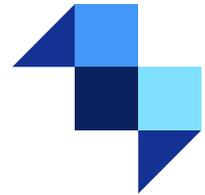


# MASB CEO Address

Spring Summit 2025

**Joanna Seddon**  
Managing Partner of Presciant  
& CEO of MASB



**Marketing  
Accountability**  
Standards  
Board



## THE WALL STREET JOURNAL.

### The Fog of Trade War Is Causing Confusion About Price Increases

Americans are trying to size up whether tariffs really are behind certain price hikes

BUSINESS | RETAIL

### ThredUp Gains Shoppers Weary of Economic Uncertainty

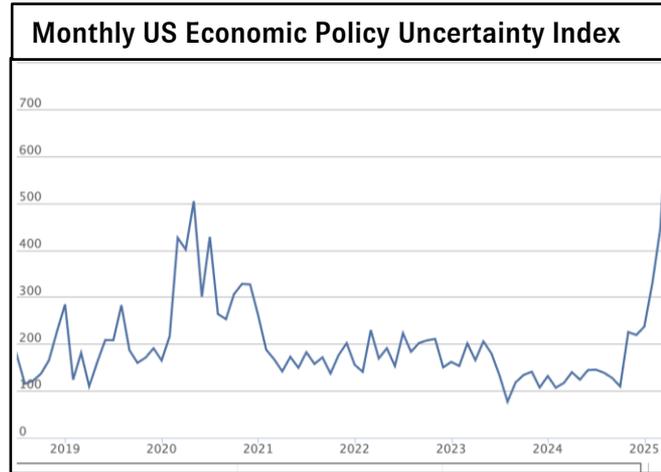
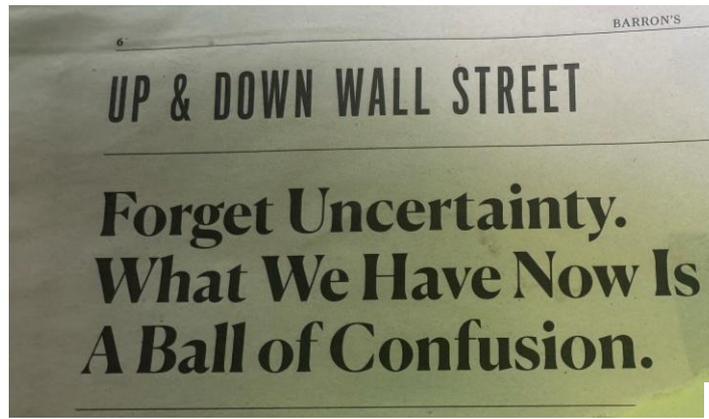
The number of active buyers rose 17%, to 1.47 million, in the second quarter.



### The Uncertainty Surrounding Russia's War in Ukraine, Three Years In



How do you cope with the uncertainty of life right now?



Israel announces plan to take over Gaza City in another escalation of the war



Advisor Center | Markets | Ecor

TRADE | FEATURE

### Trump Tariffs Are Here. The Road Ahead Still Isn't Clear.

GOVERNMENT | INTERNATIONAL AFFAIRS

### Adidas Topped Earnings Estimates. Why the Stock Is Plummeting.

By Sabrina Escobar [Follow](#)  
July 30, 2025, 11:52 am EDT



### China's Political Uncertainty and Its Ripple Effects on Global Markets:



# Brands are in a state of suspended animation

A historically quiet summer

Unsure about how to handle geopolitics, economics and AI

Everyone is in strategic planning sessions

No-one is spending

Everyone is waiting to see what will happen next

No-one knows....



# Agencies are failing

WPP



71% plunge in profits

7,000 layoffs

Mark Read is out

Cindy Rose is in

# OmnicomGroup

IPG

\$13B acquisition

World's largest agency

\$700 million cost cutting

IPG already fired 2,400

Brand agencies combining



# Others taking over

BIG TECH

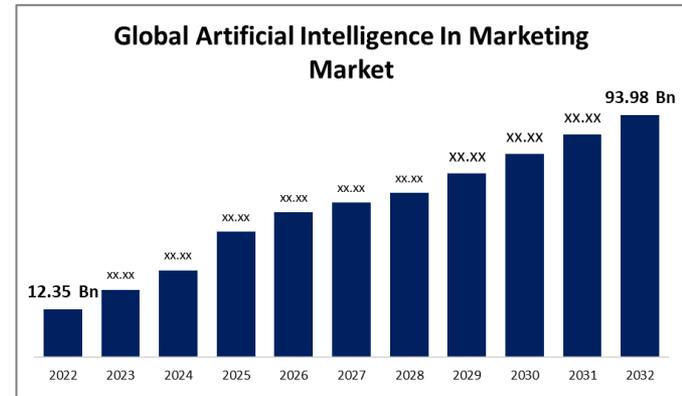


INFLUENCERS

Displacing creativity



AI



# Marketing organizations are in disarray

## The CMO function is widely questioned

- **Not trusted**
  - 90% of CEOs **trust** their CFOs and CTOs; 80% of CEOs **distrust** their CMOS
- **Not respected**
  - The function has been dumbed down to making commercials: CMOs are seen as not strategic and lacking financial literacy
- **Not listened to:**
  - Less than 3% of Board Members have marketing backgrounds

## Different organizational models

- **May or may not include:**
  - Research & Insights, Digital Marketing, Corporate Communications, Internal Communications, Product Marketing, Pricing

## Marketing is being pushed down the executive ladder

- **The title is disappearing**
  - Only 40% of the Fortune 500 now have CMOs
- **Replaced by a dizzying array of new titles:**
  - Chief Commercial Officer, Chief Growth Officer, Chief Revenue Officer, Chief Customer Officer and mor
- **No longer part of the Executive Suite**
  - Reporting to Sales, Corporate Communications, Strategy or the CTO

## Different decision rights

- **May have responsibility but not authority**
  - **Often decentralized: Region, Division/Product Group, sets strategy, allocates budget**
  - Sometimes centralized or hybrid



# MASB holds the secret to solving the problem

- Why is marketing not respected ? Because marketers are unable to demonstrate the business and financial impact of what they do
- MASB's purpose is to change this

## 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.*

# 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



# Why the Universal Marketing Dictionary is so important

- Language constantly evolves, and the faster society moves, the faster words change, and new ones emerge
- This is happening faster than ever now...

## The Dictionary's Accomplishment

### marketing-dictionary.org Origins

- Founded by MASB in 2007, when the AMA, ANA and 4As pooled their separate dictionaries and handed them over to us
- The Dictionary is used by marketers around the globe!

- It is the primary source for both Google searches for marketing terms and, increasingly, for those on ChatGPT

## A Growing Team--WE NEED MORE!!!



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



# Universal Marketing Dictionary 2025

## Review Docket

- Marketing
- Brand/Product Positioning
- AI terms (LLM, fine-tuning)
- Marketing Exposed Sales, incremental Sales, baseline sales, Incremental sales (promotional lift)
- Brand Stewardship
- Goodhart's Law
- Direct, Indirect, & Surrogate Measures
- Brand Identity
- Opportunity Cost
- Generative AI
- Market

- Quant and qual research
- Sustainable Marketing and related terms
- Personalized Marketing
- Big Data
- Boycott
- Boycott
- Revenue Marketing
- Brand Divorce
- Shopping Mission
- Buy Down
- Product Downsizing
- Advertising Elasticity
- iROAS
- Integrated Marketing
- Mental Availability

## ■ 10 Characteristics of an Ideal Metric:

- Relevant
  - Predictive
  - Objective
  - Calibrated
  - Reliable
  - Sensitive
  - Simple
  - Causal
  - Transparent
  - Quality Assured
- Co-Creation/'Value Co-Creation'
  - Goods/Service Dominant



# MARKETING TERM of the WEEK

Marketing Term of the Week is researched and written weekly by MASB Director of Communication **Erich Decker-Hoppen**

## Ad Age Measurement Terms

**AdAge.com** recently published the [Ad Age Measurement Glossary](#), written by Jack Neff. After review by the project team, these 14 terms have been added to the UMD:

- Average minute audience
- C3
- C7
- Cohort
- Conversion
- Duration-weighted impression
- Individual commercial metrics
- Last-touch attribution
- Match rate
- Multi-touch attribution
- Propensity modeling
- Resonance
- Time to conversion
- Walled garden

*These terms were featured as Marketing Term of the Week.*



The screenshot displays the homepage of 'THE UNIVERSAL MARKETING DICTIONARY'. The header features the title in large blue letters. Below the title is a navigation bar with a home icon, 'MTOW', and the current term: 'MARKETING TERM of the WEEK: Choosy Mothers Edition'. The main content area shows the title 'MARKETING TERM of the WEEK: Choosy Mothers Edition' and the date 'August 11, 2025'. The introductory text reads: 'The likelihood of consumers to become brand buyers is predicted by what?'

**THE UNIVERSAL  
MARKETING DICTIONARY**

Marketing  
Accountability  
Standards  
Board  
IN COLLABORATION WITH  
AM> AN> MSI  
EST. 2011

☰

🏠 > MTOW > MARKETING TERM of the WEEK: Choosy Mothers Edition

## MARKETING TERM of the WEEK: Choosy Mothers Edition

🕒 August 11, 2025

The likelihood of consumers to become brand buyers is predicted by what?

# MASB's work on the ISO standards

MASB is playing a thought leadership role on the evolution of ISO brand 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

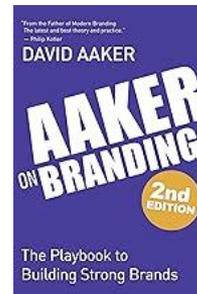
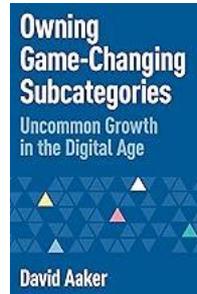
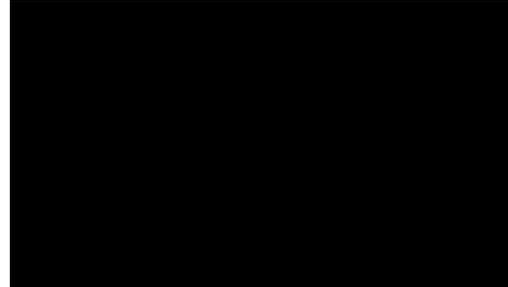


Erich Decker-Hoppen  
Communication

## WORLD BRAND DAY

May 10th

2 Webinars—David Aaker and  
Jerry Nichols



## ISO 10668 REVIEW

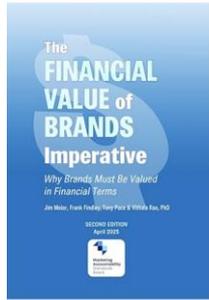


- 5-year update of the seminal Brand Evaluation Standard finally initiated!
  - 3 teams: Legal, Behavioral, and Financial
  - Will play a key role in the Behavioral team
  - Supporting Zeeger Vink of INTA and his team on the legal aspects
- Working on new standards for Brand Vocabulary and Brand Sustainability

# Measuring financial impact is core to all MASB initiatives

Two are specifically dedicated to this

## FINANCIAL VALUE OF BRANDS



### YouTube Channel series



Jim Meier  
MillerCoors (ret)



Dave Stewart  
LMU



Vilthala Rao  
SCJ/Cornell



Laurence Newell  
Brand Finance



Neil Bendle  
UGA



Frank Findley  
MASB ED - Sponsor



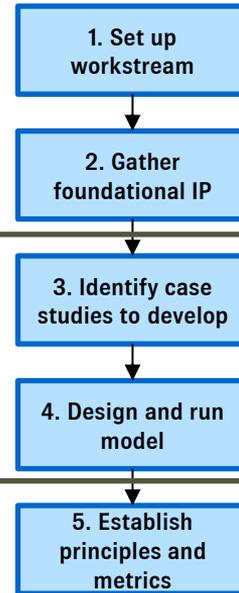
Joanna Seddon  
MAF/MASB



Erich Decker-Hoppen  
Communication

## ECONOMIC IMPACT OF MARKETING

### Workplan

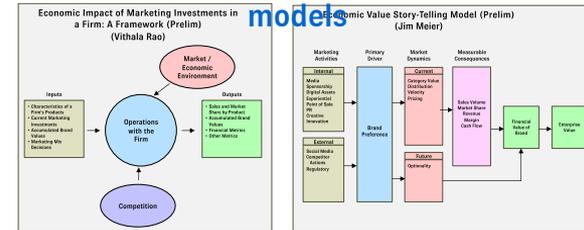


**Objective:** Design and implement a best practices approach to measuring the economic impact of Brand and Marketing

**Where we are:**

- Data collection discussions (Visa, Bottomline, Mondelez, Coca-Cola, 7-Eleven, CavinKare)
- Exploring use of BIV trials data
- Modeling, using simulated data set

### Initial models



- 2<sup>nd</sup> edition now available on Amazon and Barnes & Noble
- On the Amazon list of Best Sellers for Valuation books
- 5 Star reviews so far, but we need more – **PLEASE READ AND REVIEW** if you haven't

# MMAP Audits are in huge demand

7 are underway or recently completed

TWO TYPES OF AUDIT

Watch this space –  
new accreditation  
will be awarded

## PROJECT TEAM



Karen Ebben  
Global Marketing Impact



Allan Kuse  
MASB MMAP



Tim Gohmann  
SmartThink



Jerry Nichols  
Bottomline



Dave Stewart  
LMU & MASB



George Ivie  
MRC



Frank Findley  
MASB ED  
Sponsor



Erich Decker-Hoppen  
MASB Communication

## Agency

- Certification of metrics/ methodologies
- Annual certification comes with MASB membership
- MASB Certification mark provides:
  - Ideas on metric improvement to research and analytics agencies
  - Confidence for major clients
  - A competitive advantage for agencies

## Brand

- Assessments of metrics/ methodologies
- For internal purposes
  - The strictest confidentiality protocols.
  - Names of those audited not even disclosed
- Types of assessment include:
  - Audit of metrics and measurement methodologies
  - Rationalization and optimization of dashboards and scorecards

# Two key initiatives are continuing to make progress

## MEASURING CREATIVITY

### Creativity Defined

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

### Team

#### 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

#### Brands

Mondelez, Coca Cola Newell Rubbermaid, 7/11

### Literature Review Completed



### Metrics Set

Measuring Great Creativity

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 (calculated 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/3rd-party data)
3. Increase Financial Value	Brand Financial Value (source: brand valuation /

### Research Underway

- Brand marketer participants are identifying campaigns and collecting data

## SPONSORSHIP ACCOUNTABILITY

### A Highly Successful Initiative

Accomplishments include: a methodology and model, a book, and several webinars

### 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 DeCaris  
Northwestern Medill



Darin White  
Samford University



Frank Findley  
ED MASB



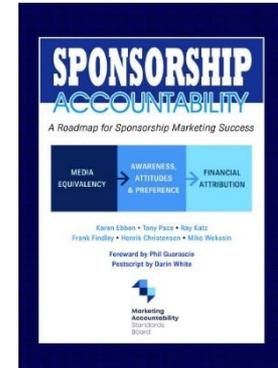
Joanna Seddon  
MAF/MASB



Erich Decker-Hoppen  
Communication

### Work in Progress

- Expanding to add on Naming Rights and NIL
- Will be part of a new edition of the book
- More webinars



# Priority initiatives are entering the proof-of-concept stage

## MARKETING ORGANIZATION

### Team Expanded

- Pam Forbus, B2C Marketer, Mondelez
- Mark Stouse, B2B Agency, MOP Co-Chair
- David Stewart, Loyola Marymount University
- Leigh McAlister, University of Texas
- Jean-Pierre Dube, University of Chicago
- Michelle Killebrew, B2B Marketer
- Jona Mancuso, B2C Marketer, Carma Labs
- Frank Findley, Executive Director, MASB

Looking for a new Chair as Pam has to transition off given her new Mondelez role

### Literature Review Completed

- Firms leverage the marketing function in variable ways
- The drivers for this variation are not documented or well understood
- It's not proven/known/documented if the variation impacts the performance of the firm
- The impact of Generative AI will have a profound effect on marketing capabilities, structure and decision making
- False expectations exist for marketer career path
- Many firms are underleveraging marketing

### Research Designed

- Research will focus on companies selling branded products/commodities, excluding retail and pure services
- Initial sample size target is 25 companies, with potential for expansion

### Research Topics

- Is there a marketing department
- Who leads it
- Who do they report to
- Who reports to them
- What function is the decision maker for key marketing activities
- Changes to decision rights and ownership
- Questions on Delaware ruling
- Triangulate with # employees
- Large company marketing organization
- Working media % sales
- Public data to append

### Issue Structured

1. Codify the current state of marketing within organizations and identify drivers of design and role variability, including a firm segmentation that can explain the variability drivers
2. Determine if there is lost value creation with any of the design choices
3. Identify where Generative AI will have the biggest impact on the marketing organization, practices, capabilities
4. Publish the most effective marketing organization designs and roles to maximize value creation and highlight differences in designs by company type if applicable

# Other priority initiatives underway

## MAKING BIG DATA USEFUL



### Survey is launched (with Forbes)

#### MASB Big Data for Marketing Usage Survey

Thank you for participating in our survey on the use of Big Data. Your response will be used to understand the current status of Big Data for marketing purposes. It is estimated that this survey will take 8 minutes to complete.

Big Data refers to large, diverse, and complex data sets that comprise large volumes of structured and unstructured information.

Examples of structured data include sales, advertising expenditures, advertising quality, media exposure rates, and customer demographics. Examples of unstructured data include raw text (e.g., from social media feeds), images, audio and video which, prior to being coded into categories, is not in a readily analyzable form.

### Why it's so important

- CMOs expect 44% of their work to be AI enabled in 3 yrs
- They worry: will AI will give them the wrong answers, introduce biases into their decision making, create brand and compliance risks
- The reliability, availability and cost advantages of these tools are not well understood.
- "If marketers don't figure out the best ways to structure, analyze, and monetize their marketing big data, their role as the voice of the customer and the leader of customer insight will be called into question," says Purush Papatla

### Team



**Purushottam "Purush" Papatla** – Northwestern Mutual Data Science Institute Professor of Marketing and Co-Director of the Northwestern Mutual Data Science Institute at the University of Wisconsin-Milwaukee



**Vithala R. Rao** – Deane Malott Professor of Management and Professor of Marketing and Quantitative Methods Emeritus at Cornell University



**Venkatesh (Venky) Shankar** is Harold M. Brierley Endowed Professor with the Brierley Institute for Customer Engagement and Professor of Marketing at SMU Cox School of Business



**David W. Stewart** – President's Chair in Marketing and Law Emeritus at Loyola Marymount University and MASB Chair



**Frank Findley**, MASB Executive Director

## SUSTAINABLE MARKETING

### Sustainable Marketing Accountability

<b>Project</b>	<b>Sustainable Marketing Accountability (Neil Bendle, Sarah Colamarino)</b>	<b>Strategy</b> Provide expert advice to the ISO TC289 Brand Sustainability Reporting initiative. Compile sustainability definitions for the Universal Marketing Dictionary. Work with suppliers in the space to create and disseminate a resource guide.
<b>Issue Addressed</b>	Marketing is being called upon to play a central role on corporate <a href="#">sustainability</a> initiatives. This includes brand purpose, compliance, communication, adoption areas, product development & go-to-market strategy. Yet, there remains a lack of clarity in how marketing can fulfill its sustainability role.	
<b>Project Objective</b>	Provide tools/solutions for marketers to address sustainability and contribute to & measure the impact and perception.	
<b>Expected Outcome</b>	ISO Standard for Brand Sustainability Reporting, definitions for sustainability terms, a white paper with cases, and a Marketing Sustainability Resource Guide	
<b>When</b>	2024 - 2025	

### White Paper Drafted

#### MASB White Paper on Sustainable Marketing Accountability

Version August 11, 2023

Contents	
Introduction	3
Relevant MASB Universal Language Dictionary Definitions	4
What is Sustainability?	7
Background on Thinking About Sustainability	7
Is Sustainability Just Green?	8
Sustaining Business	11
The Triple Bottom Line And The Three Ps...	13
Shareholders Will Shareholders	14
Strategic Priority	14
Sustainability: A Key To Sustainable Marketing Strategy	15
B Corp. And Benefit Corporations	16
Being Decent Wasn't Invented Yesterday	17
The Activities	19
ESG (Environmental, Social, and Governance)	19
DEI (Diversity, Equity, and Inclusion)	21
Research in Sustainable Business	22
How Can Sustainable Business Make Money?	23
Will Sustainable Business Initiatives Always Make You Money?	23
How to Measure the Financial Success of Sustainable Business	24
Conclusion	25
References	26

### Team

Neil Bendle, UGA, Co-Lead

Sarah Colamarino, Presciant Co-Lead

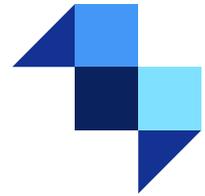
Johanna Frösén, Aalto University School of Business

Alison Pepper, 4As

Alfred DuPuy, Brand Finance

Alan Hart, Deloitte

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



**Marketing  
Accountability**  
Standards  
Board

# We are driven by our vision

In 2024 we worked hard

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

2025 is about delivering results

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