
MAF
Marketing Accountability Foundation
Vision & Long-Range Plan
August 2008

Plan Review & Revision
August 15, 2008



Marketing Accountability Standards Board
of the Marketing Accountability Foundation

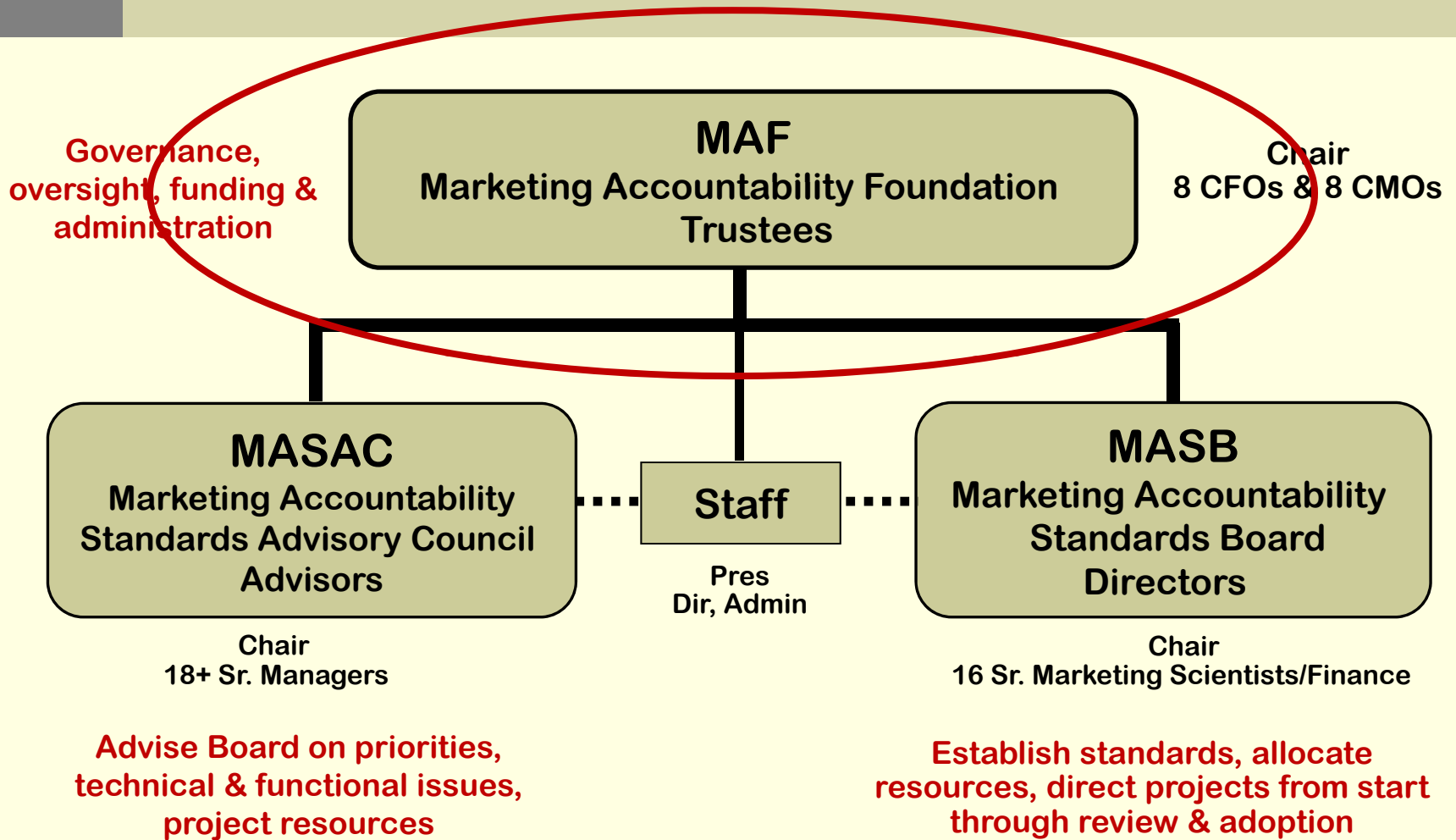
The MAF Long-Range Plan sets forth the Foundation's Vision, Organizational Structure, Fiduciary Building Blocks and Success Criteria.

The Plan is expected to enhance the effectiveness of the Foundation as well as its standard setting Board and Advisory Council.

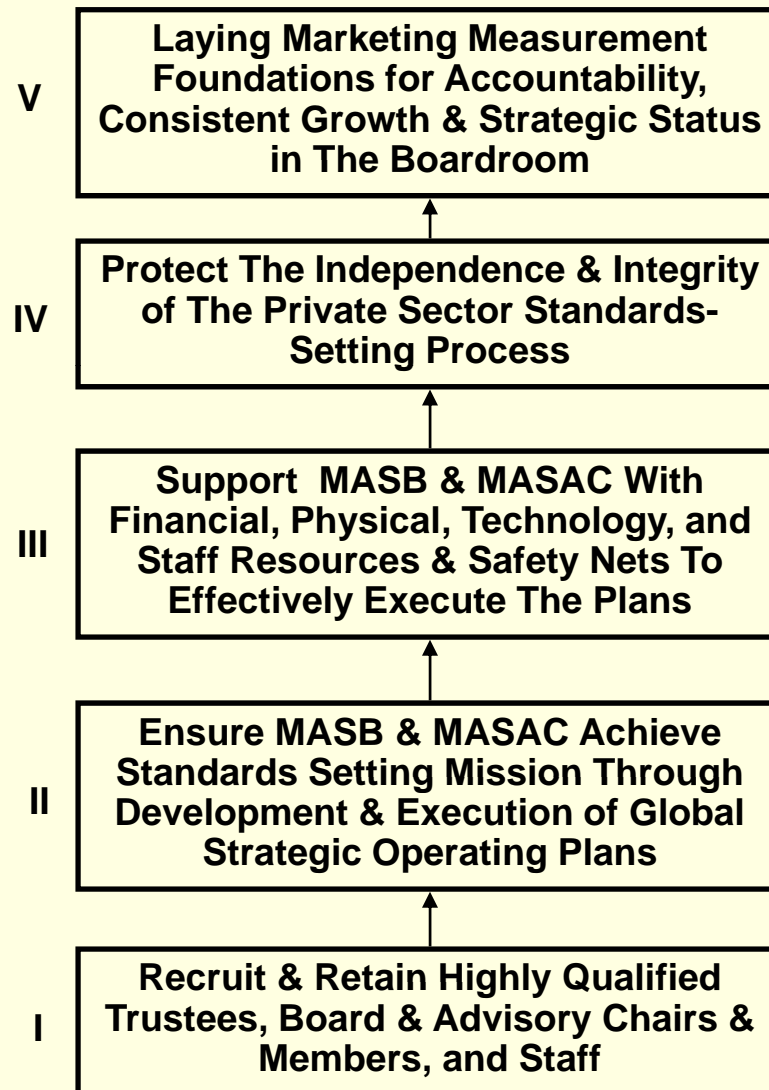
Vision

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.

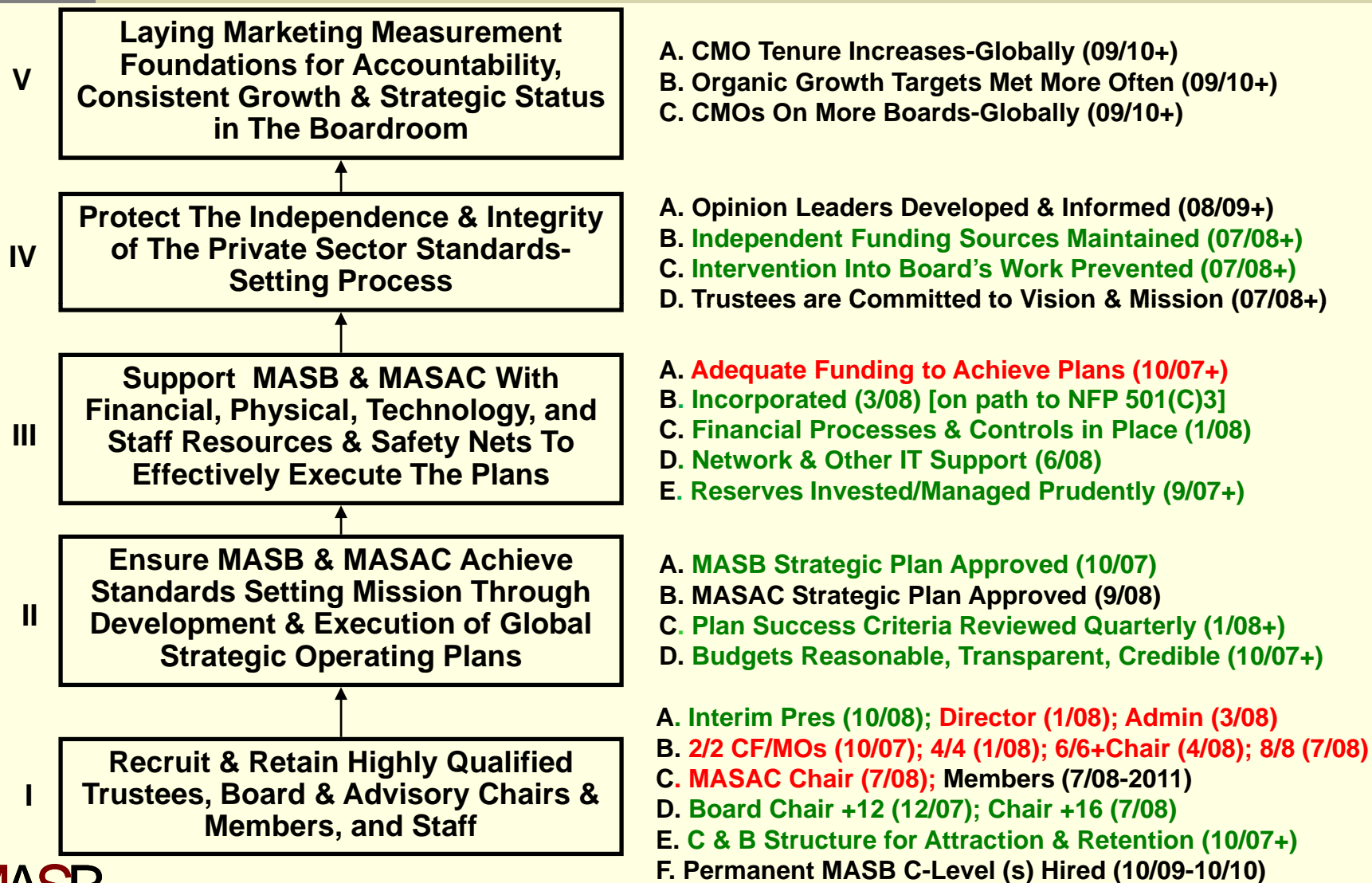
Organizational Structure



Fiduciary Building Blocks



Fiduciary Building Blocks & Success Criteria



Highlights Year to Date (On/Ahead of Plan)

- **MASB Launched**
- **Board size on Plan for Project Work**
- **Interim President Hired**
- **Interim Trustees and Officers Appointed**
- **MAF & MASB Plans Drafted & MASB Plan Approved**
- **Plans & Success Criteria Reviewed Quarterly**
- **Incorporated in Delaware**
- **Legal & Financial Processes & Controls in Place**
- **Corporate Actions Approved and in Records Book**
- **Expenses on Phase I Budget**
- **Reserves in savings account earning interest**
- **Three New Charter Members/Companies (Columbia, MSP, ConAgra)**
- **IT Support & Safety Nets in Place**
 - **Website launched**
 - **GoToMeeting for virtual meetings**
 - **Groove for file sharing**
 - **Carbonite for continuous back-up**

Need to Improve **(Off Plan)**

While 07/08 plan was aggressive, we are way behind on recruiting Charter Marketer Members and C-Level Trustees (with Domino effect on budget, hiring/paying staff, forming Advisory Council).

Barriers:

- All but one MASB member volunteers w/day jobs
- And/or working on projects
- 1 staff for Mgmt, Pjcts, Dvlmp (one arm paper hanger)
- None having the C-Level connections
- Market w/measurement & process management phobia
- And not wanting to be first in

In April, we appointed 4 Interim Trustees from the MASB Board to meet w/Pres monthly and to focus on this until we figure it out.

This is our one Mission critical challenge...for customers & funding

And we need all the help we can get!?!

Marketing Initiatives

<u>Means</u>	<u>What</u>	<u>Lead</u>	<u>Support</u>	<u>Planned</u>
Internet	Web Site	Meg	TBD	07/08
	Qtly E-Mail	Meg	TBD	NA
Press	Qtly NewsLetter	Meg	TBD	NA
On Podiums Or Pubs	ARF	Kate	Joel	07/08
	MSI	Russ	David	07/08
	DMA	Peter	Joe	07/08
	ANA	Rick/Kate	Barbara	07/08
	Nielsen	Dipita		
	TNS	Mike H		
	AMA			07/08

Launched 4/08
Will Start 9/08

Started 12/08

Presentation 9/08

w/Short-Term & Long-Term
Catalogue

Help??

On Association Podiums
More Marketer E-Mail Addresses
Press List
Links to Association Member Websites
Association member Links to MASB
Other?

Sales Initiatives w/Marketers

<u>Initiative</u>	<u>Attending/ Participating</u>	<u>Interested</u>	<u>Membership</u>	<u>Sales Cycle</u>
ANA Summit (2/07)	10	2	1	4 mos
Spring Summit (3/08)	3	2	1	4 mos
C-Level Outreach (6/08)	13*	2		
Direct (6/08)	4	2		

* Nearly half of those interviewed were gone when results were delivered (<1 Yr).

Help??

We need 2-3 more CMO/CFO Level Trustees to start (meeting)
 Then they would work on recruiting the others
 Any ideas on how to get this accomplished faster?

Rounding Out the MASB Board (and starting MASAC)

<u>Constituency</u>	<u>Org</u>	<u>Disc</u>	<u>Who</u>	<u>When</u>
Marketer (4)	Visa	Fin	X	X
	ConAgra	MkS	X	X
	Microsoft	MkS	Joe/Meg	1/09
	?	Fin		
Measurement (3)	Nielsen	MkS	X (2)	X
	TNS	MkS	Meg	1/09
	IPSOS	MkS	Meg	12/08
Media/Agency (1)	Starcom	MkS	X	X
Associations (5)	MSI	MkS	X	X
	ARF	MkS	X	X
	DMA	Econ	X	X
	ANA	MkT	Meg	3/09
	AMA	MkS	David	1/09
	FEI	Fin	David	1/09
B-Schools (4)	UCLA	Econ	X	
	UCR	MkS	X	
	Columbia	MkS	X (2)	
	Harvard	MkS	Joe/Don	9/08
	Wharton	MkS	Joe/Don	9/08
Consultancy	MMAP	MkS	X	X
	MSP	Fin.Mks	X (2)	X

16+1 Balanced
(Over 17 will form the MASAC)

Note: With just one more marketer or the two more measurement companies, we could add the second full-time position...and four arms hanging paper!

Deliverables (Near-Term Projections)

- **Track Record First 3 ½ Years (Boardroom Project/MASB)**
 - 0.85 Full-Time positions/Yr
 - 7.29 Board Volunteers/Yr
 - 1.1 Projects completed/Yr (through to adoption)
- **Phase I of Budget/Plan (Current)**
 - 1 Full-Time Position
 - 9 Board Volunteers
 - 1.2 Projects completed/Yr
- **Phase II of Budget/Plan (w/4 Charter Marketers)**
 - 2 Full-Time Positions
 - 16 Board Volunteers
 - 2.6 Projects completed/Yr
- **Phase III of Budget/Plan (w/8 Charter Marketers)**
 - 3 Full-Time Positions
 - 18 Board/Advisory Volunteers
 - 4.0 Projects/Yr

Overall P&L (Q3 Review)

						TOTAL		
			Q3	Budget	+/- Budget	YTD	Budget	+/- Budget
Ordinary Income/Expense								
Income								
	Membership Dues		0.00			138,666.68	138,000.02	666.66
Total Income			0.00			138,666.68	138,000.02	666.66
Expense								
	CSP		0.00	0.00	0.00	0.00	0.00	0.00
	SG&A		25,306.90	28,656.75	-3,349.85	104,967.60	113,744.21	-8,776.61
Total Expense			25,306.90	28,656.75	-3,349.85	104,967.60	113,744.21	-8,776.61
Net Ordinary Income			-25,306.90	-28,656.75	3,349.85	33,699.08	24,255.81	9,443.27
Other Income/Expense								
Other Income								
	Interest Earned		1,650.04	2,000.01	-349.97	3,832.72	3,999.99	-167.27
Total Other Income			1,650.04	2,000.01	-349.97	3,832.72	3,999.99	-167.27
Net Other Income			1,650.04	2,000.01	-349.97	3,832.72	3,999.99	-167.27
Net Income			-23,656.86	-26,656.74	2,999.88	37,531.80	28,255.80	9,276.00

Expenses below Phase I Budget Q3 and YTD (Travel & Professional Services)



Thank-you!



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

Roles and Responsibilities

	Foundation (MAF)	Advisory Council (MASAC)	Standards Board (MASB)
Leadership	4 Officers and 14 Trustees for Governance	Chair and 18+ Advisors to Consult with Board	Chair and 16 Directors to oversee Project Execution
Qualification	One seat per dues paying Marketer (C-suite)	One seat per dues paying Member (Sr Managers)	One seat per dues paying Member ¹ (Sr Scientists)
Role/Benefit	Stewardship and Overall Direction	Influence Priorities and Outcomes	Set Priorities and Determine Outcomes
Requirements²	3 of 4 meetings per year	3 of 4 meetings per year	9 of 12 monthly meetings + project(s)
Term	3 Years w/eligibility for second term	3 Years w/eligibility for second term	3 Years w/eligibility for second term

¹ Two seats on Board may be held until Advisory Council established

² Meetings set systematically and dates posted annually

Other (Expectations & Exceptions)

When Absence required	Notify Staff, Delegate responsibilities
Job Change	6 month window to get new employer into membership
Retirement	Emeritus status offered if in good standing: continued contribution with no dues and no vote

Interim President's Time Allocation

	Projects	Development	Management
Q1	20%	36%	44% (Org Start)
Q2	39 (Summit)	28	33
Q3	28	42	30
Q4 TD	34 (Summit)	41	25
YTD	30	36	34

Overall P&L

	<u>2007/08</u>	<u>Annualized</u>	<u>2008/09'</u>	<u>2009/10'</u>
REVENUES				
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>
TOTAL REVENUES	822,584	1,982,667	3,534,000	5,018,000
 EXPENSES				
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>
TOTAL EXPENSES	634,812	1,577,088	2,974,903	4,341,373
 REVENUES minus EXPENSES	\$187,772	\$405,579	\$559,097	\$676,627