

ORR CONSULTING

The Marketing Measurement Scorecard

30 questions to answer before you trust your
marketing numbers, or ask anyone else to.

For CEOs, CFOs, marketing leaders and operating partners at companies
with \$5M to \$500M in revenue.

Linda Orr, PhD

Fractional CMO and marketing measurement specialist

Why I wrote this

Most companies I talk with are spending real money on marketing and can't say with confidence which part of it is working. The dashboards look busy, the agency reports look good, and the CFO still has questions nobody can answer cleanly. That gap gets expensive when a board, a lender or a buyer starts asking the same questions.

This scorecard covers the ground I look at when I start a marketing performance audit. It runs across six areas: tracking, reporting, paid media, incrementality, budgeting and ownership. You can work through it in about 30 minutes with your marketing lead and someone from finance in the room. The conversation it starts is usually worth more than the score.

Answer honestly. A low score is useful. It tells you where to look first.

How to score it

- 0 No, or you don't know. If nobody in the room can answer confidently, score it 0.
- 1 Partly. It exists but is incomplete, out of date, or depends on one person.
- 2 Yes, and you could show the evidence today.

Each section has five questions worth up to 10 points. Add your section subtotals on the last page for a total out of 60.

The six areas

01

Tracking and data foundation

If the inputs are wrong, every report built on them is wrong too. Start here.

02

Attribution and reporting

Most companies have plenty of dashboards. Fewer have numbers that leadership agrees on.

03

Paid media efficiency

Spend tends to grow faster than anyone's understanding of what it returns.

04

Incrementality and modeling

The real question is what would have happened without the marketing.

05

Budget and planning

A budget built from last year plus a percentage is a guess with a spreadsheet around it.

06

Ownership and governance

When measurement belongs to everyone, it belongs to no one.

01 Tracking and data foundation

If the inputs are wrong, every report built on them is wrong too. Start here.

QUESTION	SCORE
1 Do the conversions in your analytics match the orders or leads in your backend system? What good looks like: Monthly totals reconcile within a small, known gap, and someone can explain the gap.	☐ 0 ☐ 1 ☐ 2
2 Do you know which conversion each ad platform is counting? What good looks like: Each platform optimizes to one primary conversion, and the same sale is not counted in three places.	☐ 0 ☐ 1 ☐ 2
3 Are campaign naming and UTM rules written down and followed? What good looks like: Every paid link follows one convention, so channel reports roll up without manual cleanup.	☐ 0 ☐ 1 ☐ 2
4 Is revenue from outside the website connected to marketing data? What good looks like: Phone, sales team, retail and marketplace revenue is matched back to source, or reported beside it every month.	☐ 0 ☐ 1 ☐ 2
5 Could you pull two years of weekly spend and revenue by channel in one day? What good looks like: Clean history sits in one place. This is the raw material for any model or budget review.	☐ 0 ☐ 1 ☐ 2
SECTION SUBTOTAL	<u> </u> / 10

02 Attribution and reporting

Most companies have plenty of dashboards. Fewer have numbers that leadership agrees on.

QUESTION	SCORE
6 Does the leadership team look at one agreed revenue number? What good looks like: Finance and marketing report the same revenue from the same source.	☐ 0 ☐ 1 ☐ 2
7 Have you compared the conversions your platforms claim with your actual sales? What good looks like: The sum of platform-reported conversions is checked against total sales, and the overlap is known.	☐ 0 ☐ 1 ☐ 2
8 Is new-customer revenue reported separately from returning-customer revenue? What good looks like: Acquisition spend is judged on new customers, so repeat buyers do not make it look better than it is.	☐ 0 ☐ 1 ☐ 2
9 Is branded search reported separately from non-brand search? What good looks like: Brand search is treated as demand you already created, so it does not inflate paid search results.	☐ 0 ☐ 1 ☐ 2
10 Does your monthly reporting explain why numbers moved? What good looks like: Each report names what changed, the likely cause, and the action it points to.	☐ 0 ☐ 1 ☐ 2
SECTION SUBTOTAL	<u> </u> / 10

03 Paid media efficiency

Spend tends to grow faster than anyone's understanding of what it returns.

QUESTION		SCORE
11	Do you know your blended customer acquisition cost and how it has trended over 12 months? <i>What good looks like:</i> Total marketing spend divided by new customers is tracked monthly and discussed.	☐ 0 ☐ 1 ☐ 2
12	Is each channel held to a target tied to margin or customer lifetime value? <i>What good looks like:</i> Targets come from your own unit economics rather than platform benchmarks.	☐ 0 ☐ 1 ☐ 2
13	Do you know where returns start to flatten in your largest channels? <i>What good looks like:</i> You can say roughly where the next dollar in a channel stops paying back.	☐ 0 ☐ 1 ☐ 2
14	Has anyone outside your agency reviewed your ad accounts in the last year? <i>What good looks like:</i> An independent review has checked structure, bidding, targeting and wasted spend.	☐ 0 ☐ 1 ☐ 2
15	Is your agency's pay separate from how much you spend? <i>What good looks like:</i> Agency fees do not rise automatically when budgets rise.	☐ 0 ☐ 1 ☐ 2
SECTION SUBTOTAL		<u> </u> / 10

04 Incrementality and modeling

The real question is what would have happened without the marketing.

QUESTION		SCORE
16	Have you run a holdout or geographic test on a major channel? <i>What good looks like:</i> At least one large channel has been tested by turning it off or down somewhere and measuring the difference.	☐ 0 ☐ 1 ☐ 2
17	Do you have a marketing mix model built on your own data? <i>What good looks like:</i> A model built on your history is refreshed at least quarterly and used in planning.	☐ 0 ☐ 1 ☐ 2
18	Does your analysis account for factors outside marketing? <i>What good looks like:</i> Seasonality, pricing, promotions, economic conditions, weather and PR are in the data, so marketing does not get credit or blame for them.	☐ 0 ☐ 1 ☐ 2
19	Could you estimate what would happen to revenue if you cut spend by 20%? <i>What good looks like:</i> You have a defensible range, by channel, grounded in your own results.	☐ 0 ☐ 1 ☐ 2
20	Are test results written down and used to move budget? <i>What good looks like:</i> There is a running log of tests, what they found, and what changed because of them.	☐ 0 ☐ 1 ☐ 2
SECTION SUBTOTAL		<u> </u> / 10

05 Budget and planning

A budget built from last year plus a percentage is a guess with a spreadsheet around it.

QUESTION	SCORE
21 Is the annual marketing budget built from expected return by channel? <i>What good looks like:</i> Channel budgets come from response curves and targets rather than last year's split.	☐ 0 ☐ 1 ☐ 2
22 Is there a written process for moving budget during the year? <i>What good looks like:</i> Clear rules say when money shifts between channels, and who approves it.	☐ 0 ☐ 1 ☐ 2
23 Does the marketing plan connect to the company's operating model? <i>What good looks like:</i> Marketing's forecast feeds the revenue plan that goes to the board or lender.	☐ 0 ☐ 1 ☐ 2
24 Do you set aside part of the budget for testing? <i>What good looks like:</i> A fixed share of spend is reserved for tests, so learning does not depend on leftover money.	☐ 0 ☐ 1 ☐ 2
25 Could you explain the marketing plan to a board, lender or buyer on one page? <i>What good looks like:</i> Spend, expected return and the evidence behind it fit on a single page.	☐ 0 ☐ 1 ☐ 2
SECTION SUBTOTAL	<u> </u> / 10

06 Ownership and governance

When measurement belongs to everyone, it belongs to no one.

QUESTION	SCORE
26 Is one person accountable for marketing measurement? <i>What good looks like:</i> A named owner signs off on the numbers before they go to leadership.	☐ 0 ☐ 1 ☐ 2
27 Does the company own its ad accounts, analytics and data? <i>What good looks like:</i> Accounts are in the company's name, with admin access held internally.	☐ 0 ☐ 1 ☐ 2
28 Is your tracking setup documented? <i>What good looks like:</i> A current document lists tags, conversions, integrations and who maintains them.	☐ 0 ☐ 1 ☐ 2
29 Do marketing and finance review the numbers together each month? <i>What good looks like:</i> A standing monthly meeting reconciles spend, revenue and results.	☐ 0 ☐ 1 ☐ 2
30 Would your marketing numbers hold up in due diligence? <i>What good looks like:</i> An outside analyst could trace reported results back to source data without your help.	☐ 0 ☐ 1 ☐ 2
SECTION SUBTOTAL	<u> </u> / 10

Your total

01	Tracking and data foundation	/ 10
02	Attribution and reporting	/ 10
03	Paid media efficiency	/ 10
04	Incrementality and modeling	/ 10
05	Budget and planning	/ 10
06	Ownership and governance	/ 10
Total score		/ 60

Solid foundation

48 to 60

Your numbers can carry real decisions. The next gains usually come from modeling and testing that sharpen where each dollar goes.

Gaps worth closing

30 to 47

The basics are mostly there, but a few weak spots are likely distorting how budget gets set. Fix the lowest-scoring section first.

Not ready to lean on

Under 30

The numbers can't yet support big budget calls or outside scrutiny. Start with tracking and ownership, because everything else depends on them.

If you want help with the gaps

Paid Media Audit. An independent review of your ad accounts, tracking and spend.	From \$8,000
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Marketing Performance Audit. All six areas in this scorecard, with a prioritized plan.	From \$15,000
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Audit plus Marketing Mix Model. The audit, plus a model built on your own data.	From \$20,000
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Fractional CMO. Ongoing strategy, budget and measurement leadership. Starting at \$8,000/month. Most engagements run \$12,000 to \$20,000 a month.	Monthly
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Every engagement is custom quoted based on scope.

About me

I'm Linda Orr, PhD, a fractional CMO and marketing measurement specialist based in Cleveland. I've spent more than 25 years in marketing strategy and analytics.

As Principal Brand Analyst at Upwork, I built the company's first marketing mix model and supported strategy for an \$88M annual marketing budget. Today I work with DTC, healthcare and B2B brands between \$5M and \$500M in revenue, helping leadership teams figure out what their marketing is actually returning and where the next dollar should go.

When I build a model, I bring in the outside data most tools miss, like economic conditions, weather, PR and offline media, so marketing gets credit only for what it caused.

Talk through your score

Bring your completed scorecard to a marketing strategy call. I'll tell you which gaps matter most for your business and what it would take to close them.

[Book a marketing strategy call](#)

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