
MASB

**Marketing Accountability Standards Board
Strategic Operating Plan**

August 2008

**Plan Review & Revision
August 15, 2008**



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

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.

**Setting standards is not a one time event
nor does it happen overnight**

**For both our models (FASB and ISO)
progress is measured in years & decades**

**(Perhaps the main reason Marketing is the last of the wild
frontiers...with so much pressure to deliver quarterly results)**

FASB and Rise of The CFO

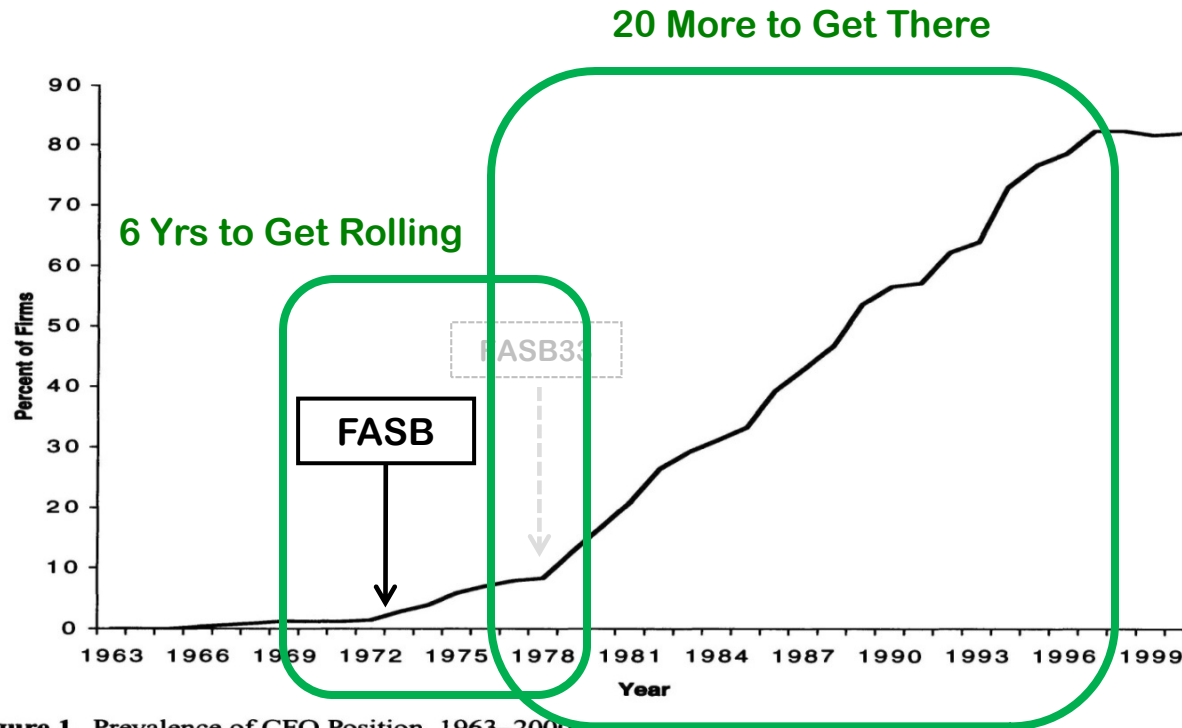
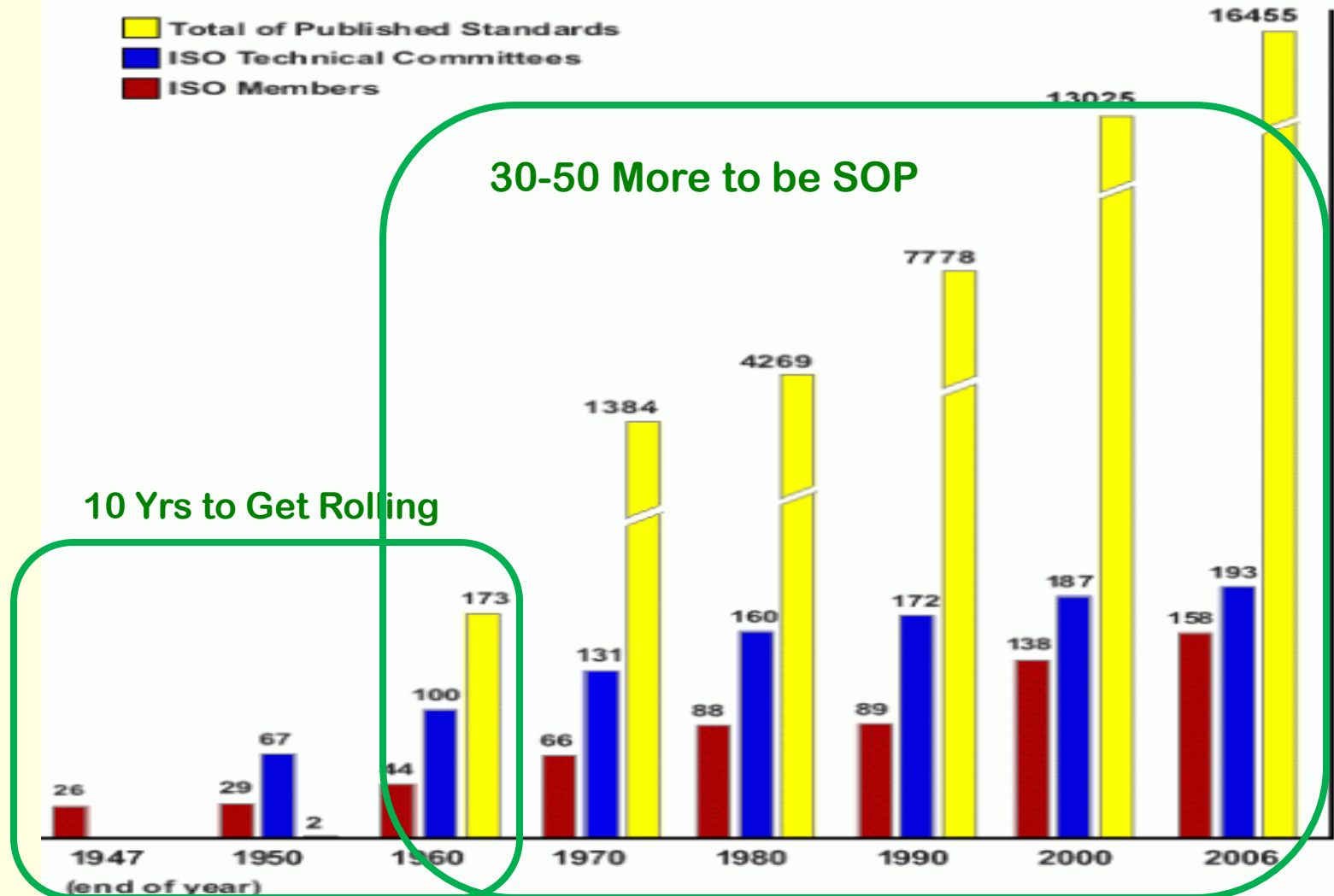


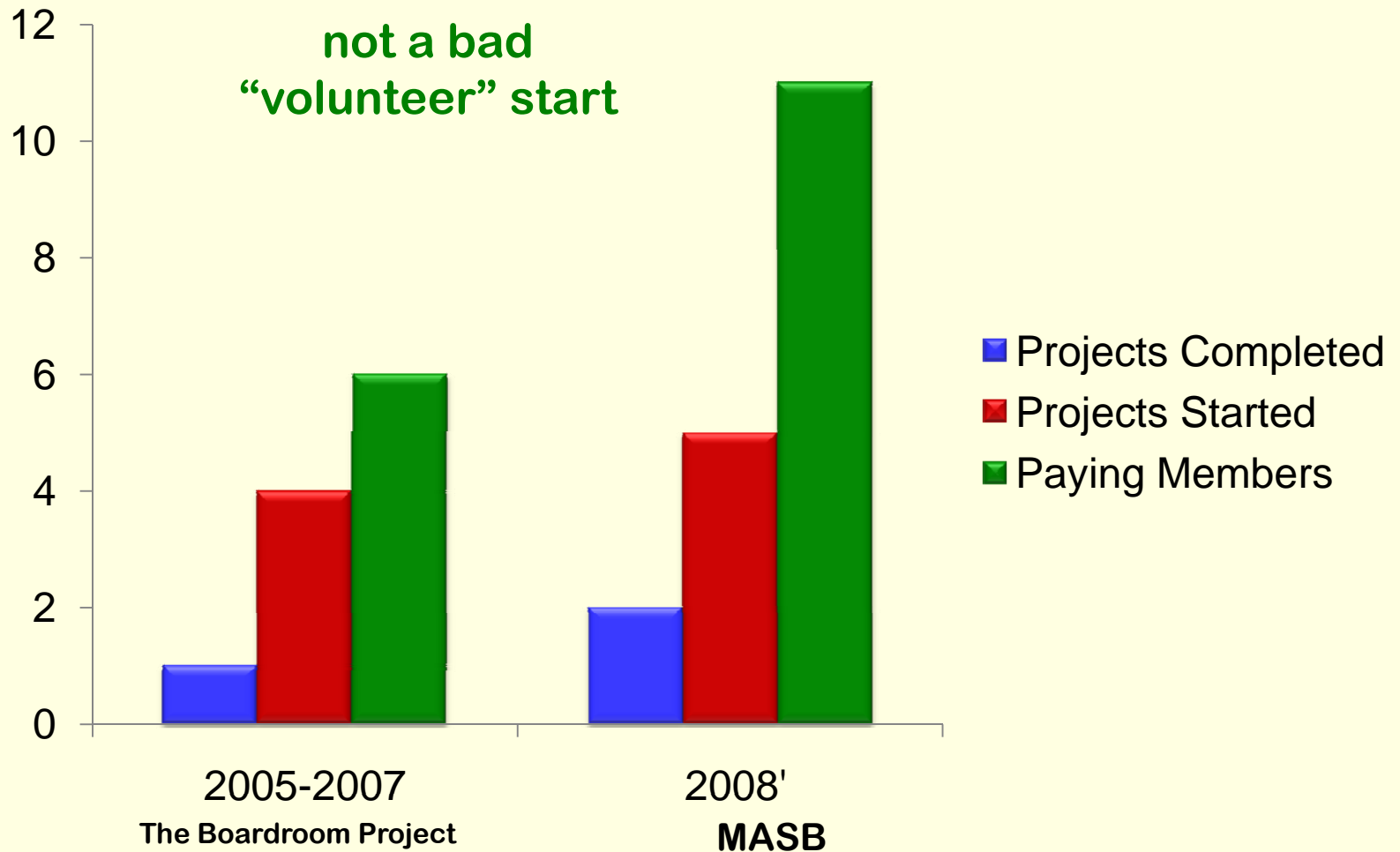
Figure 1. Prevalence of CFO Position, 1963–2000

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

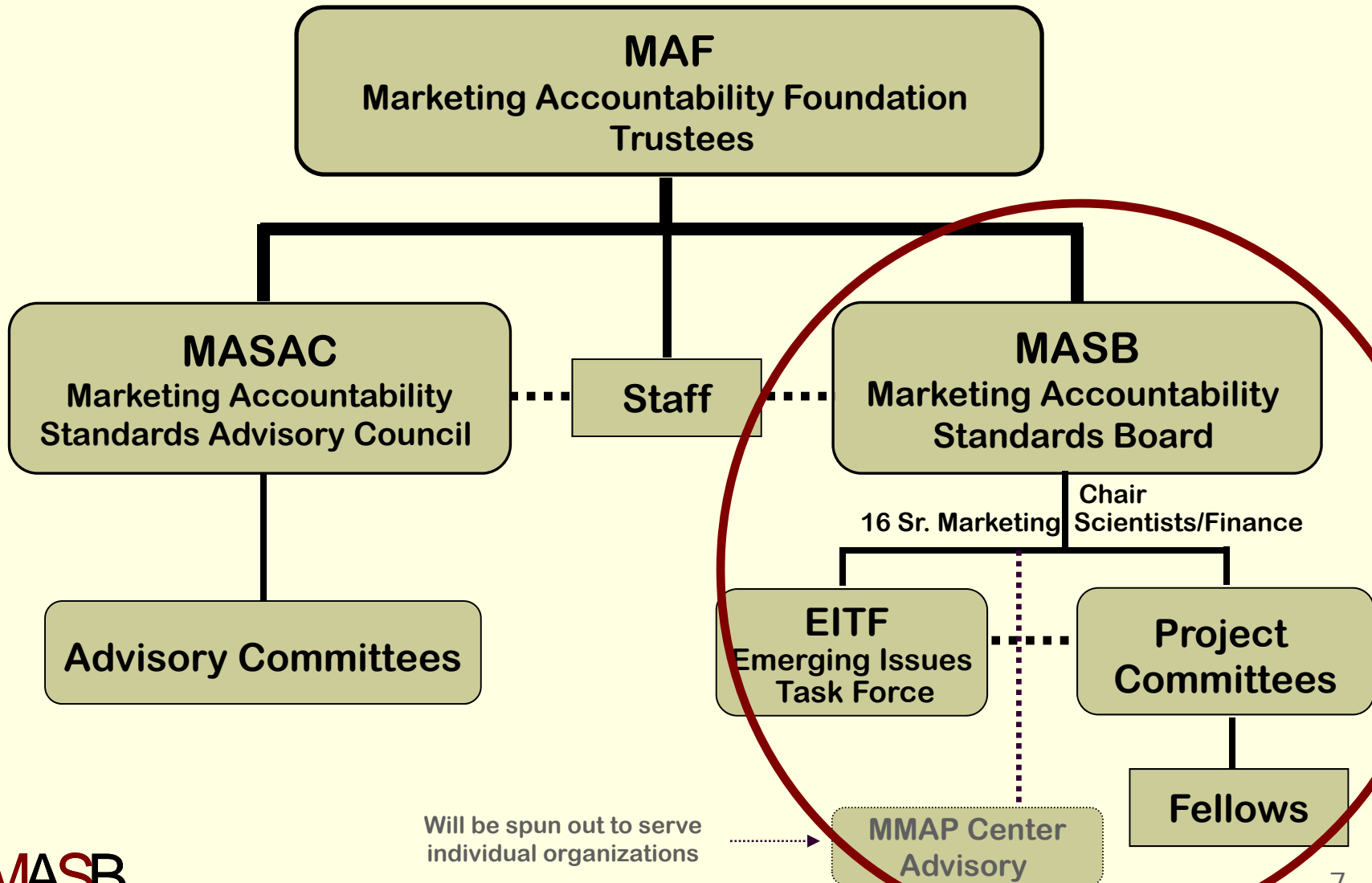
ISO and Product Quality



MASB and Marketing Accountability



Organizational Structure (MASB)



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

The Role of MASB

Measurement standards are essential for the efficient and effective functioning of a marketing driven business, because decisions about the allocation of resources and assessment of results rely heavily on credible, valid, transparent and understandable information.

The role of MASB is in setting the standards and processes necessary for evaluating marketing measures in a manner that insures credibility, validity, transparency and understanding.

The Role of MASB: Interpretation

MASB would not endorse any specific metric, rather it will document, reveal and highlight how various metrics stack up against the MMAP standards. Belief is that the market will select the specific metrics based on these evaluations. MASB's *Dynamic Marketing Activities and Metrics Catalogue* will be the primary vehicle for documentation and publication.

MASB will also exemplify how to evaluate and identify ideal metrics according to MMAP for specific marketing activities such as TV and On-Line advertising and/or any other activity or area for which there is need as identified by its membership constituency.

MASB will also delve into the practices underlying the development and management of ideal metrics as well as those utilized to create knowledge, determine causality, and apply to process management for improved return.

Overall, MASB will serve at the industry level in this fashion and with “open due process” in its work.

The Role of MASB: Interpretation cont.

During the first several years, MASB will also take on an “Advisory and Audit” capacity to serve individual marketers and/or their agents, much like accounting firms advise and audit individual companies as to how to use/meet the standards.

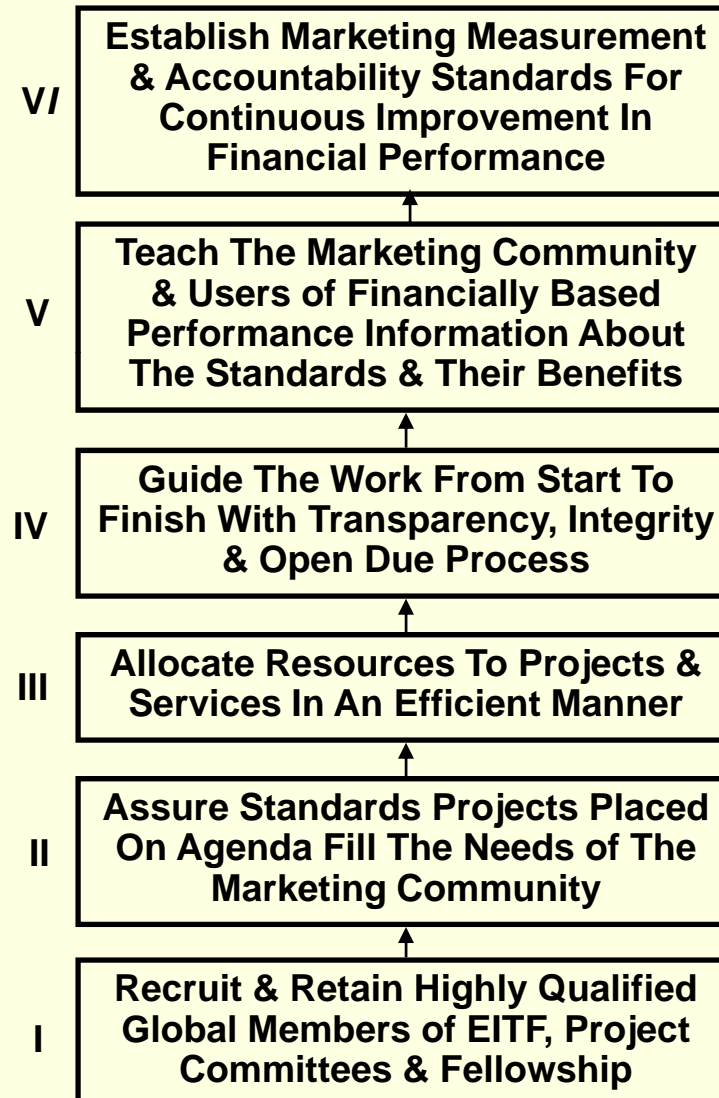
This work will not be conducted with “open due process”, but with “confidentiality” on behalf of the marketer and/or their agent (eg measurement companies).

Once the audit and advisory processes are refined/in sync with the standards, the work will likely be spun out into a separate organization.

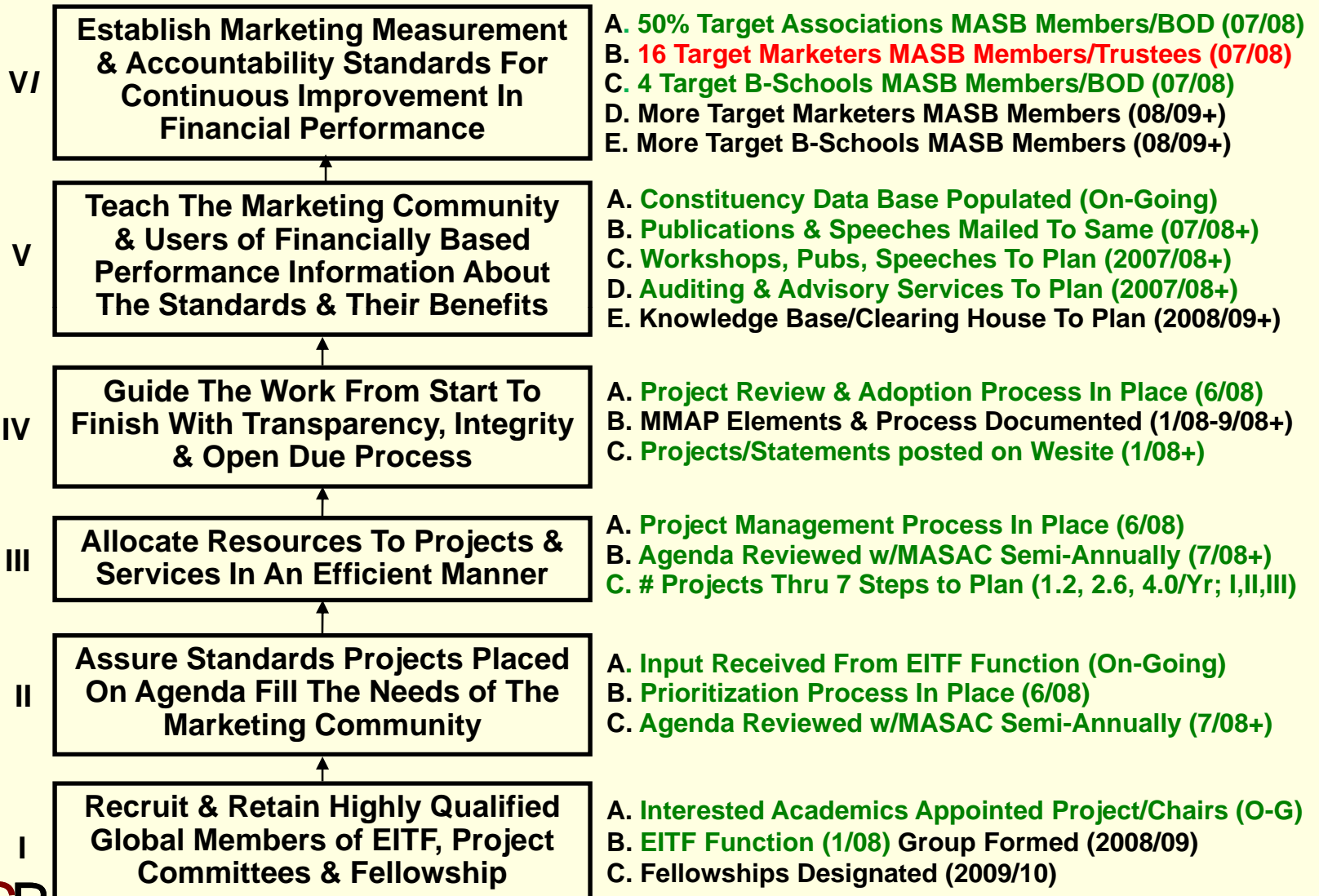
The MMAP Center umbrella will be used to cover the audit and advisory services to clearly differentiate industry level “open due process” work of MASB from the “confidential” work serving individual companies.

It is anticipated that marketers and their agents will use the MMAP audit results to justify their practices and to compete in the marketplace.

MASB Strategic Building Blocks



Strategic Building Blocks & Success Criteria (07/08)



How Will We Know Success? (Stewart 8/14/08)

- **We will have a seat at the strategic planning table because:**
 - **We can offer forward forecasts for planning**
 - **We can offer meaningful advice regarding the selection of alternative, but non-comparable actions**
 - **We can translate our forecasts and advice into financial terms**

Strategic Building Blocks & Success Criteria (08/09)



MASB Standards Projects (Stages I-V) (07/08)

Type	Project	Lead	Partner	Frame (I)	Bdgt	Resrch (II)	Review (III)	Adopt (IV)*	Pub (V)**
Standards	MMAP	David	Meg	8/05	NA	2/05	2/06	2/06	Book+(06)
	TV	Meg	David	10/06	NA	2/07	8/07 C		
	L-Term	Mike D	Mike H	10/07+	NA	10/07 A			
	On-Line	Dipita	TBD/Anca	3/08+		3/08 A			
	Competitive	Meg	TBD	10/09					
Direct	Peter	TBD	8/08						
Research	Standards	David	Meg	8/04	8/04	8/04	8/05	2/06	JAR (08)
	CFO	Joe	Meg	12/06	NA	1/07	3/08 A		
	The Street Catalogue	MJ	Mike H	6/08	NA	7/08 A			
		David	Kate	10/07	5/08	5/08 A			
Concepts	Fund.About	Meg	Kate	10/07	NA	10/07	12/07	1/08	Web (08)
	Language	Mike D	TBD	TBD					
	Pyramid	Meg	TBD	3/09					
	Ideal Practices	Meg	TBD	10/08					
Aud/Adv	TV Metric	Meg	David	12/07					
	2nd Beta								
	INTEGRATION	Meg	NA	4/08	NA	4/08 A		NA	NA
	2nd Beta								

* Adopted by MASB & Posted

** In Journal/Book

What Standards? (Stewart 8/14/08)

- **Common Vocabulary (“Language” Project)**
- **Transparency (Precepts & Building Blocks)**
- **Standardized Processes (“MMAP” & “Ideal Practices”)**
- **Linkage of Marketing Activities, Marketing Metrics and Financial Performance (“MMAP” & “Catalogue”)**
- **Identification of Small Number of Key Metrics (Through Examples such as TV Brand Preference?)**
- **Creation of Common Body of Knowledge (Add)**

MASB Projects (Stages I-V) (08/09)

Type	Project	Lead	Partner	Frame (I)	Bdgt	Resrch (II)	Review (III)	Adopt (IV)*	Pub (V)**
Standards	MMAP (P.L)	Allan	Meg	10/08					
	TV-BP (M)	Meg	David	10/06	NA	2/07	8/07 C		
	Catalogue (L)	David	Kate	10/07	5/08	5/08 A			
	L-Term (M)	Mike H	Rick/Mike D	10/07+	NA	10/07 A			
	Interactive (M)	Dipita	Joe/PeterA nca	3/08+		3/08 A			
	Competitive (M)	Meg	TBD	10/09					
	Language (V)	TBD	TBD	TBD					
	Ideal Practices (P)	Meg	TBD	10/08					
	Knowledge (K)	TBD	TBD	TBD					
Research	Standards	David	Meg	8/04	8/04	8/04	8/05	2/06	JAR (08)
	CFO	Joe	Meg	12/06	NA	1/07	3/08 A		
	The Street	MJ	Mike H	6/08	NA	7/08 A			
Concepts	MMAP	David	Meg	8/05	NA	2/05	2/06	2/06	Book+(06)
	Fndmntls.About	Meg	Kate	10/07	NA	10/07	12/07	1/08	Web (08)
	Impv.Pyramid	Meg	TBD	3/09					
Aud/Adv	TV BP Intermittent	Meg	TBD	12/08					
	INTEGRATION	Meg	TBD	4/08	NA	4/08 A		NA	NA
	X Others								

* Adopted by MASB & Posted

** In Journal/Book

MASB Projects (Educational Stage VI)

<u>Type</u>	<u>Project</u>	<u>Lead</u>	<u>Support</u>	<u>When</u>
Workshops (2/Yr)	Spring Summit	Meg	TBD	07/08+
	Summer Summit	Meg	Kate	07/08+
Pubs (2-4/Yr)	MMAP Concept	David	Meg	06/07/08
	Standards	David	Joe	07/08
	TV-BP	Meg	David	07/08
	Fund.About	Meg	Kate	07/08+
	CFO	Joe	Meg	07/08
	Catalogue	David	Kate	08/09
	MMAP Process	TBD	TBD	08/09
	Impv.Pyramid	Meg	TBD	08/09
	The Street	MJ	Mike H	08/09
	Ideal Practices	Meg	TBD	08/09
	L-Term	Mike H	Duffy	09/10
	On-Line	Dipita	Joe/Anca	09/10
	Direct	Peter	TBD	09/10
	Competitive	TBD	TBD	09/10
	Language Knowledge	TBD	TBD	

Review & Plan
 March (08) Islamorada
 August (08) Chicago
 Book (07) & About (08)
 March (08) JAR
 Posted 4/08
 Posted (08) plus Quarterlies
 Post 8/08

The sum of our work (Wiki)?
 Record Spring Summit for White Papers
 Joe do CFO & Meg Do TV?

MASB Projects (Educational Stage VI) cont

<u>Means</u>	<u>What</u>	<u>Lead</u>	<u>Support</u>	<u>Planned</u>
On Podiums	ARF	Kate	Joel	07/08
Or Pubs	MSI	Russ	David	07/08
	DMA	Peter	Joe	07/08
	ANA	Rick/Kate	Barbara	07/08
	Nielsen	Dipita		
	TNS	Mike H		
	AMA			07/08

Presentation 9/08

w/Short-Term & Long-Term
Catalogue

2nd Thursday Every Month (12-2 ED/ST)

September 11, 2008	Virtual
October 9	Virtual
November 13	Virtual
December 11	Virtual
January 8, 2009	Virtual
February 12	Virtual
March 12, 13	Islamorada FL
April 9	Virtual
May 14	Virtual
June 11	Virtual
July 9	Virtual
August 13	Virtual
September 10,11	Nantucket or Chicago



Thank-you!



Marketing Accountability Standards Board
of the Marketing Accountability Foundation

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

Project Stages

- I. Frame-Up (Emerging Issue Abstract)
- II. Research
 - A. What is Known/not Known/need to Know
 - B. New Learning
 - C. Preliminary Summary & Conclusions
- III. Review
 - A. Open Debate by MASB (revisions/approval)
 - B. Open Debate by MASAC (revisions/approval)
 - C. Posting for Industry Challenge (revisions)
- IV. Adoption by MASB
- V. Publication
- VI. Education
- VII. Systematic review over time (revisions)

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)

The MASB Strategic Operating Plan sets forth the Standards-Setting Mission, Organizational Structure, Strategic Building Blocks and Success Criteria for realizing the Marketing Accountability Foundation's Vision.

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