
Marketing Accountability Standards

Marketing & Finance Pairs Panels I & II

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February 2013
Las Vegas



Marketing Accountability Standards Board
of the Marketing Accountability Foundation

Marketing & Finance Accountability Pairs I



Jamie Richardson



Bill Bane



Matt Kardos



Erin Schaffner

8/14/12

Note: TWC participated by phone...did not attend meeting



Pam Forbus



Mel McKerracher



Chris Ciccarello



Shane Scaramuzzi

After the August Meeting



Pam Forbus



Mel McKerracher
Finance

Frito-Lay joined MASB and both Kimberly-Clark & ConAgra renewed for another 3 years. Trustees appointed Pam as a MASB Director (joining Jamie & Chris) and Mel, Bill & Shane accepted leadership roles as Advisors.



Jamie Richardson



Bill Bane
Finance



Chris Ciccarello



Shane Scaramuzzi
Finance

Another Pair joins MASB & Panel II (2013)



Jim Meier
Finance



Bill Berg

Trustees have appointed Jim as a
MASB Director and Bill as an Advisor

Accountability Discussion Guide

- How organized?
- How working together?
- What accomplished?
- What barriers encountered?
- What barriers overcome?
- Wish lists for further success?

Marketing & Finance Pairs I & II Summary

- **Marketing & Finance are working together, internally, on marketing accountability initiatives...with varying structures and progress**
 - **Finance is integral to Marketing, Research (including R&D) and IT...and we're working on connecting the information from these areas into a global dashboard with a hierarchy of causal effects on financial results.**
 - **We now have the Growth Leadership Team, which consolidated our previous leadership teams of Marketing, Finance, Pricing, etc into one team with finance at the center. My finance partner has an office next to mine.**
 - **We work together on accountability initiatives such as MMM for incremental sales & ROI of campaigns for budgeting, revising media plans & reallocation. Now field sales people question when management wants to cut marketing funds – they don't want those potential incremental sales cut.**
 - **Finance is yearning to identify metrics that will predict market results, so we can manage marketing spend & determine where to invest for desired results.**
 - **Finance is integrated with all our businesses...and we're awash in a sea of marketing metrics...but we have no good way to organize and filter all this information up to the C-Suite. It is now based on whatever "story" a particular player wants to tell.**

Marketing & Finance Pairs I & II (cont)

- A Story from the CFOs perspective
 - Operations asks for \$20M to invest in laser guided vehicles that will displace say 30 workers in the plant...do the simple math...pretty objective and pretty certain...delivering a specific ROI. The CFO says it's a good idea and she can sell it to the shareholders fairly easily.
 - Now marketing steps up and asks for \$5M more in media for Nov & Dec. And what's the return on that? Nothing in Nov & Dec? How does the CFO sell that to shareholders? We're in a nebulous position. We may see correlations, but is there causality?
 - Right now, marketing lacks credibility because it's quite subjective and the answers regarding ROI vary considerably depending on who is providing the answers.
 - In the operations example, everybody knew the exact elevator speech.
- Observation by MASB
 - After the above story, five of the meeting participants offered solutions for the dilemma...and there was as much variation in the approaches as there were participants...and all somewhat complex and/or indirect.

Marketing & Finance Pairs I & II (cont)

- End remark
 - We've got to stop being so cute at the C-level...we need simpler concepts and one metric, with more metrics at the different levels of causation.
- MASB seen as a forum where the pairs can network & learn across industry
 - I go to various conferences to network with other marketing scientists, but this is the only place where my finance counterpart can network with me and other finance folks to work on our accountability programs (F-L).



Thank-you!



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of the Marketing Accountability Foundation**