

THE MARKETING ACCOUNTABILITY STANDARDS BOARD (MASB)

NEW VISION & STRATEGY

Fall Summit 13-14th October 2022

MASB—NEW ARTICULATION OF BRAND PURPOSE

WHAT

To elevate the CMO to their
rightful place in the boardroom

HOW

By making marketing
accountable

MASB—BRAND POSITIONING

CEO's #1 priority is growth. Growth should be the CMO and Marketing's job. They are responsible for the demand chain, the source of revenue growth and innovation. But Marketers are focused on making commercials, seen as a cost center, not a profit center. Their costs are very visible, their impact on profits is not. CEOs know they have to grow but do not trust their CMOs. The current turbulence in titles and the marketing function is a direct result of this.



MASB is committed to introducing accountability into Marketing and demonstrating its business impact—the prerequisite for marketers to regain respect, and CMOs to be recognized as the drivers of the demand chain.

To transform Marketing and put the CMO in the boardroom where they belong, enabling companies to accelerate growth and generate incremental revenues, profits, and financial value

MASB—BRAND STORY IDEA

TENSION:

CEO's #1 priority is growth. The supply chain gets all the attention. It's the demand chain that brings in the money and produces growth. That is the CMO and Marketing's job—to drive revenue and margin growth, and provide the insights and direction for innovation. But CEOs do not trust their marketers. Marketers have become focused on making commercials, seen as cost centers, not profit centers. Their costs are very visible, their impact on profits is not. Efficiency of spend has been prioritized over effectiveness, short-term over long-term, promotions over brand. The result is lack of traction, inability to leverage prior investment, resulting in sub-optimal marketing impact. The impact that marketing does have is not understood, due to the predominance of non-financial metrics over those the firm has to report (like cash flow). The notoriously short-lived tenure of CMOs and the proliferation of new titles are the result of CEO's struggles to find a solution to this. This only compounds the problem. There is no value placed on continuity. Changing CMO's means frequently changing tactics, further diminishing impact.

WHAT MASB BRINGS

It is marketing that CEOs need most. It is marketing that they respect least. This is the dilemma that MASB can solve. For marketers to regain respect, and CMOs to be recognized as the drivers of the demand chain, they have to become accountable and able to demonstrate the financial business impact of what they do. This means show how investment in brand and marketing creates long-term as well short-term revenue and profit growth. And do this in ways that CEOs, CFOs and Boards can accept and recognize as robust.

Just as there are standards for Financial Management, so there need to be standards for Marketing. These should not be unduly prescriptive, but principles that ensure measurement's quality. MASB is committed to uniting the marketing profession to create a common set of principles that everyone can live by and will guarantee the robustness of how marketing is measured. This means, first, establishing best practices, and then providing independent third-party verification and certification of measurement predictive of financial returns, so that MASB lives up to its original charge of being the marketing equivalent of FASB and SASB.

THE BENEFIT

MASB has the potential to transform marketing and put it back in the boardroom where it belongs. It can play a vital role in helping companies unleash the unfulfilled potential of brand and marketing to accelerate growth and generate incremental revenues, profits, and financial value for businesses. More accountable marketing means faster growing and more successful businesses. MASB is an organization all companies should be part of.

MASB—NEW BRAND PROPOSITION

Marketing drives growth. It is the engine of the demand chain. It brings in the money. It is marketing that CEOs need most, but respect least. Why? Because the CMO's crucial role in driving growth has not been well demonstrated. MASB will change this. We will make marketing accountable by uniting the profession behind standards and principles which show how investment in marketing creates revenue and profit growth, and which CEOs, CFOs and boards will recognize as robust. With the transformation of marketing's role, companies will unleash new sources of growth, enabling societies to prosper and individuals thrive. We call on all of you to join us.

MASB—FUTURE PILLARS

COLLABORATION	THOUGHT LEADERSHIP	ADVOCACY	CERTIFICATION	ADVISORY	EDUCATION
<p>We bring the industry together, collaborating across marketing, finance and analytics, to pool ideas and knowledge, adding the focused expert resources needed to join the dots and create unified practices and principles for marketing measurement</p>	<p>MASB is a treasure trove, a brains trust of top academics, researchers, and marketing practitioners working in teams to solve the accountability issues vital to the future of the industry</p>	<p>We are leading the charge on the development and publication of US and global standards for brand valuation, evaluation, and marketing measurement through our ISO initiatives.</p>	<p>We offer expert audits of marketing metrics and methodologies, both to agencies and to corporations, providing independent certification of those who've reached top quality standards.</p>	<p>We provide objective advice on how to apply best practices to every aspect of marketing measurement and recommend accredited groups to conduct on-the-ground consulting work.</p>	<p>We share our knowledge, offering videos, content and curriculum on marketing accountability, to the marketing profession today, and the universities educating the marketers of tomorrow.</p>

MASB— OUR NEW VISION IN SUMMARY

PURPOSE

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to their rightful place in the boardroom
by making marketing accountable

PROPO
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PILLARS

COLLABORATION

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THOUGHT LEADERSHIP

MASB is a treasure trove, a brains trust of top academics, researchers, and marketing practitioners working in teams to solve the accountability issues vital to the future of the industry

ADVOCACY

We are leading the charge on the development and publication of US and global standards for brand valuation, evaluation, and marketing measurement through our ISO initiatives.

CERTIFICATION

We offer expert audits of marketing metrics and methodologies, both to agencies and to corporations, providing independent certification of those who've reached top quality standards.

ADVISORY

We provide objective advice on how to apply best practices to every aspect of marketing measurement and recommend accredited groups to conduct on-the-ground consulting work.

EDUCATION

We share our knowledge, offering videos, content and curriculum on marketing accountability, to the marketing profession today, and the universities educating the marketers of tomorrow.

TAGLINE

ELEVATE MARKETING !

MASB—NEW VISUAL IDENTITY



**Marketing
Accountability**
Standards
Board



**Marketing
Accountability**
Standards
Board

MASB—OUR STRATEGIC OBJECTIVE : GROWTH

**MASB IS AN ORGANIZATION EVERYONE IN BRAND
AND MARKETING SHOULD BELONG TO**

MANY ORGANIZATIONS HAVE WORKED WITH MASB

MARKETER COMPANIES

MillerCoors™, Pepsico, SC Johnson, ESPN, The Walt Disney Company, GM, Kimberly-Clark, Hershey, The Hershey Company, Conagra Brands

MARKETING ASSOCIATIONS

nielsen, AM>, A's, ARF, ANA, MSI, Media Rating Council, Inc., iab, Ad-ID

BUSINESS SCHOOLS

Terry College of Business, University of Georgia, UCLA, Wharton, University of Pennsylvania, Cornell, SC Johnson College of Business, University of Cologne, Darden School of Business, University of Virginia, Ivey, Business School, Western University, Canada, ISN, University of South-Eastern Norway, College of Charleston, Columbia University, Northwestern University, Kellogg, Graduate School of Management, Tippie College of Business, The University of Iowa, UWM, Lubar School of Business, NYU Stern, LMU|LA, Loyola Marymount University, Mendoza College of Business

MARKETING MEASUREMENT & ADVERTISING AGENCIES

Brand Finance®, prescient, The MMAP Center, KANTAR, SAP, MSW RESEARCH, gptv, Ogilvy, DOUBLE CHECK ADVERTISING, SPONSORIUM, AVASTA, FORESIGHTROI

BUT THIS IS JUST THE STARTING POINT

MASB—AUDIENCES

CURRENT

FUTURE



WHY SHOULD COMPANIES WANT TO JOIN MASB?

WHAT IS THE ROI ?

FOR COMPANIES

- Accelerate business growth
- Elevate the performance level of the marketing department
- Translate what marketing does into language that makes sense across the organization
- Put the very best metrics in place to monitor and continuously improve marketing performance
- Supercharge the efforts of marketing, finance and insights
- Increase the transparency of marketing functions
- Optimize brand and marketing investment

WHY SHOULD MARKETERS WANT TO JOIN MASB?

WHAT IS THE ROI ?

FOR MARKETERS

An organization it is important to belong to

Very different, from other organizations

- Single-mindedly focused on marketing accountability and measurement
- Create standards
- Independent and objective
- Apply the strictest rigor
- Take on the toughest issues

Being a MASB member can bring major benefits to your company

As a MASB member you can:

- Set the MASB agenda
- Have your issues investigated by objective experts
- Implement best practices in measurement
- Get incredible value for your investment
- Benefit from collective experience
- Get input from experts at MASB summits

WHY SHOULD FINANCE WANT TO JOIN MASB?

WHAT IS THE ROI ?

FOR FINANCE

- Improve collaboration between your marketing and finance teams
- Have your marketers think more in financial terms
- Get your finance team out of the accounting realm
- Apply best practices to quantify marketing impact
- Evaluate the benefits of including more brand and marketing information in your financial reporting
- Network with other marketing finance people

WHY SHOULD INSIGHTS WANT TO JOIN MASB?

WHAT IS THE ROI ?

FOR INSIGHTS

- Realize the full power of insights to benefit the company
- Demonstrate to marketing and finance the importance of science and insights
- Help finance and marketing to implement good science and research best practices
- Benefit from the latest thought leadership
- Deal with emerging issues proactively

WHY SHOULD COMPLIANCE WANT TO JOIN MASB?

WHAT IS THE ROI ?

FOR COMPLIANCE

- Compliance and standards professionals have historically addressed finance, operational and quality standards
- Learn more about how standards and compliance apply to brand and marketing
- Understand the financial impact of sustaining and protecting the value of the brand intangible asset
- Participate in and contribute to the development of new standards for brand and marketing measurement, plus systems for monitoring compliance

WHY SHOULD AGENCIES WANT TO JOIN MASB?

WHAT IS THE ROI ?

FOR AGENCIES

- Get an edge in acquiring new business
- Increase market demand for your services
- Certify your marketing metrics
- Accelerate your business development
- Promote your products and services
- Gain public recognition for your achievements
- Take an active role in the advancement of marketing measurement
- Share your ideas and get new ones

WHY SHOULD ASSOCIATIONS WANT TO JOIN MASB?

WHAT IS THE ROI ?

FOR ASSOCIATIONS

- Connect with the other major marketing groups
- Advance the cause of marketing accountability
- Benefit from MASB's dedicated resources and depth of knowledge on measurement
- Leverage MASB's thought leadership
- Collaborate to advance measurement
- Increase your international exposure

WHY SHOULD ACADEMICS WANT TO JOIN MASB?

WHAT IS THE ROI ?

FOR ACADEMICS

- Take advantage of exclusive data and intellectual property
- Access new teaching materials
- Reach a broader audience
- Advance the field of Marketing

2023 STRATEGY—KEY COMPONENTS (1)

LAUNCH NEW BRAND

- Implement new brand strategy and visual identity across all touchpoints
 - Website
 - Publications
 - PPT, email signatures
 - Etc.
- Develop brand guidelines
- Communicate it through a vigorous campaign
 - Social media
 - PR articles, interviews
 - Members, current, prior and prospect
 - Association partners

ENERGIZE EXISTING/PRIOR MEMBERS

- Form membership hit squads for each priority audience
 - Company marketers
 - Agencies
 - Finance,
 - Academia
- Create new Marketing Alliance for Association collaboration
 - ANA, 4as, ARF (MSI), MRC
 - AMA, Insights Association
 - FASB, IB
 - +++

RECRUIT NEW MEMBERS

- Get more feedback on member needs
 - Projects, topics of interest
 - Pricing structure
 - Tailor initiatives accordingly

2023 STRATEGY—KEY COMPONENTS (2)



2023 STRATEGY—KEY COMPONENTS (3)

MASB EVENTS

- Two bigger MASB events in 2023:
- Topics: potentially: “Monetizing Brand and Marketing”, “Making data useful”
 - Open with a target audience of 100 senior marketers in person + many more virtually
 - Agencies showcase innovation, companies share case studies, participate in panel discussions
 - Will be sponsorship

COLLABORATIONS

- New collaborations with other organizations e.g. Measuring Creativity
- Focus on
- Joint events/ participation in other organization events

EDUCATION

- New educational programs and certifications e.g. Brand Valuation, Marketing Measurement,

AUDITS & STANDARDS

- Extend audit programs to companies as well as agencies
- Approved agencies to be recommended for measurement implementation- MASB will remain independent and not do consulting work
- New MASB initiated standards

Thank You!