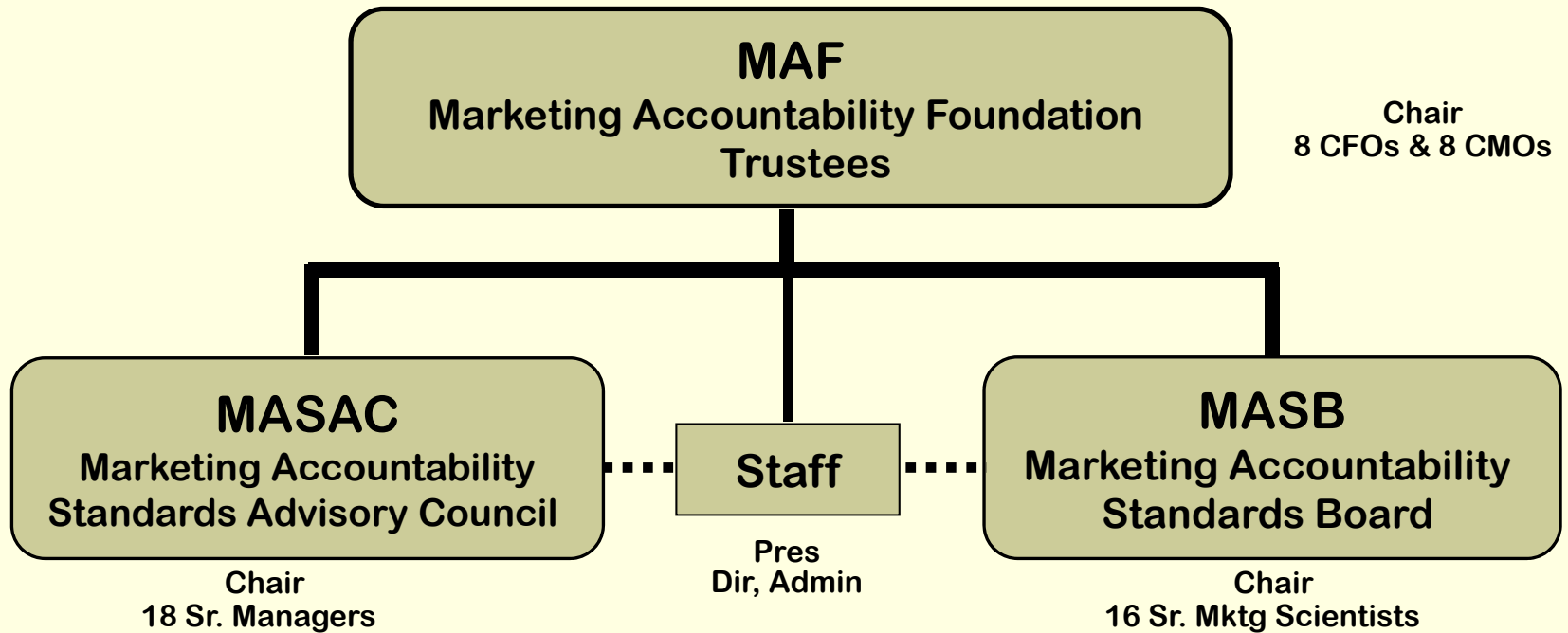
**The Long-Range Plan is expected to enhance the effectiveness of the MAF and its standard setting Board and Advisory Council.**

**The MAF vision statement, organizational structure and functions, fiduciary building blocks and success criteria are set forth herein.**

# Vision

**Laying the measurement foundations for marketing professionals to realize full accountability and strategic status in the Boardroom as reliable forecasters and achievers of consistent growth in customer revenues, earnings and cash flows quarter-to-quarter and year-to-year.**

# Organizational Structure



# Marketing Accountability Foundation (MAF)

- MAF is the independent, private sector, self-governing organization authorized by its membership constituency to
  - Establish & improve marketing metrics & accountability standards through transparent & open due process
  - Educate constituents about those standards
  - Provide oversight, administration, & finances of its standards-setting Board (MASB) & Advisory Council (MASAC), except technical issues
  - Select members of the Board & Advisory Council
  - Protect the independence & integrity of standards-setting process
- Trustees are C-Level members of major marketers who have an interest in marketing accountability & the marketing community as a whole
- Nominated by constituent organizations & Trustees-at-large chosen by sitting Trustees; Term is three-years with eligibility for a second term
- Founding Trustees are 6-8 CFOs and 6-8 CMOs who have become Charter Members of MASB; They meet face-to-face quarterly
- Foundation to be incorporated exclusively for charitable, educational, scientific, & literary purposes w/in meaning of Section 501(c)(3) of IRC

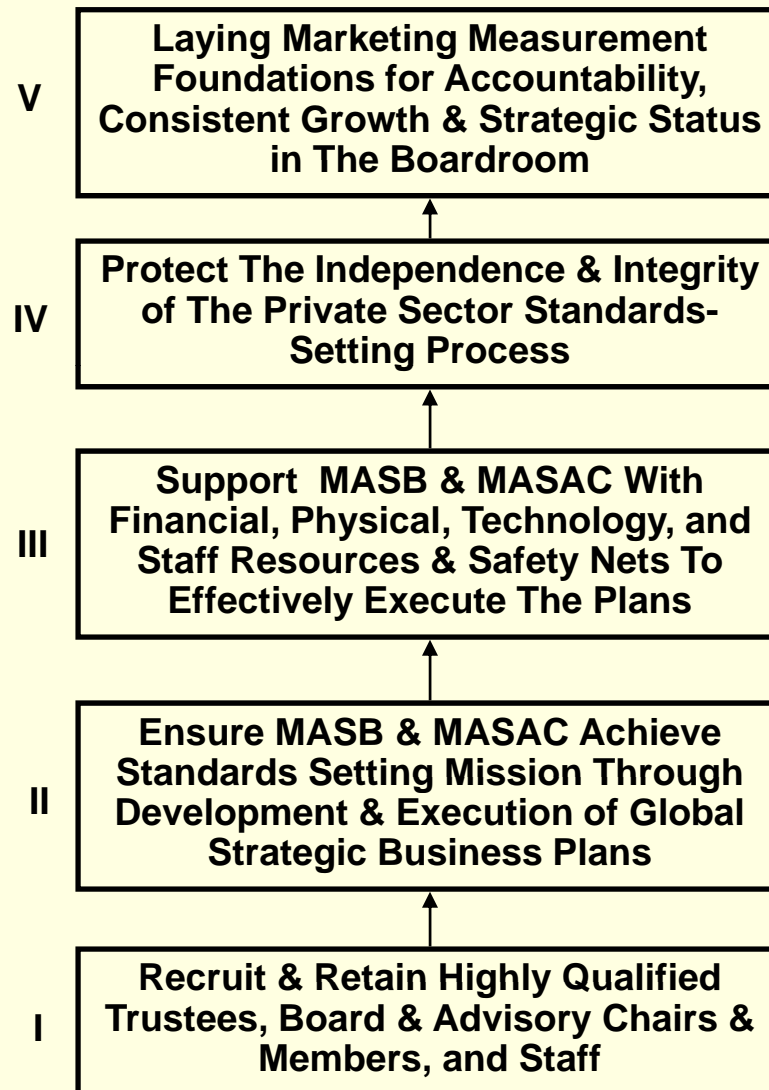
# Standards Board (MASB)

- **MASB is the operating organization**
- **Delegated authority by the MAF to establish standards for marketing metrics and accountability**
- **Board is comprised of 12-16 Senior Marketing Scientists from constituent organizations who**
  - **Collectively represent diverse backgrounds**
  - **Possess knowledge of marketing measurement & business**
  - **Have concern for the marketing community as a whole**
- **Members of the Board guide the standards projects & resolve technical & other issues from project start through adoption**
- **Board meets monthly: 10 virtual, 2 face-to-face (projects as necessary to complete)**
- **Appointed by The Marketing Accountability Foundation (MAF) for three-year terms, eligible for a second term**
- **Members of The Boardroom Project body who have become Charter Members of MASB sit on the Founding Board**

# Standards Advisory Council (MASAC)

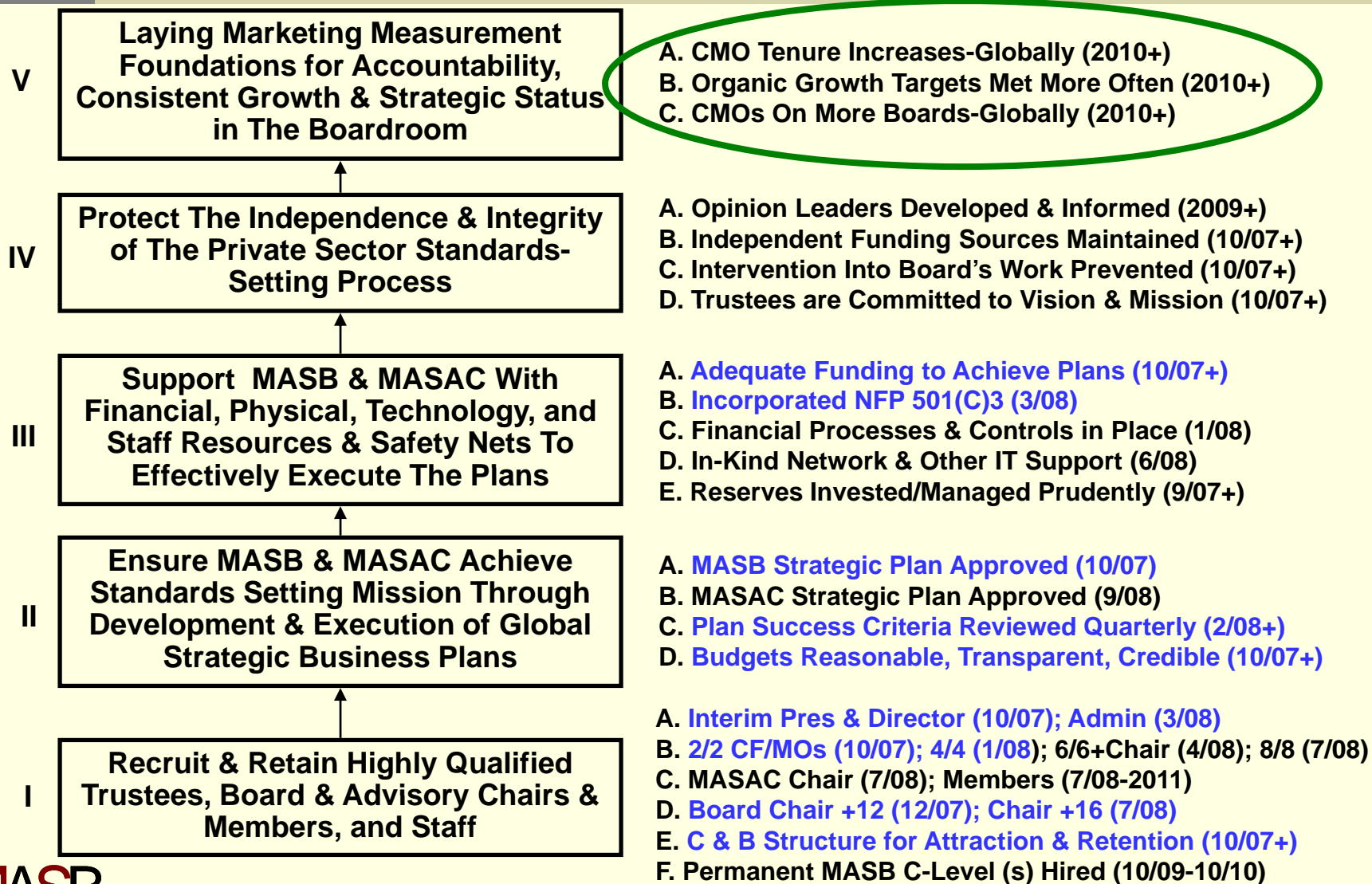
- MASAC broadens involvement & participation to all constituencies
- Delegated authority by the Foundation (MAF) to consult with the Board on project priorities, technical issues, and selection and organization of advisory and project committees
- Council is comprised of 12-18 senior managers of constituency organizations who collectively represent diverse backgrounds, possess knowledge of marketing measurement and business, and have concern for the marketing community overall
- Appointed by MAF for three-year terms, eligible for second term; Face-to-face meetings are held quarterly
- MASAC appoints sub-advisory committees to ensure all are served
  - Global businesses
  - Small business
  - Users w/specific interests (verticals, channels, etc)
  - Metric providers w/specific interests

# Fiduciary Building Blocks





# Fiduciary Building Blocks & Success Criteria



# MAF Projects

<u>AREA</u>	<u>PJC TYP</u>	<u>2004-6</u>	<u>2006/07</u>	<u>2007/08</u>
Org Dvlmp	MAF		1	15 (16+1)
	MASB		8	9 (16+1)
	MAC			1
	Staff			3
Mbr Dvlmp	MK		1	16 (16+1)
	MM		1	2 (3)
	MA		1	0 (1)
	AA			0
	BS		2	2 (4)
	IA		3	2 (5)
	Process/Cntls	Mbrshp		Tgts/Unv
			Data Base	
Financial			Billing	AP/AR
			Budgets	Payroll
				C&B
				501
				Invst
Admin			BOD Mtgs	MAF Mtgs
			Adm Mtgs	MASB/MAC
			Planning	
AO Res	Tech		GoToMtg	Network
			Web Pres	

# Overall P&L

	<u>2007/08</u>	<u>Annualized</u>	<u>2008/09'</u>	<u>2009/10'</u>
<b>REVENUES</b>				
Membership Dues	\$774,584	\$1,186,667	\$1,790,000	\$2,730,000
Projects, Auditing & Advisory Services	<u>48,000</u>	<u>796,000</u>	<u>1,744,000</u>	<u>2,288,000</u>
<b>TOTAL REVENUES</b>	<b>822,584</b>	<b>1,982,667</b>	<b>3,534,000</b>	<b>5,018,000</b>
 <b>EXPENSES</b>				
Selling, General, Administrative (SG&A)	\$610,812	\$829,088	\$1,302,903	\$2,197,373
Cost of Projects/Services Provided (CSP)	<u>24,000</u>	<u>748,000</u>	<u>1,672,000</u>	<u>2,144,000</u>
<b>TOTAL EXPENSES</b>	<b>634,812</b>	<b>1,577,088</b>	<b>2,974,903</b>	<b>4,341,373</b>
 <b>REVENUES minus EXPENSES</b>	<b>\$187,772</b>	<b>\$405,579</b>	<b>\$559,097</b>	<b>\$676,627</b>



# Thank-you!



Marketing Accountability Standards Board  
of the Marketing Accountability Foundation

# Constituent Organizations

- **Marketers**
- **Marketing Measurement Providers**
- **Media and Advertising Agencies**
- **Academic Institutions (Business Schools)**
- **Marketing Industry Associations**
- **Marketing Consulting Firms**

# Constituency Organization Target/Universe

- **Marketers (MK): Top 100 Global + Top 200 Brands (Ad Age)**
- **Measurement Providers (MM): Top 25 Global Res (Honomichl)**
- **Media Agencies (MA): Top 10 Global (Ad Age)**
- **Ad Agencies (AA): Top 10 Global (Ad Age)**
- **B-Schools (BS): Top 100 Global (Financial Times)\***
- **Industry Association (IA): Selected 10**
- **Consulting Firms (CF): No targets**
- **Press (PR): No targets yet**

\* Data Base currently has Top 50 US (USNews) but will be replaced w/Top 100 2007/08

# Funding Sources

- **Membership**
- **Projects**
- **Workshops**
- **Technical Services**
- **Publications**
- **Advising Services\***

\* Will be spun out to stand alone status once processes have been fine-tuned.