

CMO · HEAD OF DIGITAL / MARKETING LEAD

Measurement Governance Charter

One source of truth, locked definitions, a named owner for each number, and a process for changing one. This addresses the failure behind most marketing arguments.

THE DECISION THIS TEMPLATE PROTECTS

Who is allowed to change the definition of a number, and how.

ROLE	COURSE PLACEMENT	REVISION
CMO / Head of Digital	Main Course Module 7 · Measurement integrity	Version 1.0 Current as of 19 August 2026

Write it once and enforce it. The enforcement is the whole value; a charter nobody points at during a disagreement has not been adopted. The definitions section is the part that resolves the most arguments per line written.

BEFORE YOU START, YOU NEED

- Every current reporting surface and who produces it.
- The current definitions, which will conflict.
- Authority to declare one number canonical.

01 Canonical definitions

TERM	DEFINITION	SOURCE OF TRUTH	OWNER
Lead			
Qualified lead			

TERM	DEFINITION	SOURCE OF TRUTH	OWNER
Opportunity			
Conversion			
Cost per acquisition			
Return			
Active customer			
Churn			

Where marketing and sales define a qualified lead differently, that is not a reporting inconvenience. It is two teams working toward different goals and reporting as though they were not.

02 Source of truth

QUESTION	CANONICAL SOURCE	WHY THIS ONE	WHAT WE IGNORE
How many leads			
How much revenue			
How much spend			
Channel attribution			

03 Changing a definition

1. Proposed in writing, with the reason and the effect on historical comparison.
2. Assessed by the metric owner and one other person.
3. Approved or declined, in writing.
4. If approved: historical data restated or the break documented and dated.
5. Everyone who reports on it is told before the next reporting cycle.

WHO APPROVES A DEFINITION CHANGE

04 The change log

DATE	TERM	OLD DEFINITION	NEW	REASON	HISTORICAL RESTATED?

An undocumented definition change makes every historical comparison silently wrong. This log is the difference between a measurement function and a collection of dashboards.

05 Confidence disclosure

Every reported number carries its confidence level. This is a standard, not an option.

LEVEL	MEANING	HOW IT IS SHOWN
Measured	Directly observed	
Attributed	Model-assigned, assumptions stated	
Inferred	Reasoned from correlation	
Estimated	Best available judgment	

JUDGMENT PROMPTS

1.

How many definitions of a qualified lead currently exist in your organisation?

2.

When a number changed last quarter, was it the performance or the definition?

3.

Who would notice if somebody quietly changed an attribution window?

WHAT THIS TEMPLATE WILL NOT DO FOR YOU

- It will not make the numbers accurate. It makes them consistent and their changes visible.
- It requires authority. Without a mandate, it becomes a document nobody follows.
- It cannot settle attribution disputes, only make the assumptions explicit.

THE DEFENSIBLE OUTPUT

A charter with canonical definitions, named owners, a change process and a maintained change log.

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