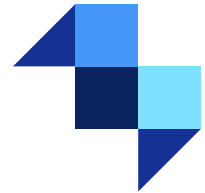


MASB CEO Address – Breaking Ground with New Initiatives

Joanna Seddon
Managing Partner of Presciant
& CEO of MASB

Summer Summit 2023
August 9, 2023



**Marketing
Accountability
Standards
Board**

CEO Update: Topics

- **Review of MASB Strategic Goals for 2023 to 2028**
- **Update on our progress in achieving them**
 - Success in recruiting new members
 - State of play on new priority initiatives
 - Accomplishments of existing workstreams
 - Publicity – raising our profile



Our vision drives our strategy

To elevate the CMO
to their rightful place in the boardroom
by making marketing accountable

PURPOSE

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.

PROPOSITION

COLLABORATION

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

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.

PILLARS

MASB Strategic Goals—5 Years

Reputation

- **Credibility in standards space & recognized as thought leader**
 - Every member of ANA board aware of MASB 2023
 - Top of search engines 2025
 - Leverage ANSI/ISO relationship
 - Award (similar to Baldrige Quality Award that had \$100K to enter)
 - Published standards in U.S. including new ones and adoption of international standards)
 - Get brands included in financial notes
 - Marque events that all marketers "need" to attend (like Masters of Marketing)
 - Political advocates (Chinese competitive context)
 - Journal – High quality people contribute/editor – "International Journal of Marketing Accountability"

Sources of revenue:

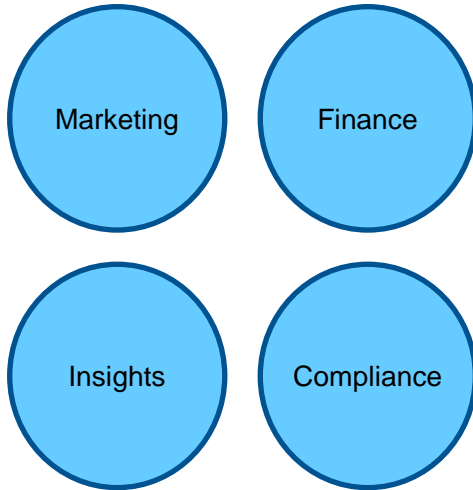
Source	Details
Membership	Acquisition
Events	Including sponsorship
Certification Program	Companies & individuals
Projects	CIR & other assessments
Education Programs	Alone & as part of certification
Quality Awards	e.g. TQM, ISO 9000, Baldrige Award
Publications	Including association distribution



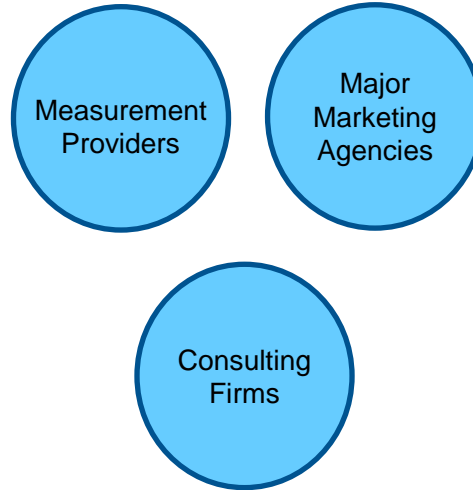
Hot Pursuit teams in full swing

- Hot Pursuit teams for each member category meeting regularly
- The initial emphasis has been on marketers, but we made progress in all of them
- If anyone here feels they can contribute, please let us know

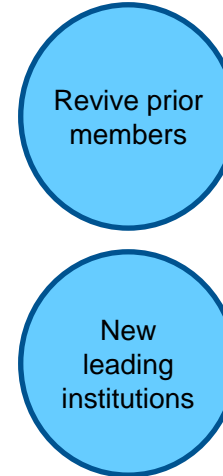
Companies



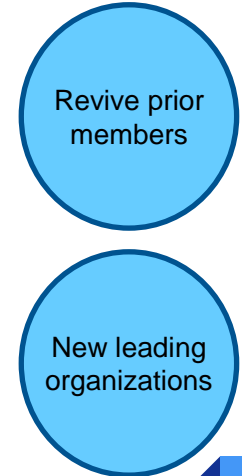
Agencies



Academics



Associations



We hope to achieve or surpass our 2023 new member goals

Companies



Agencies



Academics



In serious discussions



In serious discussions



In serious discussions



The Association Alliance is meeting quarterly

Existing Association Alliance members



In serious discussions

- IPA
- INTA
- ESOMAR
- 3AF-the Asian American Advertising Federation
- AIMM

We've launched our 5 priority initiatives

- They are at different stages, but all gaining traction and have teams

Measuring the Financial Impact of Creativity

Create a model which marketers can use to measure the revenue impact of creative

Making Big Data Useful

Equip marketers to use big data in ways that clearly contribute to their bottom lines

Digital Targeting Accuracy

Determine how best to maximize targeting accuracy to generate ROO and ROI In context of cookie-less world

Marketing Organization

Identify most effective marketing organization designs and roles

Economic Impact of Marketing

Determine the principles marketers should follow to demonstrate marketing's economic impact & what metrics best measure results

Measuring the Financial Impact of Creativity

Project	Measuring Creativity Initiative	Strategy Define "creativity" and identify what makes great creative. Work with CMOs, CFOs, & CEOs to source case studies and benchmark successful creative campaigns. Select metrics to quantify financial outcomes and establish a model for companies to use.
Issue Addressed	Marketers need to make the case why their companies should invest in creativity.	
Project Objective	Develop a set of metrics and a methodology for quantifying the financial impact of creative.	
Expected Outcome	A MASB/ANA model with a robust and easily applied methodology to measure the financial impact of creativity.	
When	Delivered by end of 2024.	

Measuring the Financial Impact of Creativity: Status

Team Leaders: Latha Sarathy, Scott Koslow

Team Members:

Associations: Latha Sarathy, Scott McDonald, Allan Kuse, Joanna Seddon

Academics: David Stewart, Scott Koslow, Shashi Matta, Maximilian Bauer

Creative Producers: Trina Arnett (BSSP), Vita Harris (FCB), Antonis Kocheilas (Ogilvy)

Marketing and Finance Executives: ANA and ARF are recruiting

Research Agencies: Steve Jagger (MSW), TBD (Kantar)

Actions:

First step: Obtain and review existing data

ANA research team has provided relevant studies from its database; ARF is adding

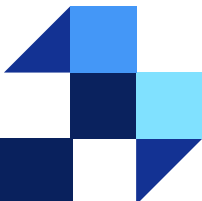
Dave Stewart has completed initial review of academic data

Next step: Identify company participants

ANA and ARF are taking the lead

Marketing Organization

Project	Marketing Organization Best Practices Initiative	Strategy Conduct data review of existing organizational models, identify alternative models, conduct study to analyze different models against business and financial metrics and uncover those producing superior economic results, establish best practice recommendations.
Issue Addressed	Marketing organizations are in disarray and the CMO function is in question. There is low representation of experienced marketing execs on corporate boards. These are symptoms which can be traced back to suboptimal organization of the marketing function.	
Project Objective	Determine how to structure the marketing organization to maximize revenue/profit growth	
Expected Outcome	Blueprint for determining right model given a company's type of business and markets served	
When	TBD	



Marketing Organization: Status

Team Leaders: David Stewart, Mark Stouse

Team Members:

Associations: Peter Kenigsberg (ANA), Joanna Seddon

Academics: David Stewart, Leigh McAlister (Univ. of Texas), Annette Tower (Clemson), Kay Peters (Univ. of Hamburg)

Marketing and Finance Executives: TBD

Research Agencies: TBD

Actions:

First step: Obtain and organize existing data

David Stewart collecting and reviewing academic data (initial process completed)

Additional data collection, using ANA and other sources

Next step: Identify Marketing Organization participants and interviewees

Members of ANA Marketing Organization & Transformation Forum

Mark Stouse interviewees for his book

Economic Impact of Marketing

Project	Economic Impact of Marketing	Strategy
Issue Addressed	Marketers' costs are very visible, their impact on revenues and profits is not. They struggle to get investment, especially in this era of uncertainty	Academic and agency members to review and summarize relevant data. Recruit 3 companies: B2B, B2C, and 2-sided. Identify and measure relevant instances where marketing budget strategy changed. Design and run marketing economic model. Establish principles and metrics.
Project Objective	Design and implement a best practices approach to measuring the economic impact of Brand and Marketing	
Expected Outcome	Model marketers can use to demonstrate marketing's economic impact, and metrics to measure results	
When	Delivered by end of 2024.	

Economic Impact of Marketing: Status

Team Leaders: Shuba Shrinivasan, Edgar Baum, Nikhil Gharekhan

Team Members:

Associations: Jim Meier (ex Molson Coors & MASB), Karen Ebben (ex GM & MASB), Laurence Green (IPA)

Academics: Shuba Shrinivasan (U of Boston)

Marketing and Finance Executives: Jerry Nichols (Bottomline Technologies), Michael McCaffrey (J&J), Simon Bennaroch (Visa)

Research Agencies: Edgar Baum (Avasta), Nikhil Gharekhan (Presciant), Alfred DuPuy (Brand Finance), Tatiana Lindenberg (Ogilvy), Peter Field (consultant & writer)

Actions:

First step: Assemble team

Initial set of members identified

Kickoff in August

Next step: Coalesce the foundational IP

Drawing on MASB and other work

Identify major gaps

Organize company participation

Accomplishments of existing workstreams

Financial Value of Brands

- Bud Light work

Brand Evaluation Standards

- New ISO standards
- Brand Evaluation Implementation
- Geographic Indications
- Tourist and City

Sponsorship Accountability

- Completing book, Phil Guarascio for foreword
- Approaching Open Doors / student NIL experience

Marketing Metrics Catalog

- New reassessment round starting
- MSW / Brand Finance / Kantar
- Tim Gohmann

Finance in Marketing Course

- New video series well under way

Universal Marketing Dictionary

- Recruiting subject matter experts

Communications

Bud Light

Tremendous press coverage continues

[Barron's: The Bud Light Boycott Dented Sales. These Companies Are Also Being Targeted](#) • Cho • Jun 2023

[Branding Strategy Insider: Lessons From Bud Light's Brand Management Mistakes](#) • Stewart • May 2023

[MASB: Bud Light "Boycott" May Not End, Here Is Why](#) • Findley, Meier • May 2023

[Newswire: Digital Advertising: Taking a Hard Look at Targeting Accuracy and ROI](#) • Mar 2023

[AdWeek: Making the Case for Your Marketing Budget in Turbulent Times](#) • Paul Hiebert • Jan 2023

Conference Participation

Very visible presence at major ANA conferences.

Team members representing MASB at numerous AMA and other academic conferences.

Presentation to ANA organizational forum.

MASB Channel on YouTube

499 followers; 5 Finance in Marketing videos have 1K+ views, 2 have 2K+ views

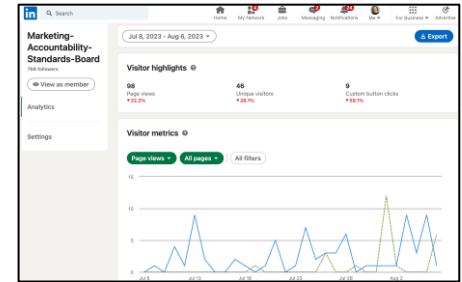


ISO Communications Task Group

Erich is building active, global Communications Task Group for ISO Technical Committee 289 to promote our work

LinkedIn

58 new followers in the past 90 days, 768 total; + 50% since January 2022



Integrating Communications

Working with certified metrics providers on integrating communications to promote certification process (Marketing Term of the Week, MASB Channel, webinars)

Thank You!

