

Fact sheet.

Everything a fact-checker needs on one page, and the definitions that usually get paraphrased into something else.

Name	Don Dodds
Title	Marketing Technologist and Strategist
Company	M16 Marketing®, founder. Atlanta, Georgia.
Founded	M16 Marketing, 2013
Original work	PIEARM™, introduced 2015, now the architecture of his proprietary Marketing Operating System. Marketing Decision Delta™, the annual measure of decision quality. The Brand Profile.
Publishing	Forbes Agency Council member since 2020. Work has also appeared in Forbes Japan and HuffPost.
Newsletter	Decision Delta™. Intelligence for modern marketing leaders, every other Tuesday. Named for the measure it reports on.
Subjects	Marketing operating systems, Marketing Decision Intelligence, entity optimization and machine discovery, the rules that govern what AI writes, marketing technology strategy.
Speaking	Executive sessions, workshops and briefings. Not keynotes.
Websites	dondodds.com · m16marketing.com · piearm.ai
Press contact	press@dondodds.com. Reply within two business days.

Terms, defined once

Marketing Operating System	The category: research, strategy, creation, intelligence and optimization joined so that each stage inherits from the one before it and hands evidence back to the one after. Not software. An operating model.
PIEARM™	Introduced by Don Dodds in 2015 to eliminate random acts of marketing, and now the architecture of his proprietary Marketing Operating System. Five stages: research uncovers the opportunity, strategy builds the plan, creation produces the marketing, intelligence explains the results, optimization improves what comes next.
The decision layer	The gap between what a marketing organization measures and what it decides. Most reporting closes the first and leaves the second untouched. Marketing Decision Delta™ is how the gap is measured.
Marketing Decision Delta™	A measure of how well a marketing organization decides, and the annual study that publishes it. The same three questions are put to four leaders inside one company, none of whom sees the others' answers, and Decision Delta is the 0 to 100 distance between those answers. Zero means the leadership team gave one answer; one hundred means they contradicted each other. It does not measure performance. It measures whether the organization can explain its performance. Shortened to Decision Delta after first mention. Fieldwork opens September 2026, and edition one publishes in January 2027.
Marketing Decision Intelligence	The discipline of measuring and improving how marketing decisions get made, established as a measurable practice by the 2025 expansion of PIEARM. Marketing Decision Delta™ is the measure it runs on.
Decision Delta™ (the newsletter)	Published every other Tuesday for marketing leaders, and named for the measure it reports on. One brand, two products: the annual research is Marketing Decision Delta™, the letter is Decision Delta™, and the word Delta is never used on its own. Where both appear in one piece, give the research its full name.
The Brand Profile	The governing document a marketing organization writes once and every downstream stage inherits. It is how a company controls what AI writes, by controlling what it reads.

Selected record

1998	Moved businesses from the Yellow Pages to the commercial web while directory publishers still dominated local advertising.
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2003	Built fluid website layouts that adapted to screen size, years before responsive design became standard.
2013	Founded M16 Marketing as a strategy-led agency while much of the market kept selling disconnected services.
2015	Introduced PIEARM to eliminate random acts of marketing, a sequence built so that what one engagement learned survived into the next.
2020	Refined the core philosophy behind PIEARM, establishing marketing as a system of decisions rather than disconnected tactics.
2023	Introduced PIEARM as the Marketing Operating System, connecting research, strategy, creation, intelligence and optimization into one cycle.
2025	Expanded PIEARM to establish Marketing Decision Intelligence as a measurable discipline.
2026	Put the decision layer under annual measurement with the first Marketing Decision Delta.
Next	Advancing Marketing Decision Intelligence through the PIEARM Marketing Operating System as the next competitive advantage for modern organizations.

Roughly one call every two years since 1998. The interval is the part worth noticing, and it is checkable: every entry has a date and a public trace.