
MASB

**Marketing Accountability Standards Board
Strategic Business Plan**

August 2007

Draft



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

The MASB Strategic Business Plan outlines the standards-setting mission and strategic building blocks for success in realizing the Foundation's vision.

The Strategic Plan is expected to enhance the effectiveness of the Board and its EITF, Project Committees and Advisors.

The MAF vision statement, MASB mission statement, organizational structure and functions, strategic building blocks and success criteria are set forth herein.

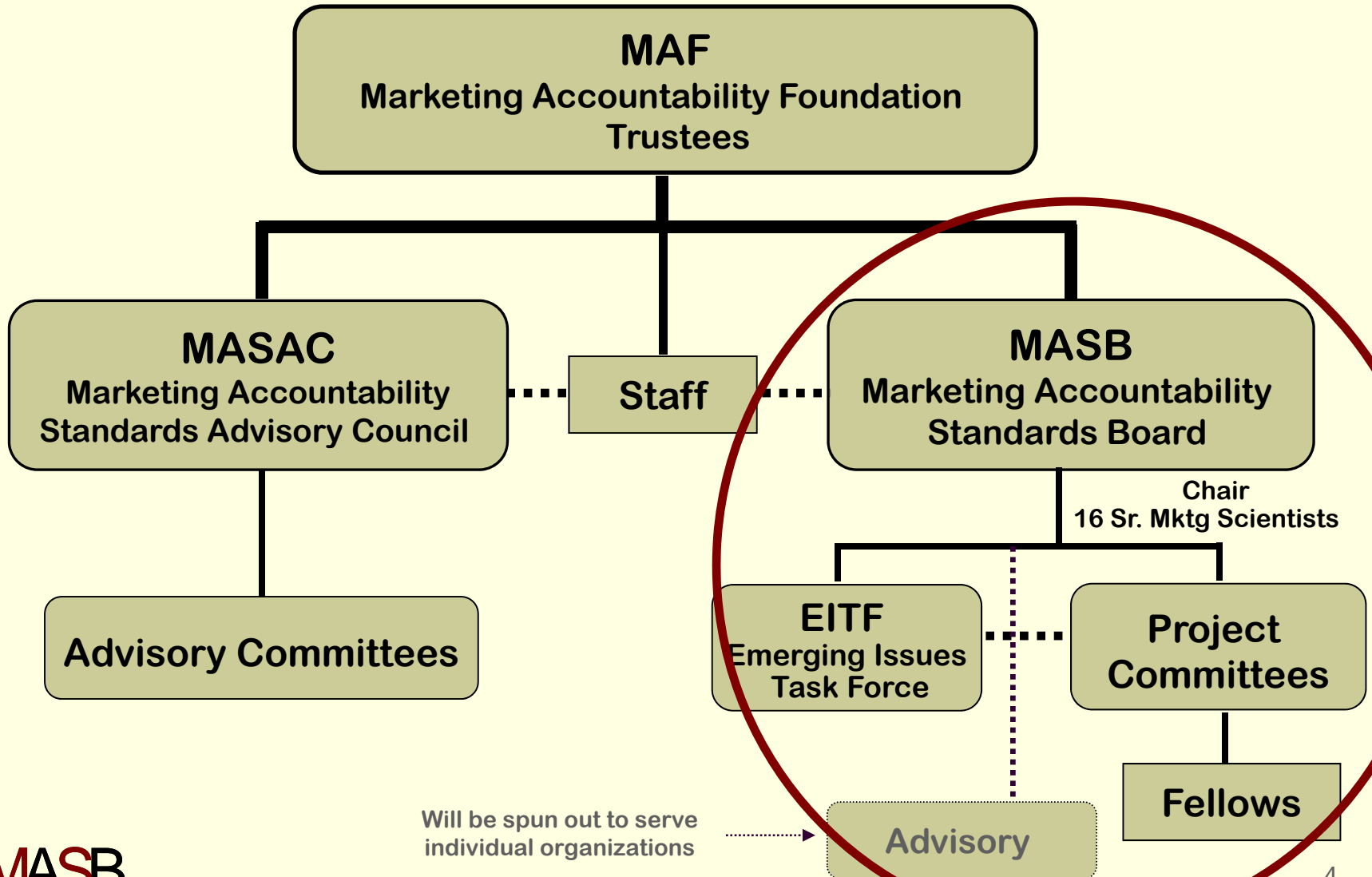
Vision

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.

Mission

To establish marketing measurement and accountability standards across industry and domain for continuous improvement in financial performance and for the guidance and education of business decision makers and users of performance and financial information.

Organizational Structure



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**

Precepts in Conduct of Board Activities

- Be open and objective in decision making
- Weigh carefully the needs and views of constituency
- Promulgate standards when
 - Logical flow of the argument is tight
 - Empirical support material is convincing
 - Conclusions are managerially meaningful
 - Scientific evidence pro and con is acknowledged
 - Benefits exceed costs
- Ensure transparency of standards setting activity through open due process
- Bring about needed change while minimizing disruption
- Review effects of past decisions (interpret, amend, replace)

Prioritization

- **Pervasiveness of the Issue**
- **Alternative Solutions**
- **Technical Feasibility**
- **Practical Consequences**
- **Convergence Possibilities**
- **Cooperative Opportunities**
- **Resources**

Emerging Issues Task Force (EITF)

- The EITF assists MASB through timely identification, discussion, framing up, and resolution of emerging issues
- Recommends prioritization given potential consequences
- Minimizes need for Board to spend time & effort addressing narrow or low impact issues and/or ones that can be addressed through existing standards
- Members drawn from cross section of constituencies
- In positions likely to be aware of emerging issues before they become widespread w/divergent practices entrenched
- Appointed by Board w/input from Advisory Council
- EITF meets quarterly, 2 Telephonically & 2 face-to-face

Project Committees

- Formed for specific projects on Agenda
- Marketing Scientists and others from constituency organizations
- Skill sets & interests to match the project
- Appointed by Board w/Advisory Council input

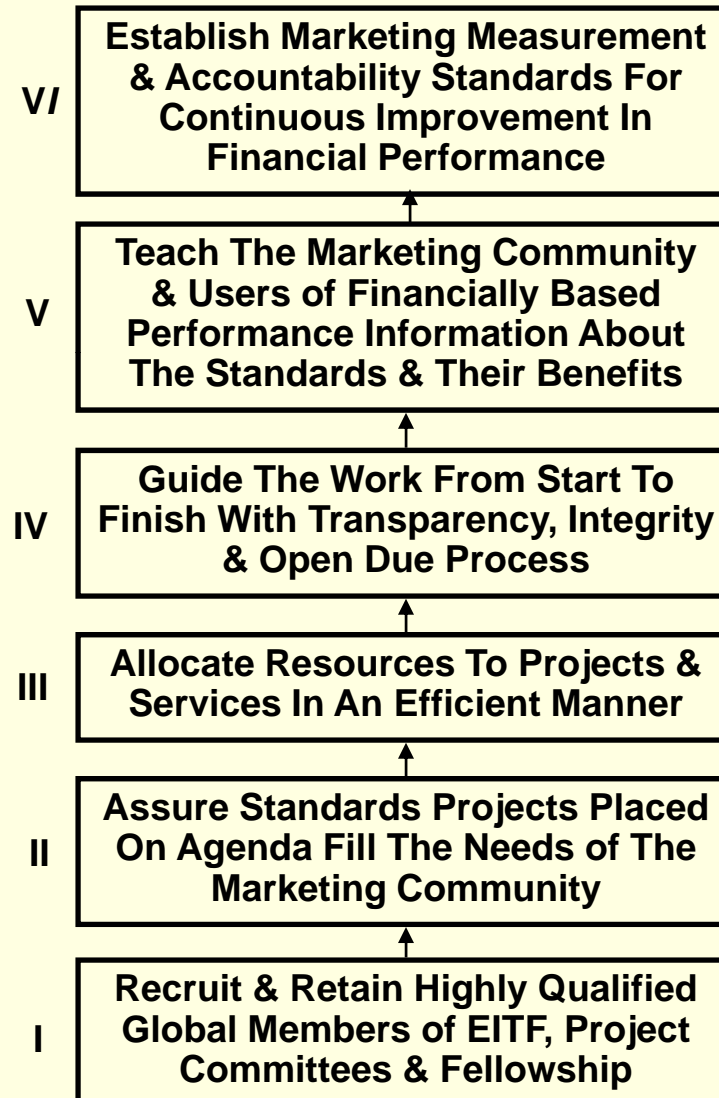
Fellows

- **Fellows are integral part of the research and technical activities on projects**
- **Marketing Scientists from Academia or other constituency organizations**
- **Appointed by Board and assigned for a specified period of time**
- **Work with the Project Committee to bring specific project to completion**

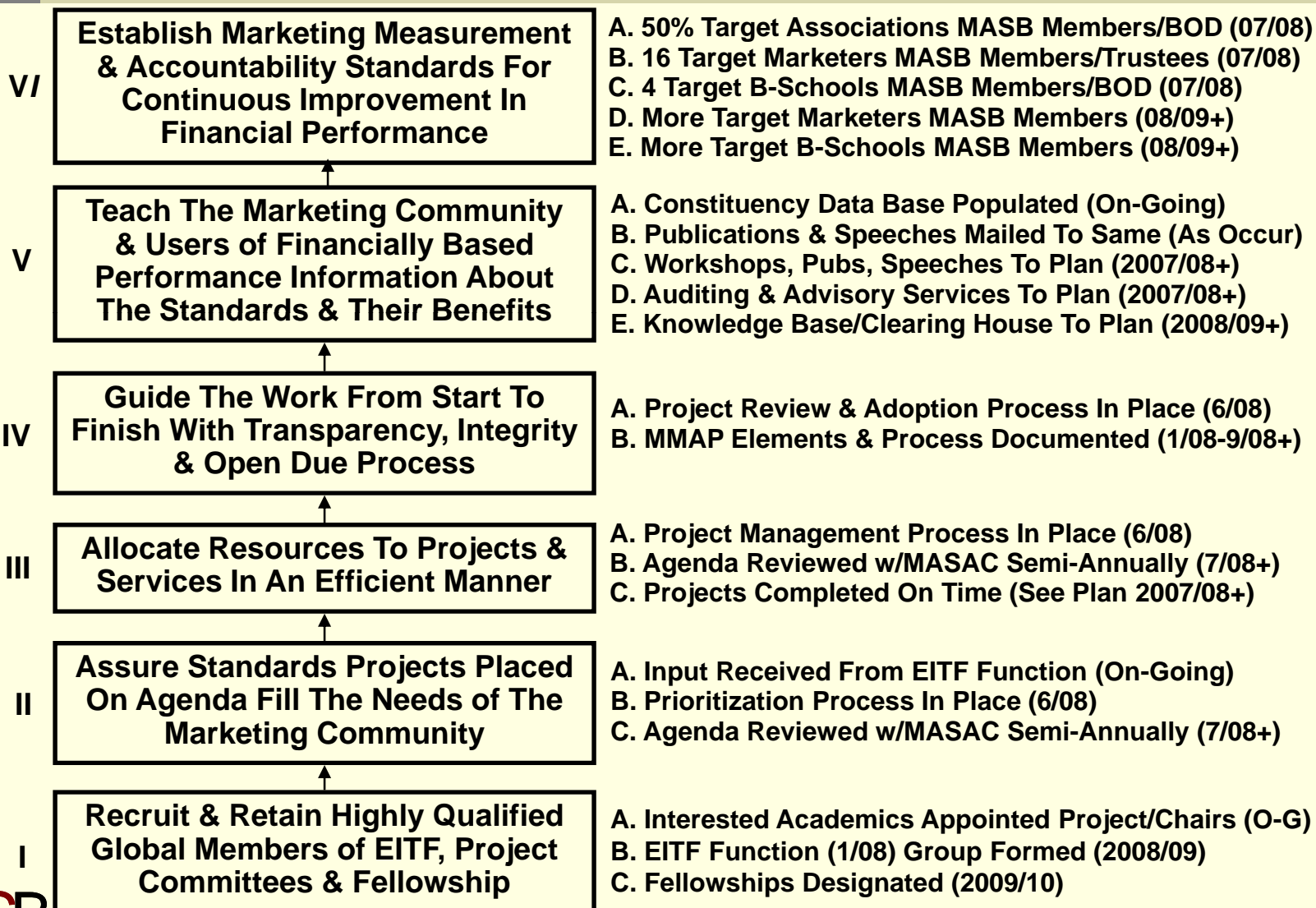
Advisors

- Experienced Marketing Scientists (10+yrs)
- Trained & qualified to audit & advise/teach the Marketing Metric Audit Protocol (MMAP)
- Contracted on audit/advisory project basis
- Serve individual organizations vs. industry as whole
- Will be spun out to stand-alone status once practices & processes in place (MMAP Center)
- MASB will encourage & train/qualify competing Advisory groups

MASB Strategic Building Blocks



Strategic Building Blocks & Success Criteria



MASB Projects

AREA	PJC TYP	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Standards	Research	Stds Rev		CFO Act/Met TV	CFO Act/Met Language L-Term	Competit	
	Standards Concepts		MMAP	TV	Fundmtls Pyramid	L-Term Language	Competit
	EITF			L-Term Compet			
Education	Wrkshp			TBP/ANA	ANA CMO		
	Pubs		Brchr	WebPres Book	StdsRev TV WebSite	Act/Met CFO Fundmtls Pyramid L-Term	Competit Language
	Press			CFR MediaPst	AO NR		
	Speeches	ARF	IIR	AMS	ARF MSI DMA CMO AMS rsc+1		
	Audits Advisory				2-Pyramid		

MASB Projects (Cont)

<u>AREA</u>	<u>PJC TYP</u>	<u>2004/05</u>	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>
Process	Standards				Pjct Mgmt		
					Prioritiza		
					Pjct Rev		
	Education				Mail	Knlg Base	
					PR		
	Admin	BOD Mtgs		Adm Mtgs	EITF		

Budget

TBD based on what projects are taken on and how the Board decides to approach them during the 1st year.

Projects scheduled in the plan draft for year 07/08 are ones already in progress or ones that could be completed by staff & Board.

It may make sense to complete these as staff & Board so that we all have hands on knowledge of the project work and can create and document the processes for future projects w/Project Committees and Fellows (Project Management, Prioritization, Review, etc)

The overall budget has a projected surplus which could be used for these or other projects if deemed appropriate.



Thank-you!



**Marketing Accountability Standards Board
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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**

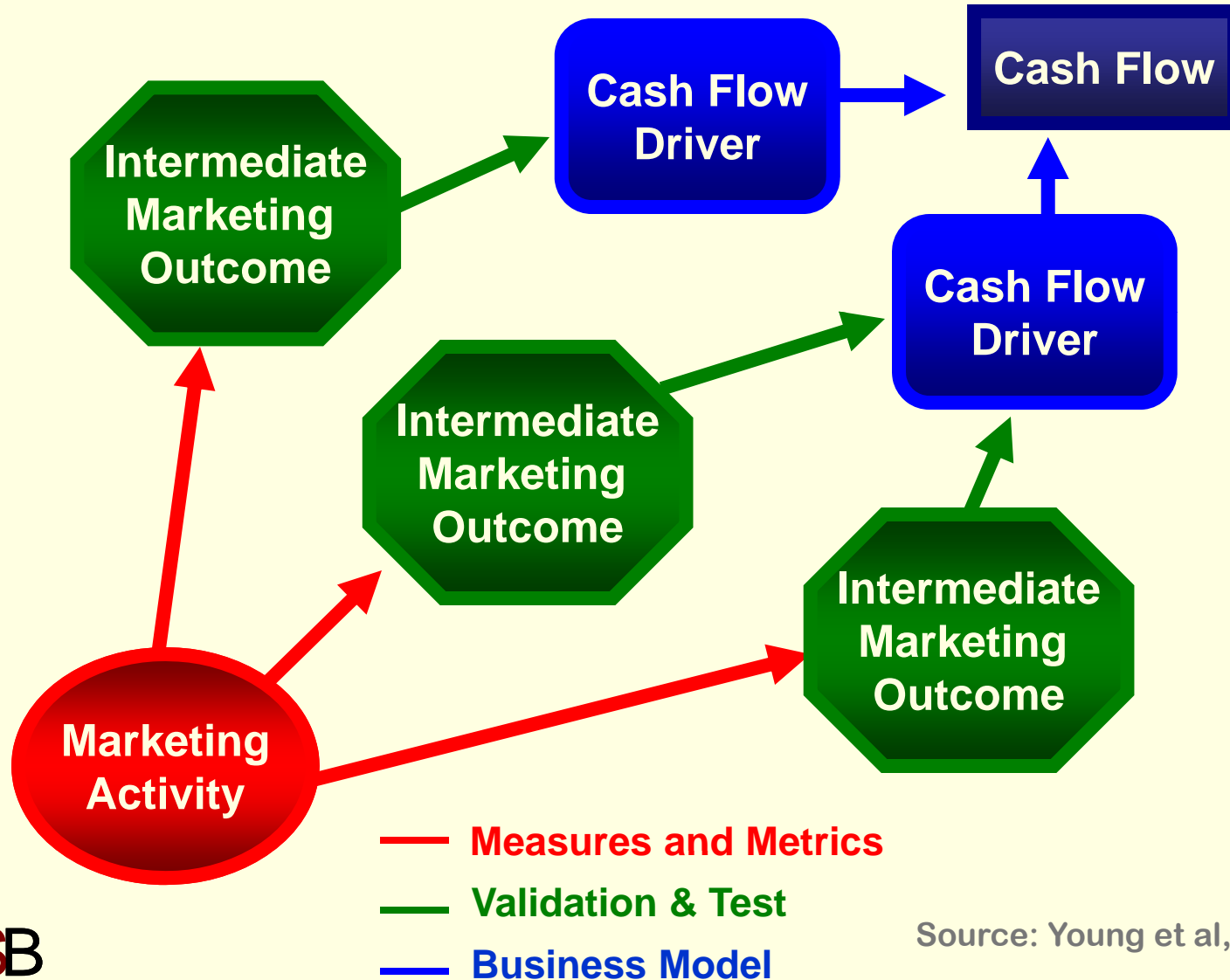
* Data Base currently has Top 50 US (USNews) but will be replaced w/Top 100 2007/08

Funding Sources

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

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

MMAP: Marketing Metric Audit Protocol



Characteristics of a Sound Metric

1. Relevant...addresses specific pending action
2. Predictive...accurately predicts outcome of pending action
3. Objective...not subject to personal interpretation
4. Calibrated...means the same across conditions & cultures
5. Reliable...dependable & stable over time
6. Sensitive...identifies meaningful differences in outcomes
7. Simple...uncomplicated meaning & implications clear
8. Causal...course of action leads to improvement
9. Transparent...subject to independent audit
10. Quality Assured...formal/on-going process to assure 1-9 above