



10 Big Things MMA Marketer Members Get in 2026

Ten major knowledge and learning opportunities—plus one that goes to eleven. All grounded in evidence. All designed to make CMOs better at creating value.

EXECUTIVE SUMMARY

Dear Marketers who Care about Marketing,

The Marketing + Media Alliance exists for one purpose: to make CMOs better at creating value. As a non-profit, MMA operates without commercial bias—no selling, no vendor agendas, no consultancy overlays. Its sole role is to develop, test, and codify marketing knowledge through multi-year labs, real-world experiments, and peer governance, so marketing decisions can withstand financial, organizational, and board-level scrutiny.

Marketing now sits at the center of enterprise value creation, yet the discipline is operating through its most disruptive period without a shared, evidence-based system for decision-making. AI, fractured measurement, budget pressure, and organizational strain have raised the stakes for CMOs—and for the boards and companies that rely on them. In this environment, leadership requires more than experience or instinct; it requires rigor and NEW knowledge.

Participation in this work is not symbolic. For CMOs and board members, there is a professional obligation—to their companies, to their teams, and to the discipline itself—to contribute to the systems that will define how marketing is funded, measured, and trusted going forward. Stepping away from that responsibility does not pause progress; it simply cedes influence to others.

The following ten priorities—plus one that goes to eleven—outline the concrete knowledge, frameworks, and capabilities MMA members will gain in 2026. Together, they represent the clearest articulation yet of what CMOs must understand, be able to execute, and be able to prove in order to lead effectively in the years ahead.

Let me know if you'd like to talk more. See below for what the members will get in 2026 from the MMA.

Best,



Greg Stuart
CEO, Marketing + Media Alliance



01 A Revolutionary, Finance-Grade Formula That Connects Marketing to Enterprise Value

In 2026, MMA members gain access to something marketing has never had before: a specific, mathematical formula that connects marketing investment to enterprise value.

- Currently being **tested with CMOs and CFOs** at major enterprises
- Connects marketing actions to **short-term financial impact and long-term firm value**
- Creates a shared, decision-grade system **Marketing and Finance can jointly own**
- Will be validated longitudinally over time

This is not a framework or a theory. It is a revolutionary formula that permanently changes how marketing is funded and evaluated.

01

02 A Proven Growth Framework Available Now That Can Lift Performance by +50% to +100%

The Movable Middles Growth Framework™ is live, proven, and available to MMA members today.

- Immediate access to a planning system delivering **+50% to +100% ROAS lift** in real campaigns
- **Fully executable through standard DSPs**—not theoretical or bespoke systems
- Access to underlying planning logic, audience strategy, and execution guidance
- Ongoing benchmarking as the system is applied across brands, categories, and markets

This is no longer just a growth theory. It is a deployable, research-backed media system CMOs can use now.

02

03 The Most Advanced, Enterprise-Ready AI Transformation Program in Marketing

AI is no longer a technology question. It is an operating model question.

- **CMO AI Transformation Summits:** invitation-only, peer-led forums comparing AI operating models and real-world results
- Ongoing **AI training and certification** moving teams from experimentation to execution
- New AI-driven marketing operating model work developed with **BCG**
- Portfolio of validated AI pilots across personalization, creative, audience development, and measurement

This is where AI becomes an institutional capability, not a side project.

04 AI-Personalized Advertising That Optimizes for Brand, Traffic, and Sales

In 2026, MMA delivers new global learning on AI-driven personalized advertising that goes beyond digital-only performance.

- Evidence on using AI personalization to optimize **brand outcomes**, not just clicks
- Studies linking AI-personalized advertising to **in-store traffic and offline sales**
- Clear guidance on when AI personalization works, where it plateaus, and how to apply it effectively

This establishes AI personalization as a full-funnel growth discipline, not just a media tactic.

05 Brand-as-Performance: The Final, Conclusive Proof of Brand's Long-Term Value

After investing more than \$3 million, MMA will release the final, conclusive Brand-as-Performance study in 2026.

- How brand investment drives both immediate and **long-term sales growth**
- The finding that **long-term sales revenue is approximately 7× greater** than what's visible during the initial campaign
- How brand favorability activates customers at multiples traditional measurement never captured
- How to fund brand with the **same confidence and rigor as performance media**

This permanently ends the false brand-versus-performance debate.

05

06 A Measurement System Connecting Org Design to Business Performance

MMA has gone beyond org frameworks to build an actual measurement system linking marketing organization design to business outcomes.

- A system showing how marketing org design **correlates with sales and growth**
- Evidence that the **#1 driver of performance is the fit of capabilities to marketing strategy**
- Clear insight into which org changes increase sales—and which do not
- Research on **shared ambition, psychological safety, and operating model design**

What drives marketing value is now measurable—and it is not what most organizations think.

06



07

Long-Running, Decision-Grade Longitudinal Tracking of Marketers

MMA members gain access to a deep, longitudinal understanding of how marketing is actually evolving, informed by years of continuous research and updated in 2026.

- How **marketing talent, creative processes, content, discovery, and influence** are truly changing
- How organizations are adapting operating models and capabilities in response to **AI and data disruption**
- Where the industry genuinely is—versus where hype and vendor narratives suggest
- **At least 12 reports** in this area

This gives CMOs a reality-based map of the market, not trend-chasing commentary.

08 AI Labs That Predict Creative Impact Before Campaign Launch

In 2026, MMA will continue running AI labs and experiments designed to assess creative impact before media spend.

- AI-driven evaluation of **creative concepts and executions prior to launch**
- Evidence showing **performance lifts of up to 50% or more** by eliminating weak creative early
- Practical access so teams can apply learnings directly to upcoming campaigns

Creative performance becomes predictable, measurable, and actionable in advance.

08

09 Measurement Confidence That Predictively Ties Marketing to Outcomes

Measurement failure remains one of marketing's largest sources of value destruction.

- The **Marketing Measurement Quality Score**: standardized benchmark for incrementality and attribution maturity
- Wave 10 of the **State of Measurement & Attribution**—the industry's longest-running accountability study
- Guidance on applying MTA correctly and improving adoption quality
- **Predictive frameworks** connecting measurement outputs to business outcomes in language CFOs trust

This replaces fragile dashboards with financially credible, decision-grade confidence.

09

10 A Global CMO Alliance Actively Shaping the Future of Marketing

MMA is not a passive membership organization. It is a working alliance.

- Working with **350+ board members worldwide**, representing well over **350,000 marketers**
- Global, regional, and B2B CMO Boards that **co-create MMA's agenda**
- Councils and working groups where **evidence—not opinion**—sets direction
- Closed-door summits where CMOs align on AI, org design, and enterprise value creation

This is where the future of marketing is shaped, not reacted to.

11

The 10 Plagues of Modern Marketing

Some ideas persist because no one has killed them with evidence. In 2026, MMA will publish a series investigating the 10 Plagues of Modern Marketing Thinking—widely held beliefs that are simply not true, and are value-destroying.

- **Evidence-based reports** dispelling common myths that distort decision-making
- Clear explanations of why these beliefs persist—and the **value they destroy**
- **Replacement decision frameworks** grounded in real data and experiments
- Integration into a broader, **codified body of marketing knowledge**

This is how marketing finally moves from fragmented practice to a disciplined, cumulative field.

The Future Belongs to Those Who Shape It

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