
MASB Standards Project

Marketing Activities & Metrics Catalogue Status Report

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**Marketing Accountability Standards Board
of the Marketing Accountability Foundation**

The Catalogue Project

I. Frame-Up (Emerging Issue Project Abstract)*

II. Research

→ **A. What is Known/not Known/need to Know**

→ **B. New Learning**

C. Preliminary Summary & Conclusions

III. Review

A. Open Debate by MASB (revisions/approval)

B. Open Debate by MASAC (revisions/approval)

C. Posting for Industry Feedback (revisions)

IV. Adoption or Acceptance by MASB

V. Publication

VI. Education

VII. Systematic review over time (revisions)

Background

- There are hundreds of measures/metrics in marketing literature & practice
 - Few have been linked to financial metrics associated with brand profitability or cash flow
 - Some of the most costly activities have no intermediate outcome metrics that reliably predict “return” (eg Advertising and Store/Channel activities)
 - Although historical performance can be linked
 - It is often the case that measures of the same or similar name are quite different from one another

Solution: The MASB Catalogue

- Build on prior work (handbooks, white papers, etc.)
- Define universe of marketing activities & measures/metrics used for evaluating outcomes
- Add the missing links for accountability vs MASB/MMAP standards
 - Relationship to Financial Metrics
 - Reliability, Validity, Sensitivity
- Identify specific metrics that are good examples of categories of measures
 - Good for measuring creative impact
 - Good for predicting long term impact of new product launches
 - Good for predicting advertising impact over time
 - Ones that illustrate important differences within categories

Hypotheses

Such a catalogue will provide a more systematic way of thinking about marketing metrics, the criteria for assessing their validity, sensitivity, relationships to one another and to measures of financial performance.

Over time this discipline will reduce the number of metrics used from over 400 to just those that reliably tie to financial performance, or to the drivers of those that reliably tie to financial performance (i.e., those which meet the MASB/MMAP Standards).

Current

- Defined the relevant Dimensions
- Started with 400+ metrics
- MASB members prioritized the metrics for UCR Interns to work on July-September 2008
- Interns found that little relevant information was available from metric providers

Overall Learning So Far

- The two interns were well engaged in the project but encountered problems finding specific measures offered by commercial providers. This is not a problem in the academic literature, but not surprisingly, most commercial providers offer little detail about the specific measures they offer—even their existence.
- Most of the publicly available information provided by research firms focuses on integrated suites of products and services with little technical information or reference to specific measures (a very different landscape compared to 25 years ago).
- Few providers of metrics even know what we are talking about when we ask about reliability and validity.

Overall Learning So Far

- Thus, our Catalogue is at a very generic level, with few specific measures like ARS APM Facts (TV Exemplar), Integration's MCA and Reichheld's NetPromoter.
 - There is no single list of all the providers of a metric
 - There are many differences in terminology (e.g., Is persuasion the same as motivation to buy or intention to purchase?)
 - Each commercial firm produces a variety of measures and integrates them into packages for clients
 - Many accountability/analytical firms (accenture/mma/msp/marketing evolution) work with whatever data they can get (from consumers/firms/media data) to produce results that indicate performance against financial metrics (MMM/ROI) but are not connected in any way to the originating metrics' providers

Next Steps (Catalogue)

- Chair & Pres align Catalogue Dimensions & MMAP Characteristics (Done 5/08)
- MASB Board Members review Index and select Top 20 metrics based on expertise and needs (Done 6/08)
- Interns work on priority metrics (Done 7-9/08)
- **Discuss challenges & future direction for Project at this Summit (August 2009)**
- **Turn project from focus on metrics to focus on continuous improvement of measurement process and financial outcomes**
- **Recruit team leads and measures**



Thank-you!



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