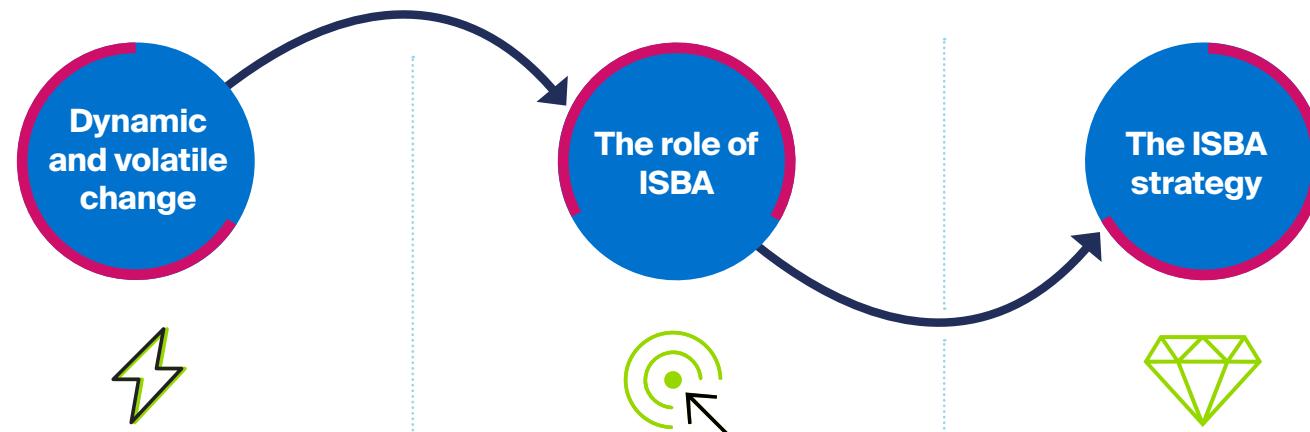


Introduction to ISBA's long term strategy and plans for 2026



ISBA's strategy is anchored in insights and information, including direct feedback from members and industry landscape assessments.

The 2026 Operating Priorities are our focus for the next 12 months.

- ▶ Marketers are facing, arguably the biggest transformation of our industry since ISBA was formed in 1900.
- ▶ Member concerns are dominated by the economic outlook and the tech environment, significantly influenced by AI.
- ▶ They are managing a complex mix of financial pressures, tech disruption, measurement challenges, and evolving talent needs.
- ▶ Whilst trust in advertising is on the rise, challenges remain, from online user and brand safety, to authenticity and the use of AI.

- ▶ ISBA is greatly valued by its members and plays a critical role in bringing together advertisers, media owners, regulators and other stakeholder bodies to shape industry frameworks and best practices.
- ▶ ISBA's reputation means government and the media value its opinion and thought leadership.
- ▶ The new ISBA strategy has been developed in order to ensure it remains as trusted, relevant and influential in the next five years as it has in the last 125.

1 Effectiveness and trust: Marketers need help to prove the effectiveness of their investment. Not another academic argument, but a single, independent, evidence-based framework. Effectiveness goes hand in hand with trust, achieved by representation in policy and regulation and responsible marketing support.

2 Transparency: From agency operating models to AI-driven optimisation, and developing media channels, advertisers want visibility where it matters: over decisions that affect their brands, their investment and their accountability.

3 The Future: Marketers are looking for practical guidance – not predictions – on what AI-enabled, agile operating models really mean for their teams and their spend. This also means talent is more vital than ever. Craft skills, strategic judgement and analytical ability all matter, and all marketers must be equipped for a landscape defined by complexity rather than simplicity.

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2026 Operating Priorities

The building blocks to deliver the strategy start in 2026 with key workstreams.

