
Putting It All Together: Delivering on the Accountability Agenda

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February 2013
Las Vegas



Marketing Accountability Standards Board
of the Marketing Accountability Foundation

So Many Projects!

- Common Language and Wiki
- Marketing Metrics Audit Protocol
- Marketing Metrics Catalog
- CMO & CFO Outreach
- Measuring (Forecasting & Improving) Return on TV
- Life Time Value of Customers in Packaged Goods
- Improving Financial Reporting
- Brand Investment and Valuation
- Measuring Return on Interactive/Social Media
- Marketing Communications
- MASB Book

..... And More

How Do They All Fit Together?

The Mission of MASB

Establish marketing measurement and accountability standards across industry and domain for continuous improvement in financial performance and for the guidance and education of business decision makers and users of performance and financial information.

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Establish **marketing** measurement and accountability standards across industry and domain for continuous improvement in financial performance and for the guidance and education of business decision makers and users of performance and financial information.

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. (AMA 2007)

The Mission of MASB

Establish marketing **measurement and accountability** standards across industry and domain for continuous improvement in financial performance and for the guidance and education of business decision makers and users of performance and financial information.

Measurement: the assignment of numbers to objects or events according to rules (Campbell 1940)

Accountability: "Subject to having to report, explain or justify; being answerable, responsible." (Webster's dictionary 2011)

"A personal choice to rise above one's circumstances and demonstrate the ownership necessary for achieving desired results—to See It, Own It, Solve It, and Do It." (ASME 2011)

The Mission of MASB

Establish marketing measurement and accountability **standards** across industry and domain for continuous improvement in financial performance and for the guidance and education of business decision makers and users of performance and financial information.

Standards: something considered by an authority or by general consent as a basis of comparison; an approved model. (Dictionary.com 2013)

any agreement on how something is done, made, or used can be considered a standard. (IEEE 2013)

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Continuous Improvement: an ongoing effort to improve products, services or processes. (ASQ 2013)

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Financial Performance: measuring the results of a firm's policies and operations in monetary terms (BusinessDictionary.com 2013)

a general measure of a firm's overall financial health over a given period of time, and can be used to compare similar firms across the same industry or to compare industries or sectors in aggregation. (Investopedia 2013)

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Guidance and Education: the act or function of guiding; leadership; direction (Dictionary.com 2013)

The knowledge or skill obtained or developed by a learning process (The Free Online Dictionary 2013)

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business decision makers and users of performance and financial information: “The great majority of people tend to focus downward. They are occupied with efforts rather than results” (Peter Drucker 1966)

“There is surely nothing quite so useless as doing with great efficiency what should not be done at all.” (Peter Drucker 2003)

The Essence of MASB



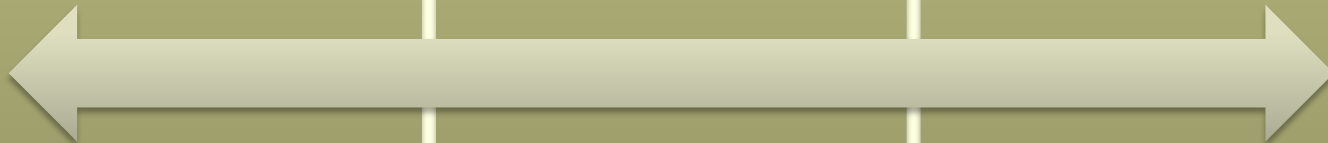
Measuring
Analyzing
Reporting



Metrics
Processes
Coverage



Decision
Making
Learning
Improving



The Mission

**Establish marketing measurement and accountability standards
across industry and domain
for continuous improvement in financial performance
and for the guidance and education of business decision makers
and users of performance and financial information.**

Partnering with Finance is the surest way forward

Projects and Project Teams

- The work of MASB is carried out by project teams
- Formed for specific projects on Agenda
- Appointed by Directors w/Advisory Council input
- Normally led by one academic & one practitioner
- Comprised of Marketing Science & Finance/Accounting professionals from academia and practice membership base
- Skill sets, interests and resources to match project
- New members recruited to fill gaps

Two Projects Completed*

Project	Marketing Metric Audit Protocol (MMAP) (Measuring)	Measuring Return from TV (Measuring)
Issue Addressed	Lack of metrics explicitly linked to financial performance	Metrics for Media are standard (GRPs et al) but not for Messages
Project Objective	Design a process for connecting marketing activities to financial performance	Exemplify how to find (evaluate) an ideal metric for forecasting and improving return
Expected Outcome	A process for finding metrics to facilitate forecasting & improving return	Identification of an “ideal metric” for forecasting & improving return
When	2007	2008

The MASB Game Changers

Project	Brand Investment & Valuation (BIV) (Analysis)	Improving Financial Reporting (IFR) (Reporting)
Issue Addressed	Brand represents great Value (but how much)	Intangibles >80% of Corp Value (need better info)
Project Objective	Establish “generally accepted brand investment & valuation standards”	Marketing at table when reporting of Brand Value is required for all brands
Expected Outcome	Empirically proven model for valuing brands & guiding investment decisions	Brand Value as KPI and/or MD&A Notes... better info for capital providers
When	2015	2015

Other MASB Projects

Project	Marketing Communications (Reporting)	Measuring On-Line (Interactive) Marketing (Measuring)
Issue Addressed	Marketer members needed for funding & adoption of standards	No standard approach for measuring impact of online marketing
Project Objective	Communicate importance of MASB work to advancement of marketing discipline	Identify metric(s) that quantify links btw Internet marketing & financial return
Expected Outcome	10 Charter Marketers to fill leadership roles (Directors & Advisors) & Retention	Marketing & measuring on-line still moving quickly...monitoring <i>knowledge</i> at Summits
When	2013 On-Going	TBD

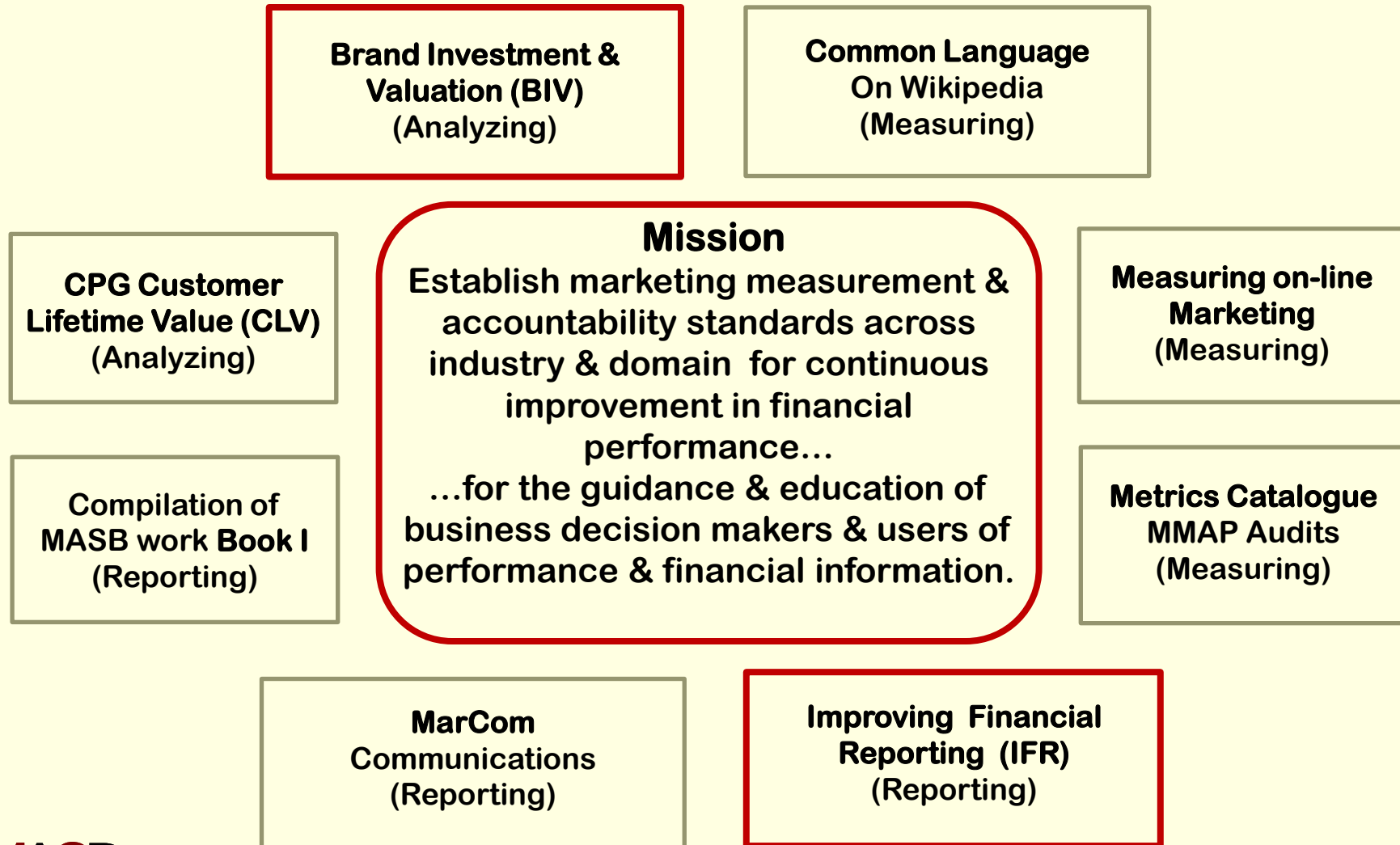
Other MASB Projects

Project	Metrics Catalogue MMAP Audits (Measuring)	Customer Lifetime Value (CLV) for CPG (Analyzing)
Issue Addressed	Costly activities have few proven metrics predictive of “return”	We market to, but do not measure results at consumer level
Project Objective	Profile Metrics w/info re predictive validity to market impact & financial return	Demonstrate how CLV models can be reliably applied to CPG (Pilot)
Expected Outcome	Assessments of metric usefulness in predicting market & financial metrics	Process to measure & forecast impact among targeted consumers
When	2009/11/12 On-Going	2013

Other MASB Projects

Project	Common Language Wikipedia as Platform (Measuring)	Compilation of MASB Work (Book I) (Reporting)
Issue Addressed	Lack of agreed upon terminology hinders accountability	Enormous amounts of MASB work exists in isolation/various forms
Project Objective	Eliminate ambiguity in terminology between functions within & across firms	Compile MASB work in a single place, easily accessible to business & academia
Expected Outcome	MASB-endorsed definitions to encouraging trust and collaboration	Published volume summarizing the best of MASB's work to date
When	2011/12/13 On-Going	2015

Fit with MASB Mission



Creating Value in 21st Century



**Marketing & Finance
across Industry &
Domain**

MASB

**The independent, cross industry forum where
marketing & finance agree on measurement
for creating value**



Thank-you!



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