

THE MARKETING ACCOUNTABILITY AGENDA

**AN UPDATE ON OUR EFFORTS TO ACCELERATE
AWARENESS, ENGAGEMENT AND PRACTICE OF
MARKETING ACCOUNTABILITY IN THE
MARKETING COMMUNITY**

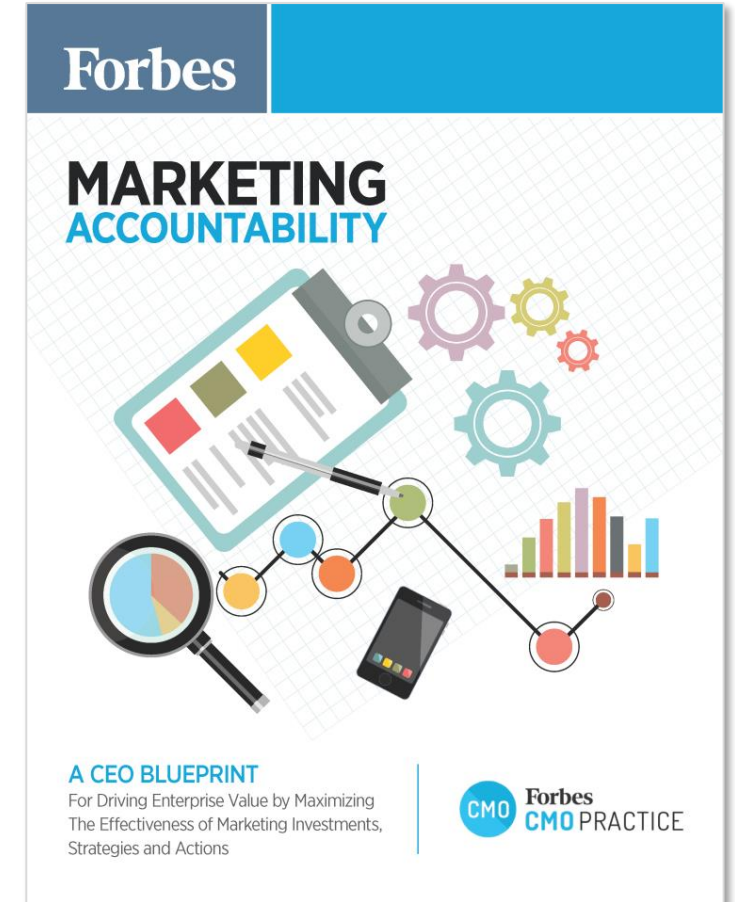
MASB SUMMER SUMMIT

August 10, 2018



AGENDA

- ABOUT THE FORBES MARKETING ACCOUNTABILITY INITIATIVE POWERED BY MASB
- OUR PROGRESS IN THE LAST YEAR
- INITIATIVES GOING FORWARD



FORBES-MASB Collaboration

Project	The Forbes Marketing Accountability Initiative Powered by MASB	Strategy Partner with Forbes CMO Practice to jointly develop and promote research, standards and fully participating membership services to CMOs of Global 5000 organizations and raise the profile of MASB standard setting, metrics and research in the marketing community overall.
Issue Addressed	More and more active participation by marketing practitioners in MASB	
Project Objective	Improve Awareness, Reach and Membership of MASB with CMOs and the Marketing Community	
Expected Outcome	Greater awareness, adoption, and participation in MASB membership by marketers	
When	2017-2018	

THE PROBLEM WE SOLVE: MAKE MARKETING MORE ACCOUNTABLE

“Most marketers lack the externally validated standards for measurement of media, brand and attribution needed to better connect marketing investment to business outcomes. “There are many layers to marketing performance. It takes a complex portfolio of measures. Leadership tends to be overly obsessed with sales attribution and cost of acquisition without factoring important factors like brand perceptions, brand preference, or trust.”
David Edelman, CMO Aetna

“Developing a collective understanding of how business functions work together to contribute to growth is important because growth has become a team sport. Thinking like a shareholder requires teamwork. You need to partner with IT, sales, compliance, service and product to drive sustainable growth— quality relationships.”
Denise Karkos, CMO TD Ameritrade

Growth - Support big growth strategy, trade-off, and growth investment decisions with facts vs. gut intuition

Financial Viability - Communicate and quantify how marketing investment contributes to enterprise value and growth investment

Teamwork - Collaborate with other business units to allocate capital, investment and budget to optimize growth and ROI



Transparency - Data and metrics to provide staff, solution providers and the marketing services supply chain clear criteria, incentives and performance goals

“Metrics create value because they facilitate teamwork and help us define collective goals. Only when we have commonly agreed upon and externally validated metrics for marketing’s contribution to enterprise value will we be able to work with the marketing services supply chain as a team, not suppliers.”
Elissa Fink, CMO Tableau

Without consensus measures of the value they create, CMOs face big credibility gaps and enterprise value creation suffers. MASB research found that most organizations fail to achieve these growth results because they fail to agree on a set of clearly defined, common sense, externally validated standards for measuring marketing performance. The linkage between marketing metrics and financial outcomes needs further development”
Deborah Wahl, the Vice Chair of the Association of National Advertisers

THE QUESTIONS WE HELP LEADERSHIP AND OWNERSHIP ANSWER

SIX QUESTIONS EVERY CEO NEEDS TO ASK ABOUT GROWTH

THE FINANCIAL CONTRIBUTION OF MARKETING TO THE ENTERPRISE



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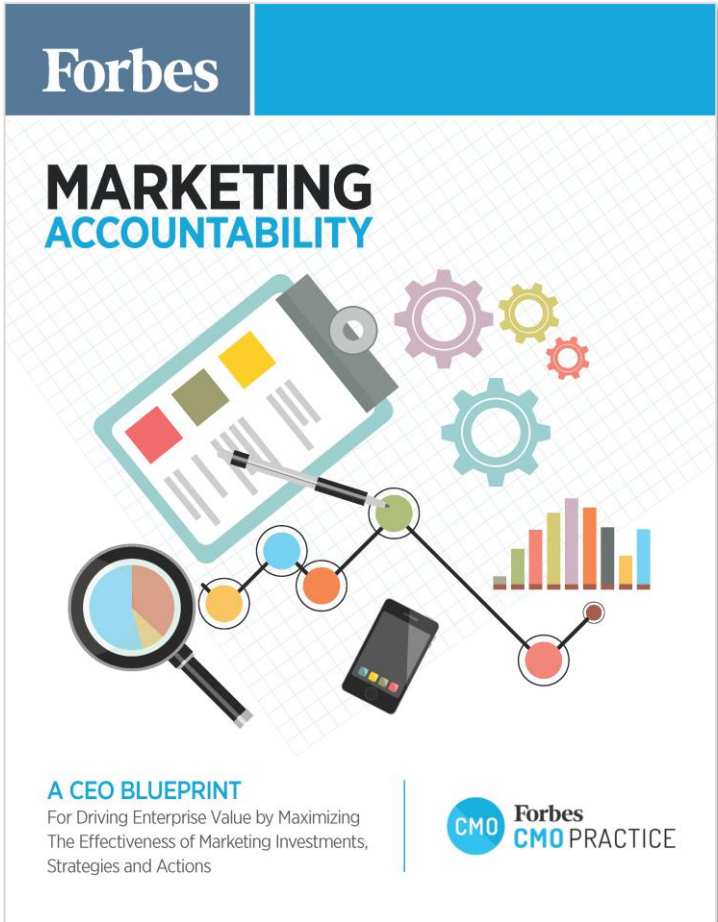
- INITIATIVES GOING FORWARD



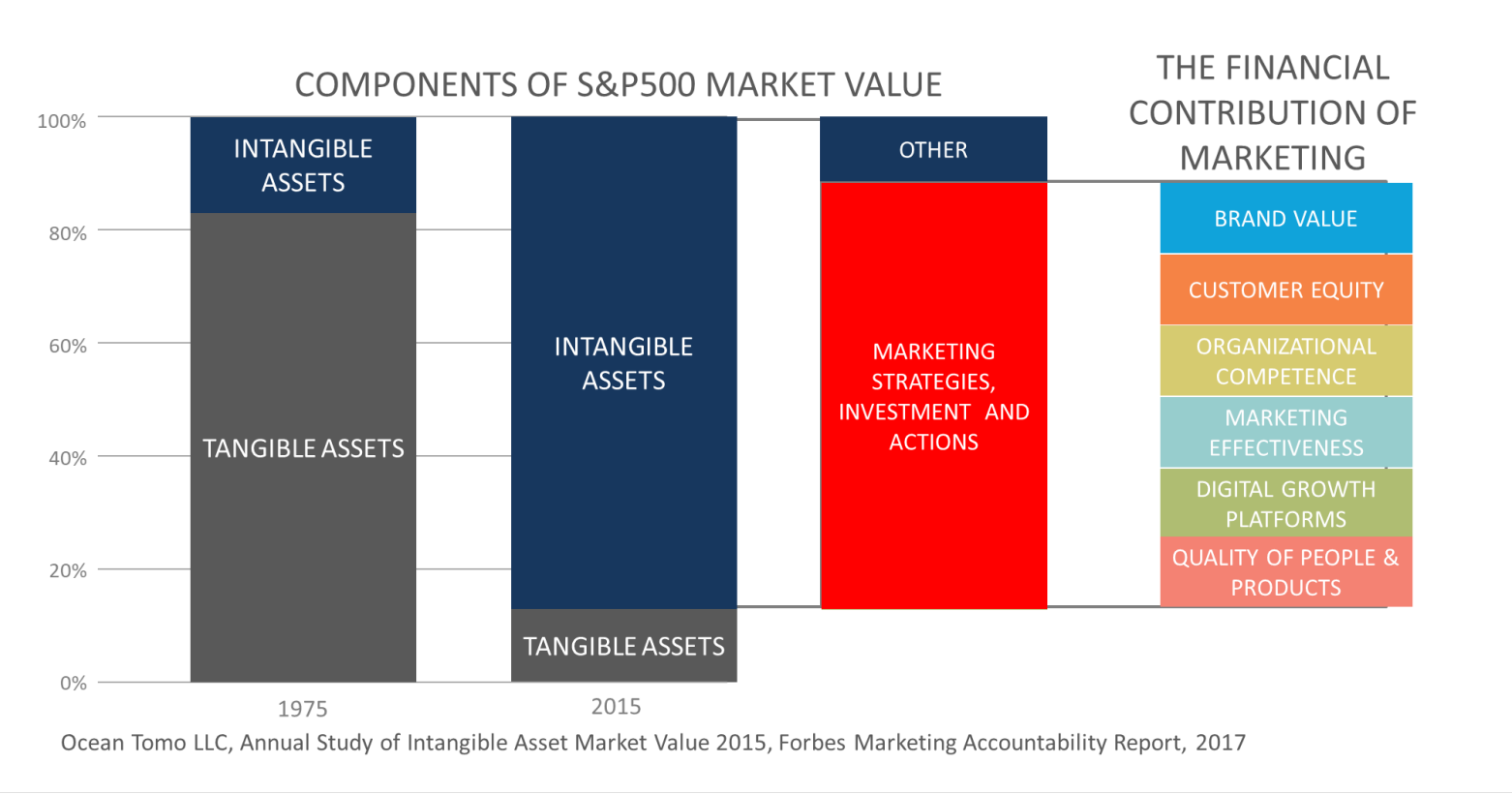
FORBES-MASB MILESTONES (2017-2018)



THE MARKETING ACCOUNTABILITY REPORT CONNECTED MARKETING INVESTMENT AND ACTIONS TO FIRM VALUE AND FINANCIAL PERFORMANCE



THE FINANCIAL CONTRIBUTION OF MARKETING TO ENTERPRISE VALUE



MEDIA AMPLIFICATION: FORBES.COM

Taking the Risk Out Of The High Stakes Sponsorship Game



In the wake of the Rio Olympics and the recent political storm, what's wrong with the sponsorship game? The untapped potential of better programs and channels in the wake of the political storm from them. The reason for the value of the create un...

New Global Standards For Reporting Brand Value Can Help CEOs Grow Share Price



Forbes research shows that brand value is measured. International enterprise value. Marketing Accountability Standards Board (MASB) shareholding. Miller Cooper financial report sheet.

This page...

Marketers Need To Measure Twice And Cut Once



Stephen Diorio
Thought Leaders
Apr 25, 2018



Here's why marketers need to measure twice and cut once to increase value.

A recent analysis of marketing accountability are higher levels of growth.

Marketing organizations need to improve their processes, skills, and marketing investment.

Professor Neil Bendle: Why Investors Need Better Measures And Reporting Of Marketing Performance



Stephen Diorio Contributor
Thought Leaders
Jun 26, 2018, 11:21am • 376 views • #BigBusiness



Our team of experts from the Forbes Marketing Accountability Initiative powered by MASB works with leading CMOs, academics and experts to learn how firms are measuring and growing the contribution of marketing to enterprise value. Neil Bendle, associate professor of marketing at the Ivey Business School, is a member of the Marketing Accountability Standards Board and has

JOINT PUBLICATION OF RESEARCH PAPERS



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For Members Only

WHY INVESTORS NEED BETTER MARKETING ACCOUNTABILITY

THE GROWING IMPORTANCE OF MARKETING REPORTING AND MEASUREMENT AND EFFECTIVENESS TO FIRM VALUE AND STOCK MARKET PERFORMANCE

ABOUT THIS ANALYSIS:

Marketing Accountability – defined as the measurement and optimization of the contribution of marketing investments to growth and enterprise value – has emerged as a critical issue for investors and owners because marketing investments, assets and actions are now key drivers of shareholder value.

According to Forbes Research, marketing investments, assets and actions contribute significantly to future cash flow and firm value. In an economy where much of the value of a firm is made up of intangible assets, marketing can contribute dramatically to the firm's share price when assets like brand equity, customer loyalty, customer experience and perceptions of product quality are factored in. Given the growing role of marketing investments, actions and strategies in value creation – savvy investors are looking at the performance of marketing assets and investments to guide their investment analysis and make investment decisions. Better reporting of marketing asset values and investment performance are required in order for investors to effectively allocate capital and maximize return on investment.

About The Report

To address these issues, Neil Bendle, Associate Professor of Marketing at the Ivey



THE MARKETING-MASB ACCOUNTABILITY EXECUTIVE FORUM MAY 17TH

Forbes

The **Forbes** Marketing Accountability Initiative

powered by **MASB**

HOW MARKETERS CAN CREATE MORE VALUE

THE WORLD'S PERFORMANCE-LED CMOS GATHER AT FORBES ON FIFTH TO DISCUSS WAYS TO GROW THE CONTRIBUTION OF MARKETING TO ENTERPRISE VALUE

WHEN

MAY 17, 2018

WHERE

FORBES ON FIFTH, NEW YORK CITY

SOCIAL

#FORBESACCOUNTABILITY

CMO AND CEO PANELS ON MARKETING ACCOUNTABILITY



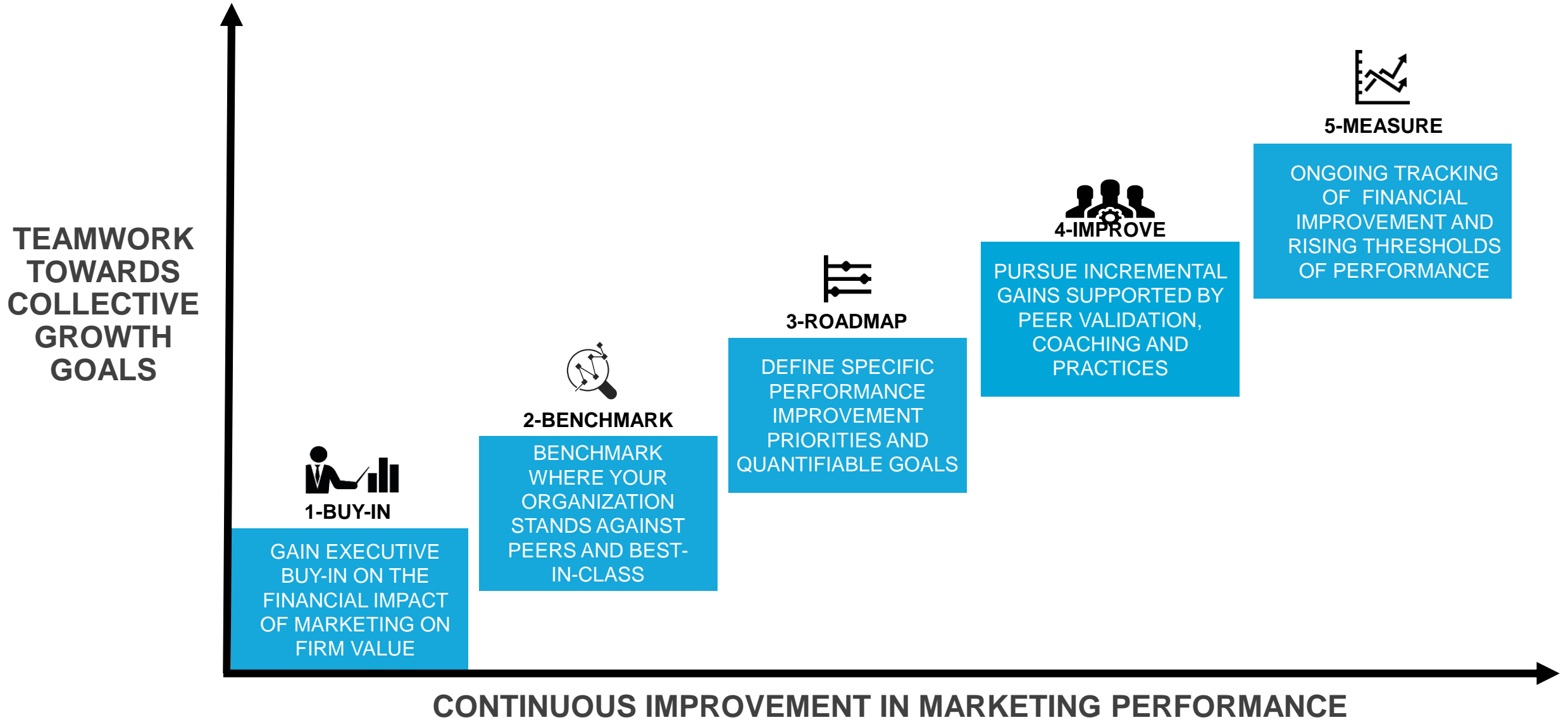
123 SVP LEVEL EXECUTIVES PARTICIPATED



MASB LED DISCUSSIONS OF EMERGING ISSUES



THE MARKETING ACCOUNTABILITY JOURNEY



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FORBES “BEIGE” PAPERS: A JOURNAL FOR MARKETING ACCOUNTABILITY

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MARKETING ACCOUNTABILITY

A CEO BLUEPRINT
For Driving Enterprise Value by Maximizing The Effectiveness of Marketing Investments, Strategies and Actions

CMO Forbes CMO PRACTICE

Forbes

WHY SMALL INVESTORS NEED MARKETING ACCOUNTABILITY

THE GROWING IMPORTANCE OF MARKETING REPORTING AND MEASUREMENT AND EFFECTIVENESS TO FIRM VALUE AND STOCK MARKET PERFORMANCE

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CONTENT MARKETING ACCOUNTABILITY

UNDERSTANDING, MEASURING AND MANAGING THE CONTRIBUTION OF VISUAL, VIDEO AND VIRTUAL CONTENT TO GROWTH AND FIRM VALUE

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DEVELOPING MORE ROBUST MARKETING ACCOUNTABILITY MODELS

PRACTICAL WAYS TO REDUCE THE COST, COMPLEXITY AND SKILL REQUIRED TO BUILD HOLISTIC MARKETING MIX AND MULTI-TOUCH ATTRIBUTION MODELS

CMO Forbes CMO PRACTICE | TREASURE DATA

Forbes

REAL-TIME MARKETING ACCOUNTABILITY

HOW HIGH PERFORMING MARKETERS ARE SUPPORTING STRATEGIC GROWTH DECISIONS WITH REAL-TIME VOICE OF THE CUSTOMER DATA AND INSIGHTS

sprinklr | CMO Forbes CMO PRACTICE

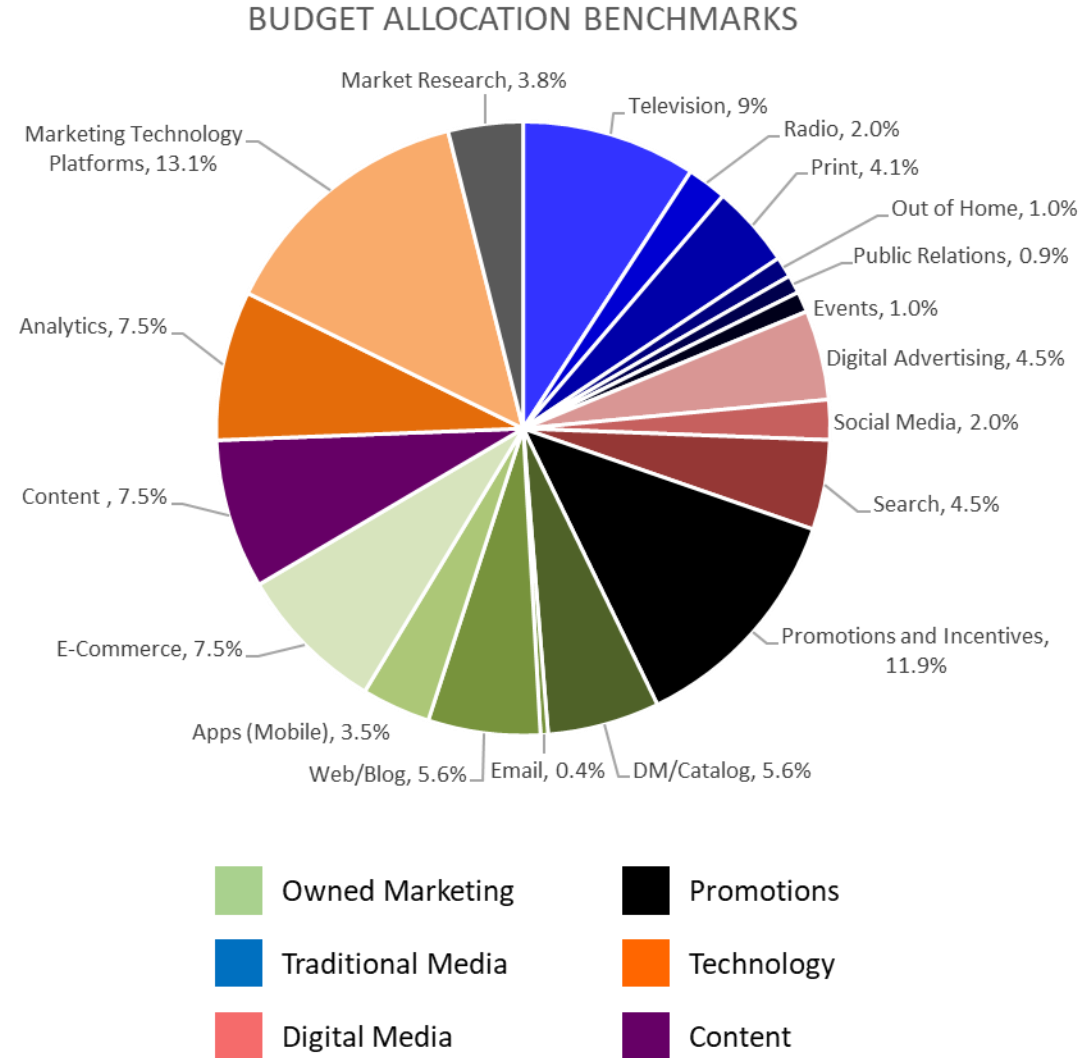
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MOBILE MARKETING ACCOUNTABILITY

HOW HIGH-PERFORMANCE MARKETERS ARE CREATING ENTERPRISE VALUE WITH LOCATION INTELLIGENCE

CMO Forbes CMO PRACTICE | SITO INSTITUTE

DEVELOPING A CHART OF ACCOUNTS AND BENCHMARKS FOR THE REPORTING AND ALLOCATION FOR MARKETING INVESTMENTS



CONFIDENTIAL

RESEARCH ON THE WAYS MARKETING CONTRIBUTES TO SHARE PRICE

18 STRATEGIC DRIVERS OF ENTERPRISE VALUE

THE FINANCIAL CONTRIBUTION OF MARKETING TO THE ENTERPRISE

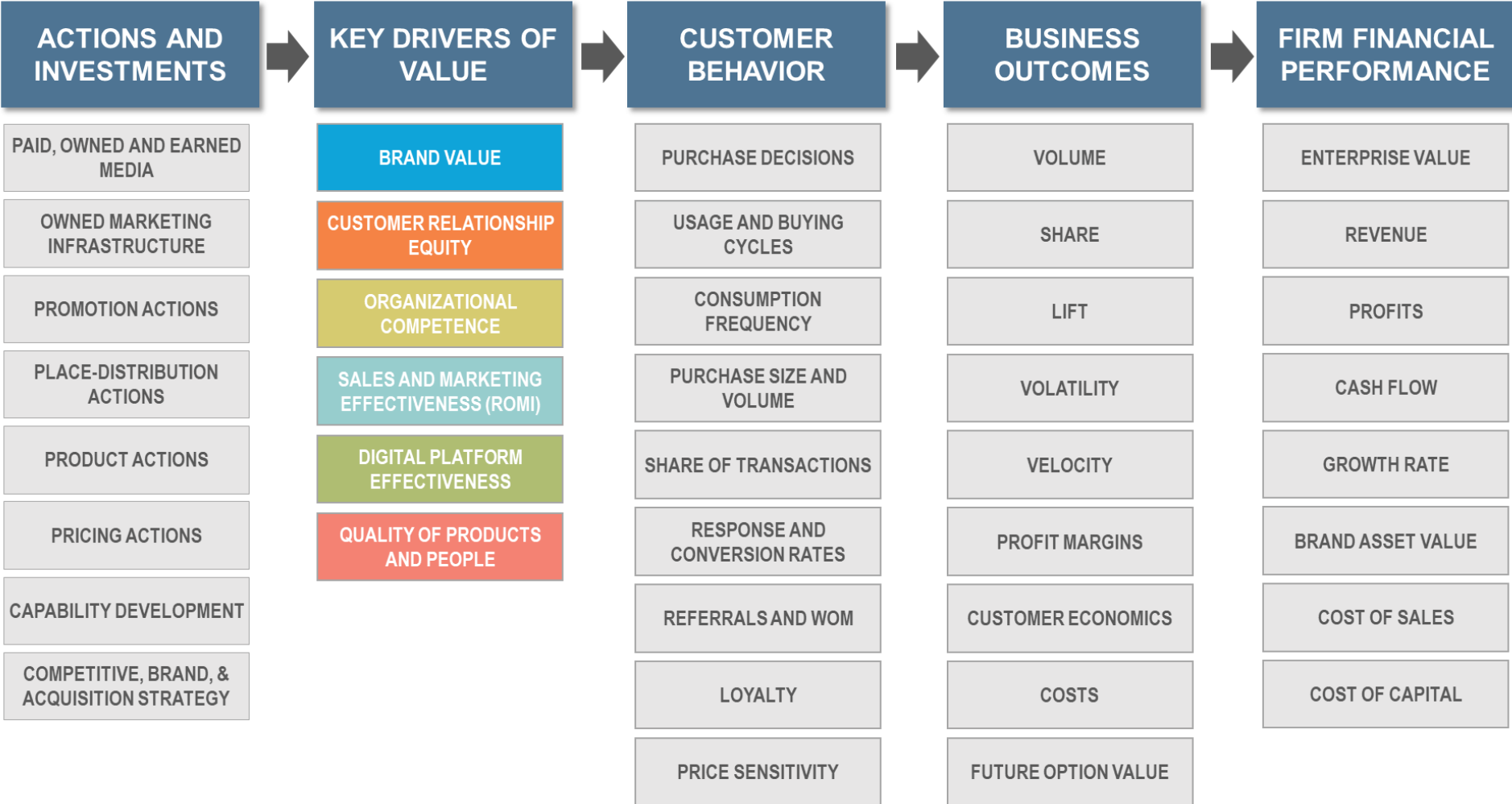


18 STRATEGIC VALUE DRIVERS OF ENTERPRISE VALUE



MODELS THAT CONNECTS MARKETING INVESTMENT TO ENTERPRISE VALUE

A MODEL OF THE MARKETING VALUE CHAIN



DEVELOP RESEARCH ON THE PERFORMANCE, MEASUREMENT AND MANAGEMENT OF ALL ASPECTS OF THE MODERN MARKETING INVESTMENT PORTFOLIO – DIGITAL, TRADITIONAL AND NON-MEDIA

CMO Perceptions of Media Performance vs. Investment Growth Rate

