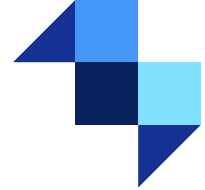


MASB CEO Address

Spring Summit 2025



Joanna Seddon
Managing Partner of Presciant
& CEO of MASB



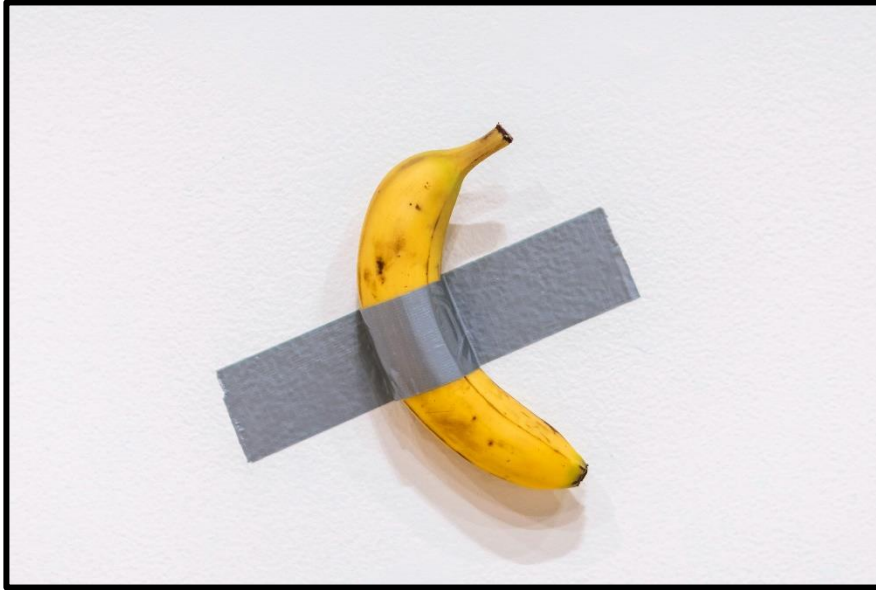
**Marketing
Accountability**
Standards
Board

CEO update: Agenda

- Why MASB matters more than ever today
- How we will support Marketing in 2025



The world has gone bananas



Bought it for \$6.2 million



Then he ate it

Jumping on the bandwagon

May protect sales

Will destroy value



Staying authentic

Reinforces trust

Builds lasting value



Microsoft

patagonia[®]

JPMorganChase



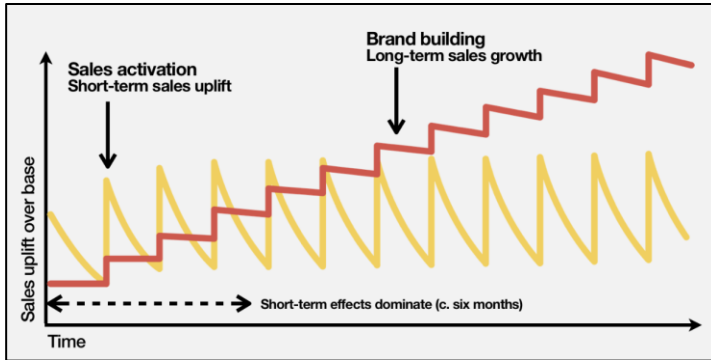
DELTA



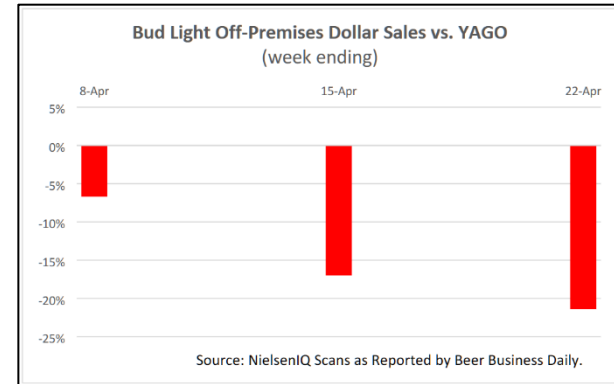
Stay true to the brand—the only way to create lasting value

Look at the impact of brand and business decisions on both short-term sales and lasting value creation.

The work of Les Binet and Peter Field was seminal



The Bud Light horror story exemplifies the immediate and the longer-term impact of straying from your brand



Provide the proof—this is where MASB comes in

Dedicated to making marketing accountable

We help companies make the brand and marketing choices which will make the most money by demonstrating the business and financial results

PURPOSE

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

PROPOSITION

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.

We are driven by our vision

In 2024 we worked hard

2025 is about delivering results

PURPOSE

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

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

2025—Making progress towards our vision

We have 7 Key Goals

1. **Deliver more results from each of our 6 priority initiatives**
2. **Power ahead with our core projects**
3. **Drive our marketing and communications ahead**
4. **Greatly expand our membership especially for Finance Directors**
5. **Deliver more tailored benefits for our individual members**
6. **Extend our partnerships with related organizations, in the US and internationally**
7. **Raise our profile—exponentially increase awareness of who we are and what we do**



Delivering ground-breaking thought leadership

Existing Core Projects

Financial Value of brands

MMAP Audits

Sponsorship Accountability

Universal Marketing
Dictionary

Brand Evaluation Standards

Finance in Marketing
Course

Priority Initiatives

Measuring Creativity

Economic Value of
Marketing

Marketing Organization

Making Big Data Useful

Sustainable Marketing

Targeting Accountability

Measuring Creativity

Objective

- Demonstrate the business and financial impact of great creativity
- Deliver a model that will enable participants to measure the business and financial impact of their creative campaigns

Participants

Associations:

ANA, ARF, MASB, WARC, 4As, IPA

Academics:

David Stewart (LMU), Scott Koslow (Macquarie), Shashi Matta (KU), Maximilian Bauer (KU), Hortense Fong (Columbia), Ingrid Martin (CSULB)

Creative Agencies:

BSSP, FCB, Ogilvy, Lightbeam

Research Agencies:

System1, Kantar

Mondelez, Coca Cola

WILL ADD MORE

Worksteps

- Conduct literature review
- Define "creativity"
- Identify what makes great creative
- Validate initial set of findings by benchmarking creative campaigns
- Determine business and what leads to financial success
- Develop final set of metrics and establish a model for companies to use.

Where we are

- ✓
- ✓
- ✓
- Data Collection underway
- Next step
- Next Step

Expected outcome

- Creativity gets the respect and budget it needs by demonstrating its business and financial impact

Measuring Creativity

- Ground-breaking white paper
- Exhaustive literature review
- Will be HBR article/ book

Creativity defined

Marketing creativity is defined as originality and effectiveness. It has both an emotional and a business impact



Marketing Accountability
Standards Board

The Financial Return on Creativity: The Case of Advertising

Scott Koslow, Shashi Matta, Maximilian Bauer, and
David W. Stewart¹

A MASB White Paper
February, 2024

(Draft. For comment only. Not for general distribution.)
(Please send comments to David W. Stewart at
david.stewart@lmu.edu)

¹ Scott Koslow is a professor of business (marketing) at Macquarie University in Sydney, Australia. Shashi Matta is a professor of innovation and creativity and vice dean of internationalization in the WFI Ingolstadt School of Management at the Catholic University of Eichstätt-Ingolstadt (KU) in Germany. Maximilian Bauer is a doctoral student in the WFI Ingolstadt School of Management at KU. David W. Stewart is a president professor (emeritus) of marketing and business law at Loyola Marymount University in Los Angeles.

Measuring Great Creativity

Originality metrics

Dimension	Primary Metric
1. Create a Strong Emotional Response	Emotion Rating (source: market research emotion analysis)
2. Deliver on a Strategic Objective	Specific Objective Metric (selected depending on the campaign's goals)
3. Stand Out	Differentiation (source: market research)

Effectiveness metrics

1. Grow Brand Equity	Preference (source: market research)
2. Accelerate Growth	Sales Growth (source: company data/3 rd data)
3. Increase Financial Value	Brand Financial Value (source: brand valuation /

Economic Impact of Brand and Marketing

Objective: Design and implement a best practices approach to measuring the economic impact of Brand and Marketing

Participants

Academics

- David Stewart (LMU)
- Vithala Rao (Cornell)
- Anthony Dukes (USC)
- Shuba Shrinivasan (BU)
- Don Sexton (Columbia)

Marketing & Finance

- Jerry Nichols (Bottomline)
- Michael McCaffrey (J&J)
- Polis Pavlidis (Visa)
- Jim Meier (ex Molsen Coors, MASB)
- Kalli Chapman (Prudential)
- Jadon Wellman (Prudential)
- Rafael Alcaraz (CVS Health)
- Peter Field (Peter Field Consulting)

Associations

- Bill Zengel (ANA)
- Laurence Green (IPA)
- Debbie Schildkraut

Agencies

- Edgar Baum (Avasta)
- Nikhil Gharekhan (Presciant)
- Alfred DuPuy (Brand Finance)
- Tatiana Lindenberg (Ogilvy)

Worksteps

- Set up workstream
- Identify metrics
- Gather foundational IP
- Identify case studies / gather data
- Design and run model
- Establish principles

Where we are

- Recruiting marketer participants
- Goal: conduct trials to identify principles & metrics to demonstrate marketing's economic impact
- Active discussions: Visa, Bottomline, Mondelez, The Coca-Cola Company
- Prospects: Prudential, 7-Eleven, J&J, AB InBev, Clorox, P&G, McDonalds, Microsoft, Adidas, Chrysler, Nvidia, Pernod Ricard

Expected outcome

Measurement standards for Marketing equivalent to standards that exist for Financial Management

Economic Impact of Brand and Marketing

Preliminary metrics

Short-term financial metrics

- Immediate sales, revenue
- Variable margins
- Profit
- Share price

Long-term financial metrics ✓

- Discounted Cash Flow ✓
- Shareholder value
- LTV
- Long-term sales ✓

Short-term brand metrics

- Brand awareness / familiarity ✓
- Brand consideration ✓
- Brand relevance
- Advocacy / NPS
- Customer satisfaction ✓✓
- Loyalty / retention ✓

Long-term brand metrics

- Brand preference ✓
- Brand contribution
- Brand equity / imagery ✓

Other business metrics

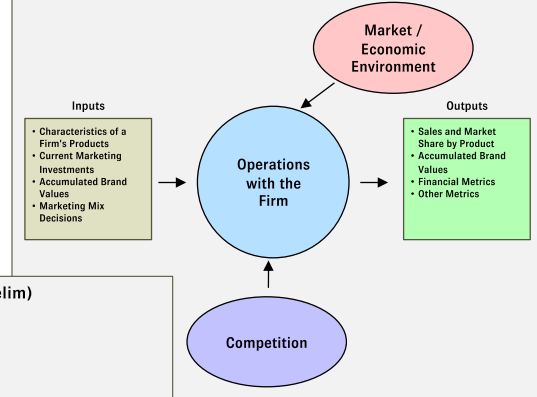
- Volume (units)
- Market share (\$ / vol)
- Perceived value / CVA ✓
- Share of wallet / Future share of wallet ✓
- Share of demand / Future share of demand ✓
- Distribution coverage (availability)

Short-term sales metrics

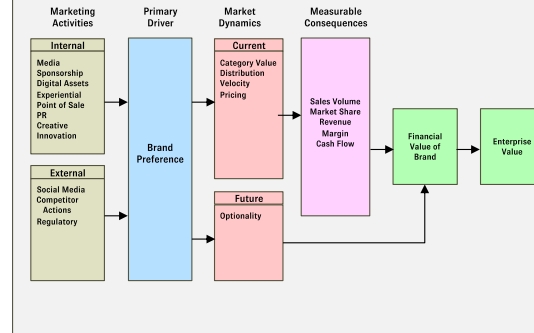
- Inquiries
- Leads

Initial models

Economic Impact of Marketing Investments in a Firm: A Framework (Prelim) (Vithala Rao)



Economic Value Story-Telling Model (Prelim) (Jim Meier)



Financial Value of Brands

OBJECTIVE: Generate practical guidance for financially valuing marketing outcomes and in so doing encourage adherence to ISO 20671 for regular brand evaluation.

Participants



Jim Meier
MillerCoors (ret)



Dave Stewart
LMU



Vithala Rao
SCJ/Cornell



Laurence Newell
Brand Finance



Neil Bendle
UGA



Frank Findley
MASB ED - Sponsor



Joanna Seddon
MAF/MASB



Erich Decker-Hoppen
Communication

Worksteps

- Long running project
- Ongoing monitoring of relevant developments
- Publish illustrative case studies
- Proactively assist brand owners in developing their specific financial valuation approach.
- Demonstrate the connection of marketing to cash flows

Where we are

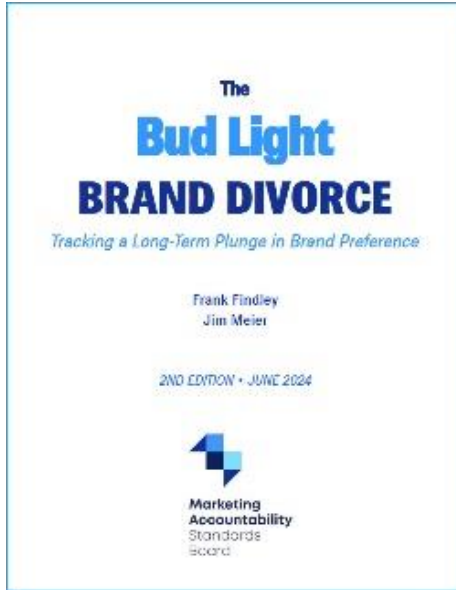
- Lies at the heart of MASB
- Brand Valuation Model in place
- Acts as the foundation for all other initiatives
- Recent publications include:
 - Bud Light Brand Divorce
 - The Financial Value of Brands Imperative
- New video series in full swing

Expected outcome

- Measurement standards for Marketing equivalent to standards that exist for Financial Management
- Brand owners will monitor and report the financial value of their brands

Financial Value of Brands

Bud Light Brand Divorce

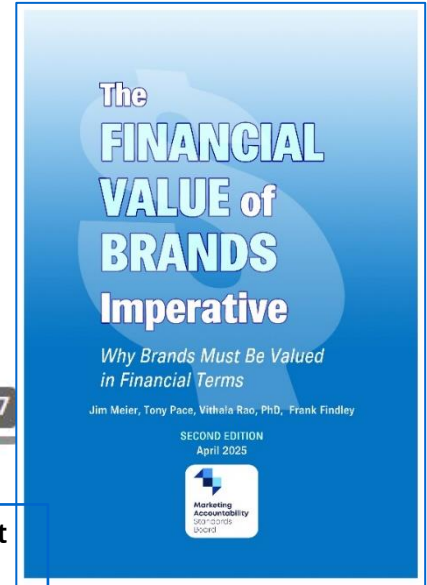


New Video Series



Understanding Kantar's Blueprint for Brand Growth

Financial Value of Brands Book



Available in print from
AMAZON.COM
APRIL 3, 2025
Please leave reviews and share!

Sponsorship Accountability Metrics

OBJECTIVE: determine sponsorship contribution to brand and business

PROJECT TEAM



Karen Ebben
Global Marketing Impact



Jim Meier
MillerCoors (ret)



Purush Papatla
UW Milwaukee



Satya Menon
Kantar



Ray Katz
Columbia



Michael Wokosin
University of Iowa



Larry DeGaris
Northwestern Medill



Darin White
Samford University



Frank Findley MAFB
ED



Joanna Seddon
MAF/MASB



Erich Decker-Hoppen
Communication

WORK

NEW TOPIC IDEAS

- Meta-analysis
- Trends in emerging venues
- Portfolio analysis
- Underutilized assets in sponsorship deals
- Importance of Share-of-Voice
- Ambushing
- Long tail of sponsorship
- Sustainability sponsorship
- Non-profit sponsorship – CIR
- Equity Transference Property/Brand

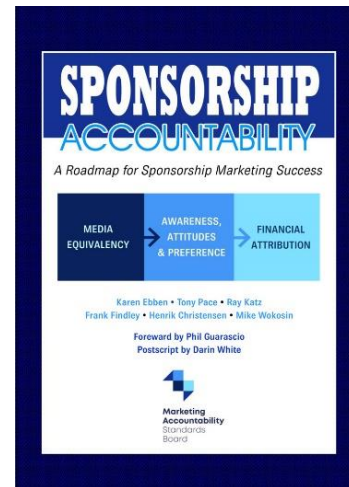
OUTCOMES



Naming Rights – Rights, Wrongs & What's Next | Making Marketing...



eSports: Opportunities for Brands | Making Marketing Accountable Ep 6



Available in print or ebook from AMAZON and B&N
Please leave reviews and share!

Brand Evaluation Standards

OBJECTIVE: Collaborate w/ANSI & ISO to Influence the Brand Evaluation Standards

PROJECT TEAM



Dave Stewart
LMU & TAG Chair



Bobby Calder
Northwestern



Edgar Baum
Avasta



Larry Yu
GW University



Frank Findley
MASB ED
Sponsor & TAG Admin



Joanna Seddon
MAF/MASB



Erich Decker-Hoppen
Communication

WORK

ISO/PWI 20671-5 Brand vocabulary NWIP and committee draft outline approved

TC289 Quarterly newsletter launching

World Brand Day May 10

TC289 Plenary in Singapore in June

ISO 10668 Review to begin soon

OUTCOMES

ISO 11778:2025 Tourism City Standard Published!

Specifies the basic framework, indicators and processes of tourism city brand evaluation.

Universal Marketing Dictionary (UMD)

OBJECTIVE: Eliminate ambiguity in terminology between functions within and across firms

PROJECT TEAM



Paul Farris
Darden



John Gaski
ND Mendoza



Dave Reibstein
Wharton



Todd Kaiser
Consultant &
Adjunct Professor



Allan Kuse
MMAP Center



Frank Findley
MASB ED
Sponsor



Joanna Seddon
MASB CEO



Erich Decker-Hoppen
MASB Communication

NEW TERMS

- Opportunity Cost
- Generative AI
- Co-Creation
- Goods/Service Dominant
- Advertising Elasticity
- Integrated Marketing
- Buy Down
- Product Downsizing
- Market
- Quant and qual research
- Sustainable Marketing terms
- Personalized Marketing
- Big Data
- Boycott
- Buycott
- Revenue Marketing
- Brand Divorce
- Shopping Mission

OUTCOMES

Universal Marketing Dictionary Google Search Impressions Trend



We have been experiencing the AI-pocalypse.

TOP 10 Terms of the Month

1. print media
2. brand
3. advertisement
4. advertising
5. marketing mix

Monthly Google Searches (thousands)

Jan- Present

6. marketing
7. online marketing
8. marketing research
9. retail store
10. buying roles

Marketing Metric Certification

OBJECTIVE: Persuade metric and software providers to undergo MMAP process/audit, achieve certification; and populate Catalog. Help marketers implement their metric systems through effective reporting dashboards.

PROJECT TEAM



Karen Ebben
Global Marketing Impact



Allan Kuse
MASB MMAP



Dave Stewart
LMU & MASB



Tim Gohmann
Strategic Partnerships



Pam Forbus
Mondelez



George Ivie
MRC



Brian Hamilton
DoubleClick
Advertising



Frank Findley
MASB ED



Erich Decker-Hoppen
MASB Communication

WORK

Vendor Certifications since last summit:

- 2 New Metric Certifications
- 1 Metric Recertification

Marketer assessments:

- 2 Proprietary Marketing Metric Inventories and Dashboard Benchmarkings

OUTCOMES

More metrics and algorithms tied to financial performance helping marketers make better decisions and improve return.

CATALOG of CERTIFIED METRICS		
Marketing performance metrics certified through the MASB Marketing Metric Accountability Protocol (MASB membership required for access)		
PROVIDER	MARKETING METRIC	DATE CERTIFIED
Kantar	Meaningful, Different and Salient (MDS) framework	Dec 2024
Proof Analytics	Proof Causal.AI	Mar 2024
Brand Finance	Brand Value Rankings	Apr 2019
Kantar	Meaningfully Different framework (see new version above)	Aug 2018
MSW Research	CCPersuasion	Jan 2018
Kantar Millward Brown	Link Copy Test	Feb 2017
Behavioral Science Lab	BrandEmbrace	May 2016
Nielsen	BASES	May 2016
MSW-ARS Research	Brand Preference/Choice in Tracking	Apr 2016
Blue Marble Enterprises	Customer Equity/Customer Lifetime Value	Sep 2012
CoreBrand	Equity Construct	Oct 2011
ARS Group	APM Facts	Sep 2010

**Thank you to all for your
your ideas, inputs and
strong participation !**



**Marketing
Accountability**
Standards
Board