

Standards Projects on Agenda

<u>Type</u>	<u>Project</u>	<u>Lead</u>	<u>Partner</u>	<u>Framed</u>
Standards	TV	Meg	David	10/06
	L-Term Impact	Mike H	Mike D	10/07
	On-Line	Dipita	TBD	
	Competitive Impact	Meg	TBD	
Research	Standards	David	Meg	8/04
	CFO Outreach	Joe	Meg	12/06
	Act/Met Catalogue	David	Kate	10/07
	The Street	MJ	Mike H	TBD
Concepts	MMAP	David	Meg	8/05
	Fundamentals. <i>about</i>	Meg	Kate	10/07
	Improvement Pyramid	Meg	Joe	10/07
	Language	TBD	TBD	
Aud/Advis	TV Audit	Meg	David	12/07
	TBD	TBD	TBD	
	TBD Advisory	TBD	TBD	
	TBD	TBD	TBD	

CFO Feedback (Wish List)

- ✓ Measures on timing of returns (especially advertising)

 - ✓ TV a start (most expensive)

Separate out product from creative

Return on trade spending

Sponsorship metrics

Forecasting cannibalization

- ✓ Forecasting competitive moves (on agenda)

- ✓ Return for portfolio (from TV a start)

- ✓ Better definitions of causality/drivers (for TV a start)

- ✓ All metrics connected to financials (mission)

There is more work to be
added/scheduled/delegated/funded

Summit Spring 2008 (Wish List)

1. **Metrics from consumers to predict long-term (Rick)**
2. **Mobile Marketing (Ed)**
3. **?**
4. **?**

**And even more to be
added/scheduled/delegated/funded**

MAF & MASB
Fiduciary & Strategic Plans
August 2007

Plan Review 3.08
Summit/Board Meeting



Marketing Accountability Standards Board
of the Marketing Accountability Foundation

The Plans

■ MAF

- Vision
- Fiduciary building blocks
- Success criteria
- For realizing Vision
 - Accountability & Boardroom Status

■ MASB

- Mission
- Strategic building blocks
- Success criteria
- For achieving Mission
 - Measurement & Accountability Standards

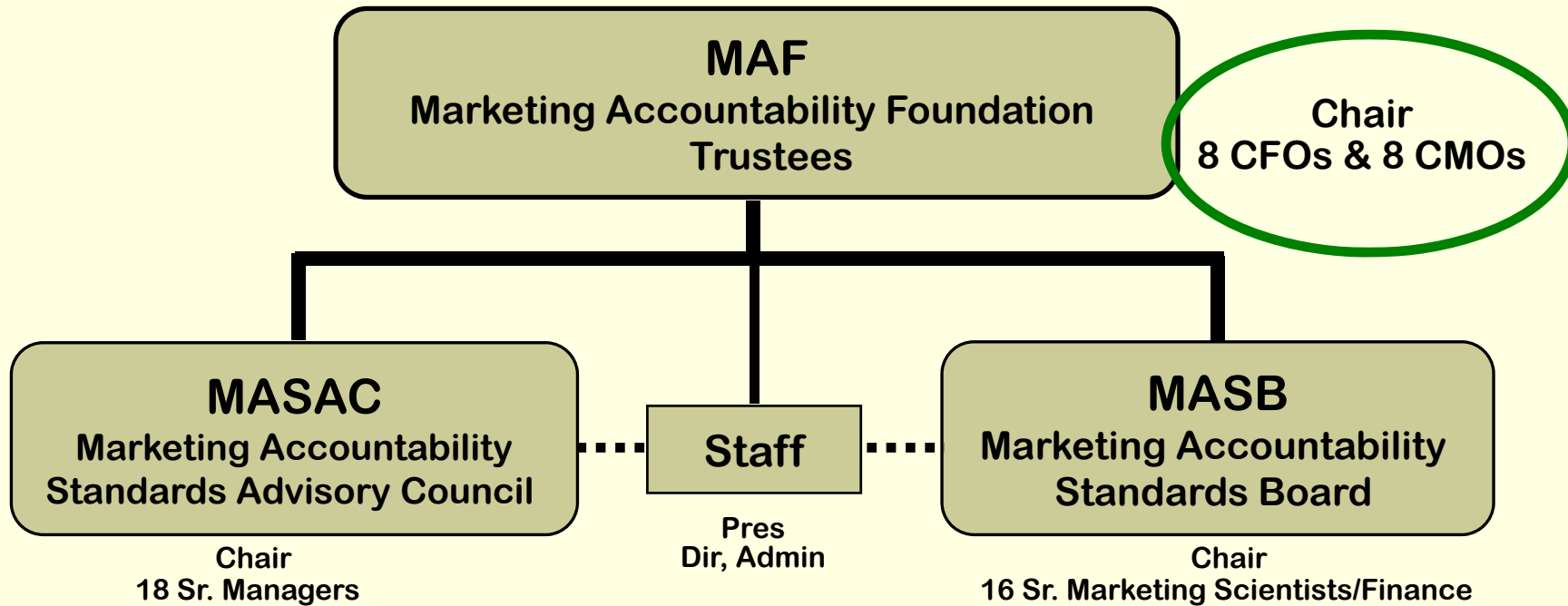
MAF Vision

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.

MASB 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.

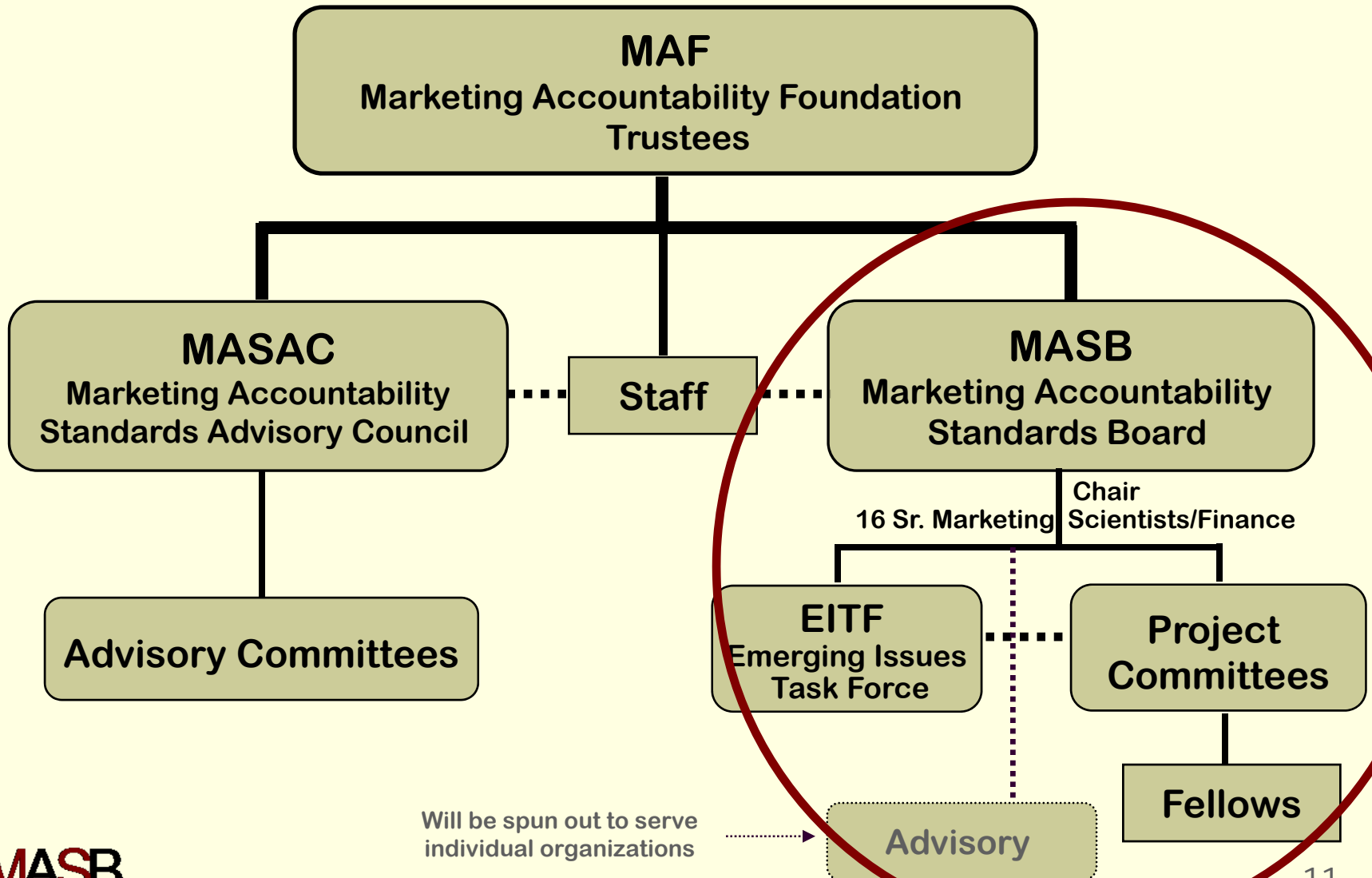
Organizational Structure (MAF)



Marketing Accountability Foundation (MAF)

- **MAF is the independent, private sector, self-governing organization authorized by it's 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 will be C-Level members of 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 will be 4-8 CFOs and 4-8 CMOs who have become Charter Members of MASB; They will meet face-to-face quarterly**
- **Foundation is incorporated exclusively for charitable, educational, scientific, & literary purposes [w/in meaning of Section 501(c)(3) of IRC]**

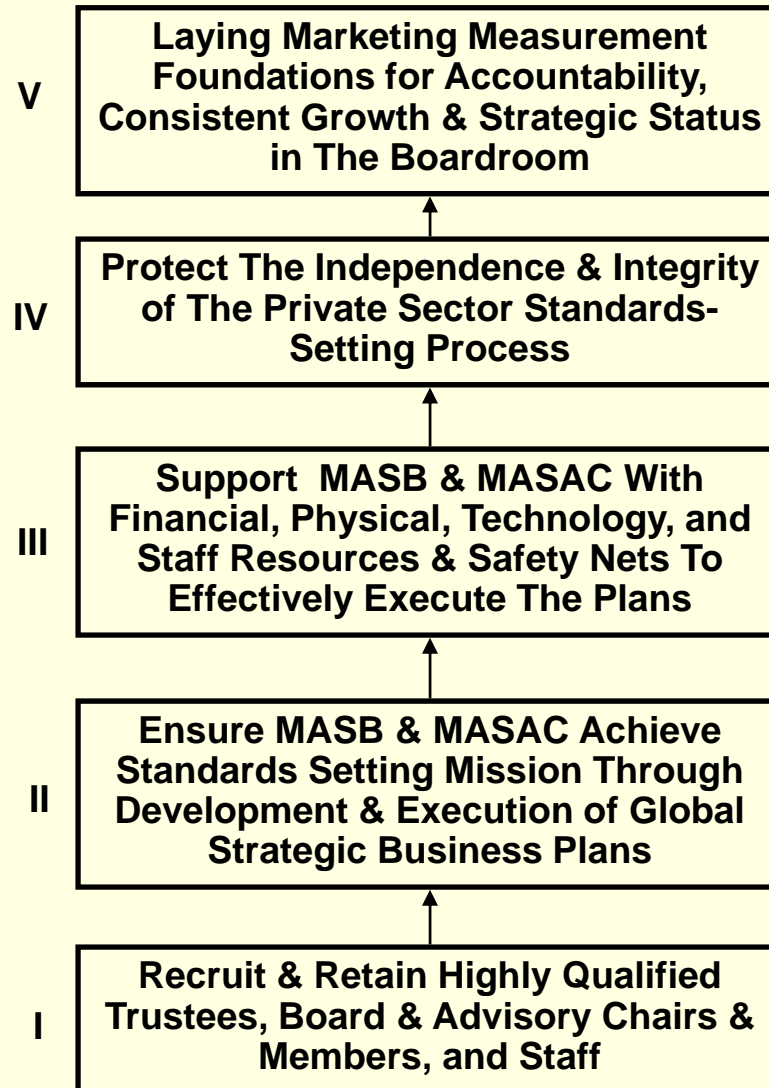
Organizational Structure (MASB)



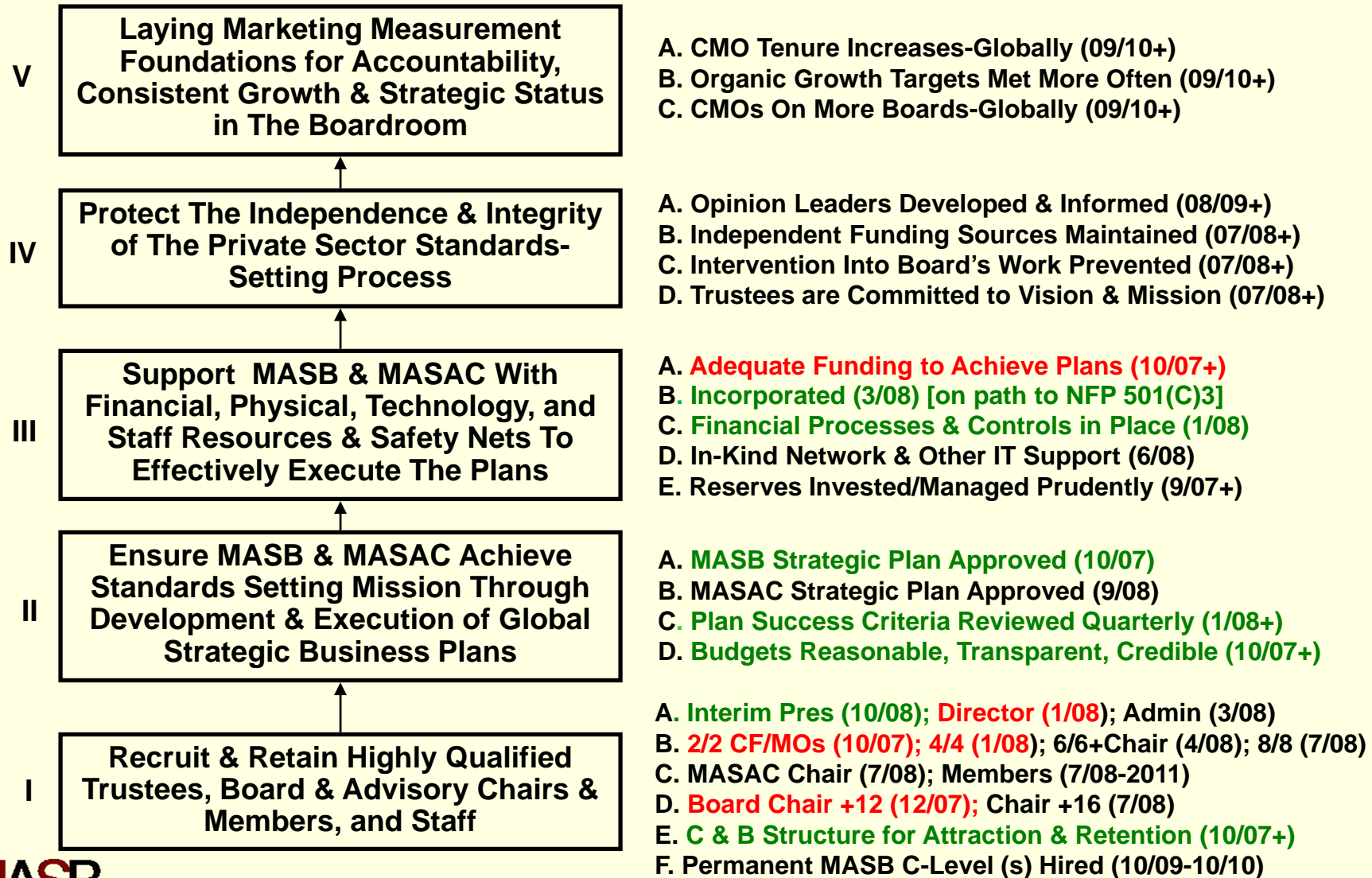
Standards Board (MASB)

- **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/ Finance 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 (1 hour), 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**

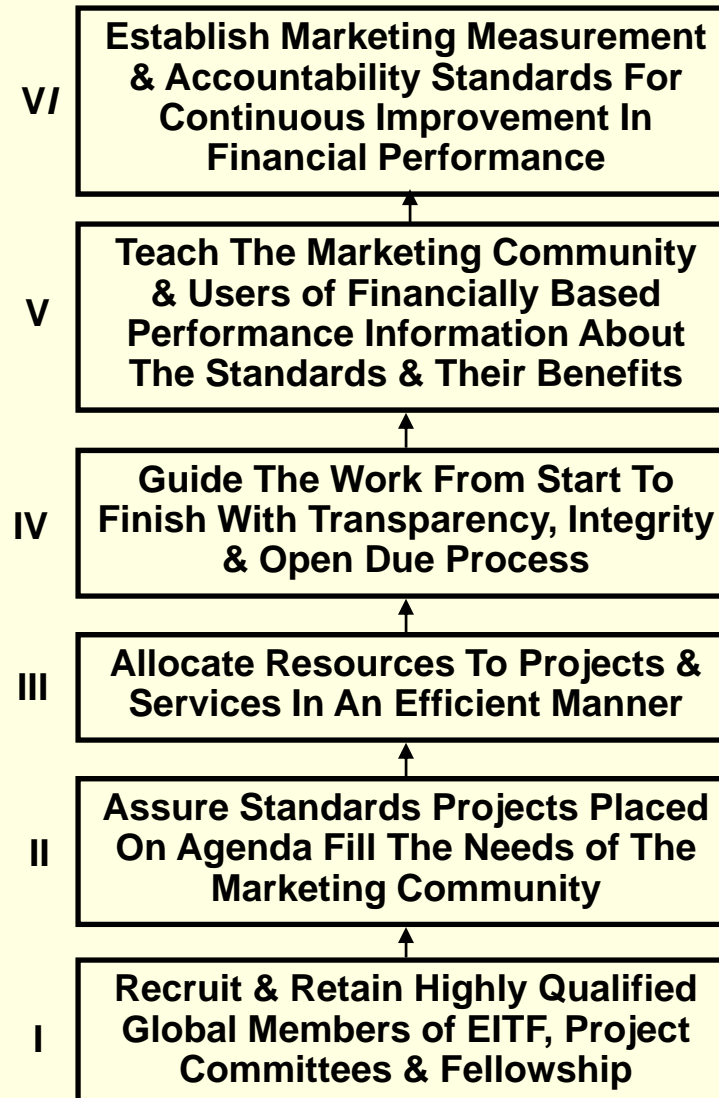
Fiduciary Building Blocks



MAF Fiduciary Building Blocks & Success Criteria



MASB Strategic Building Blocks



MASB Strategic Building Blocks & Success Criteria



MAF Highlights (10/07 to date)

- Funding modest but enough to get started
- Interim Finance Committee Appointed
- Interim Pres hired by Interim Finance Committee
- MAF & MASB Plans drafted/approved
- Incorporated in Delaware
- Legal, Accounting, Auditing & Banking set
- Fiduciary controls in place
- Expenses on budget/plan
- Interim Trustees appointed (IFC)
- Interim Pres Time
 - Projects/Mission 30%
 - Development 30%
 - Management 40%

MASB Highlights (10/07 to date)

- **10 Charter Members (Initial funding & Board seats)**
 - 1 Marketer: Visa
 - 2 Media Agency/Measurement: Starcom & Nielsen
 - 3 EDU: UCR, UCLA, Columbia
 - 3 Associations: ARF, MSI, DMA
 - 1 Consultancy: MMAP
- **12 Standards Projects on Agenda**
 - Based on member & CFO feedback/needs
 - Prioritized according to current resources
 - 8 underway/completed
- **Education**
 - Summits/Workshops (Spring 08 & Fall 08)
 - Pubs (Book, JAR, *about* MASB, ARF hosted Website)
- **Other**
 - 4 MASB reps became Interim Trustees & meet monthly

Needing Improvement/Help (Off Plan)

- **6 CMO/CFO Trustees for partnering in Governance**
 - Then they will help recruit 10 others
- **Additional Board Members for Projects**
 - 4 Marketers (from companies above)
 - 2 Measurement Companies
- **Charter Membership Funding from above***
 - Marketer (\$200K for 2/yr, 3rd yr free)
 - Measurement Company (\$100K for 2/yr, 3rd free)

Notes: Visa's \$200K came from CFO's budget

Requested competitive exclusivity

FASB was started by accounting firms

How each of us might help in MJ's Segment

*** Requirements to get on/achieve plan...not to mention additions/wish lists**

Rise of The CFO

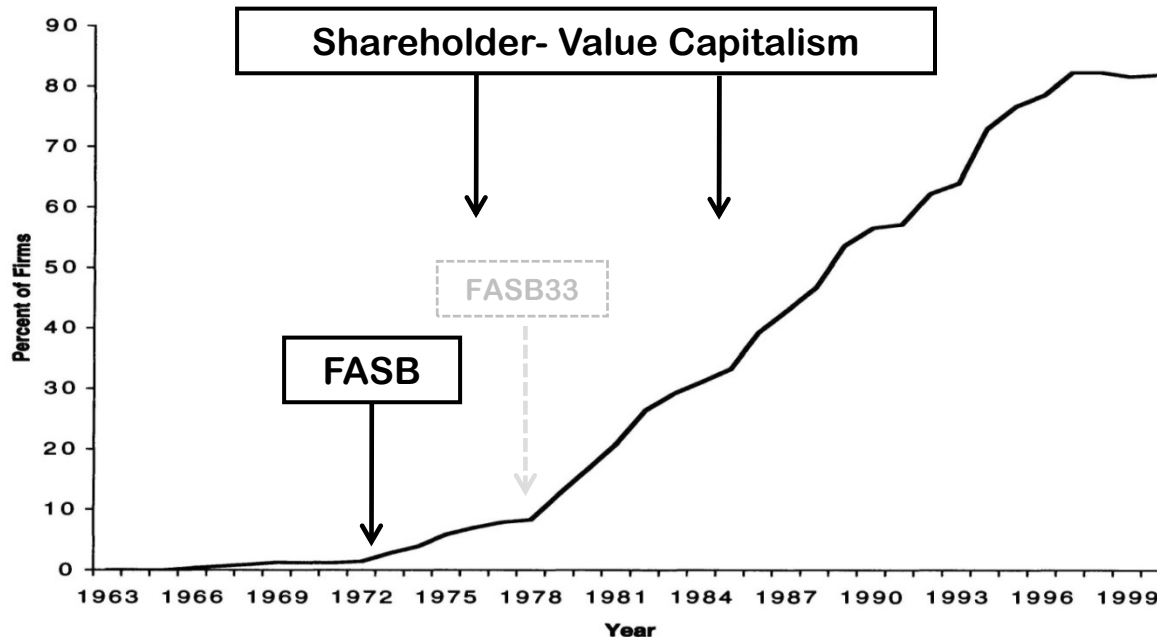
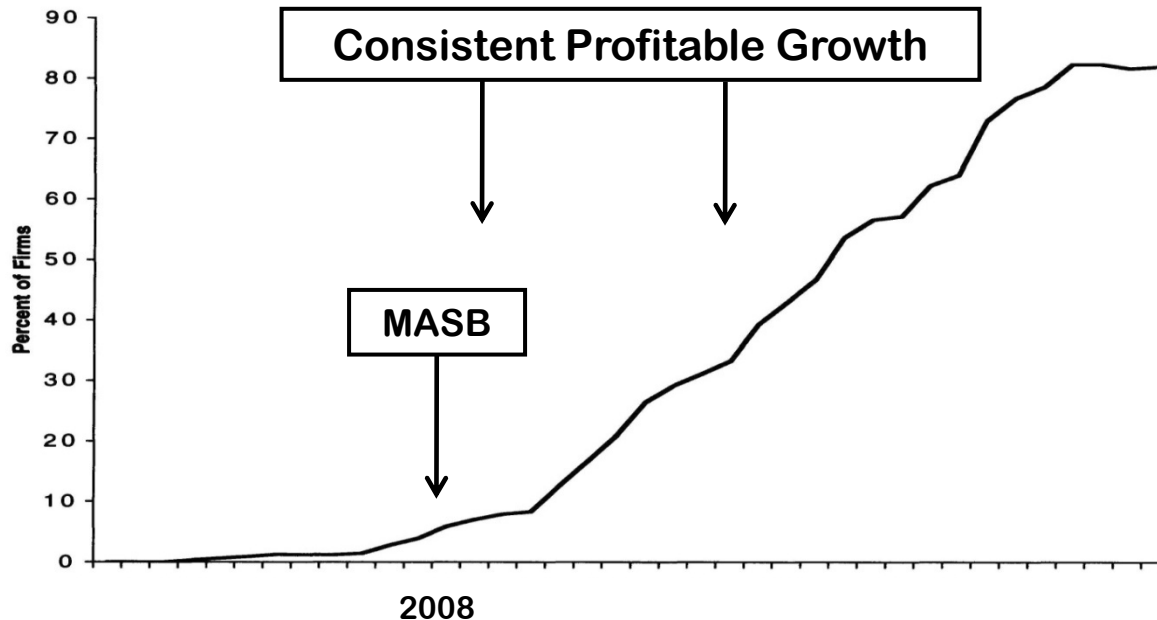


Figure 1. Prevalence of CFO Position, 1963–2000

Source: Zorn, Dick M. "Here a Chief, There a Chief: The Rise of the CFO in the American Firm", American Sociological Review (Jun 2004)

FASB set standards for the rise of the CFO...but how will delivering Shareholder Value be sustained?

By Rise of The Accountable CMO!



MASB...setting standards for the rise of the CMO!



Thank-you!



Marketing Accountability Standards Board
of the Marketing Accountability Foundation