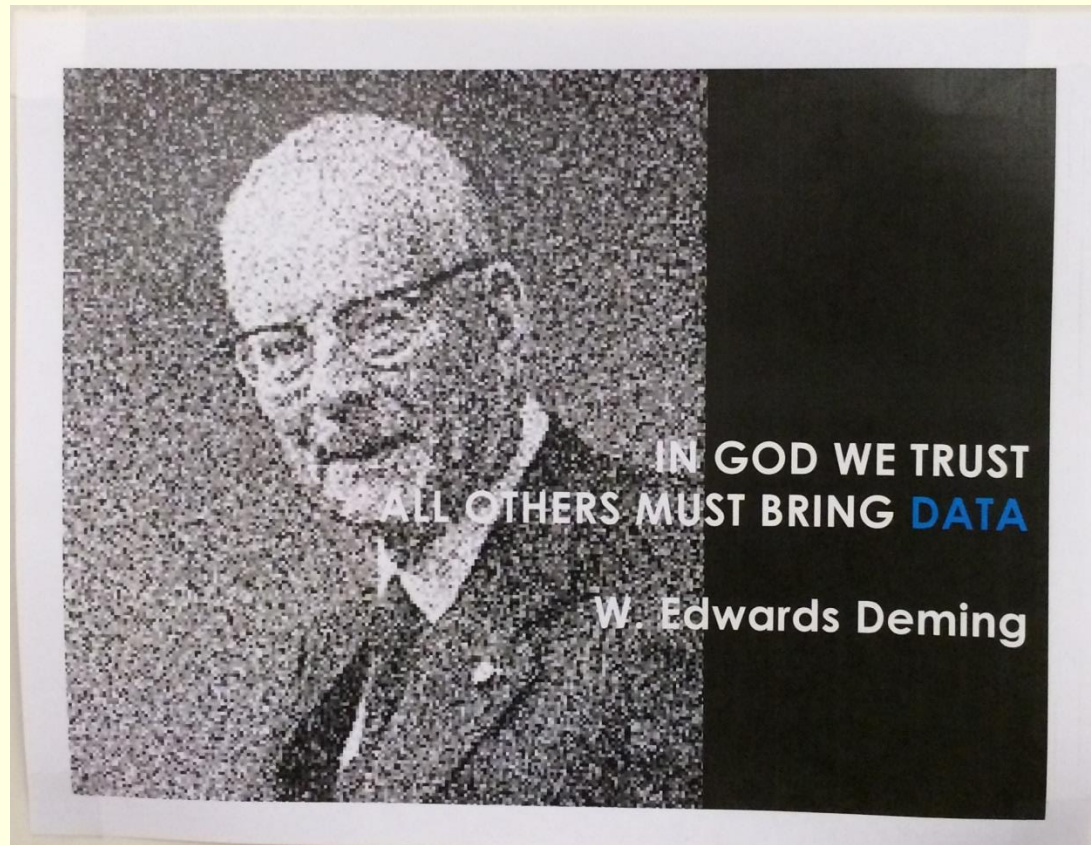

MASB Standards Project

MMAP Metrics Catalogue Project Review & Status

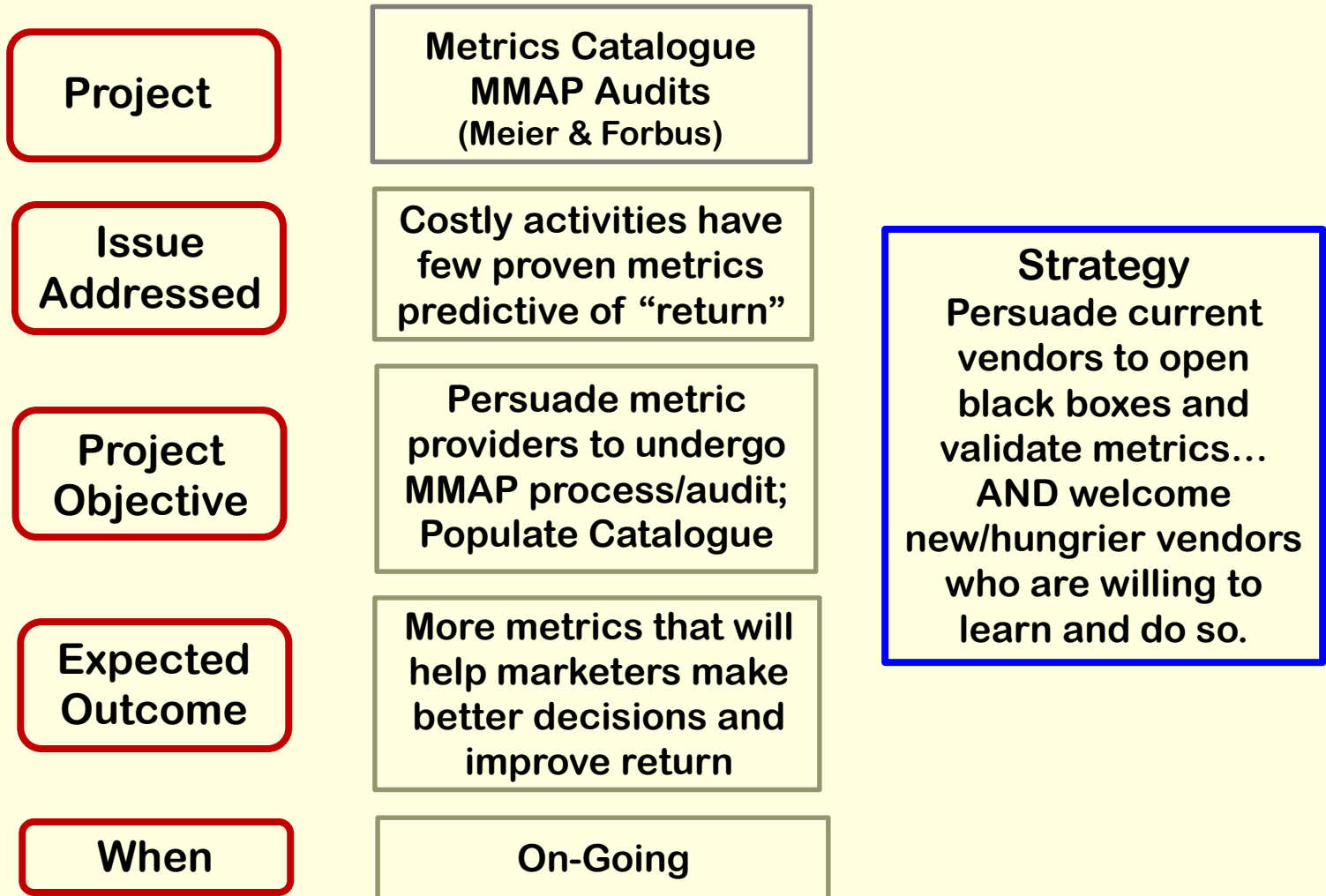
**Karen Ebben
General Motors
MASB Director
MMAP Catalogue Team
February 2015
San Antonio**



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



MMAP Metrics Catalogue



MMAP Catalogue Description

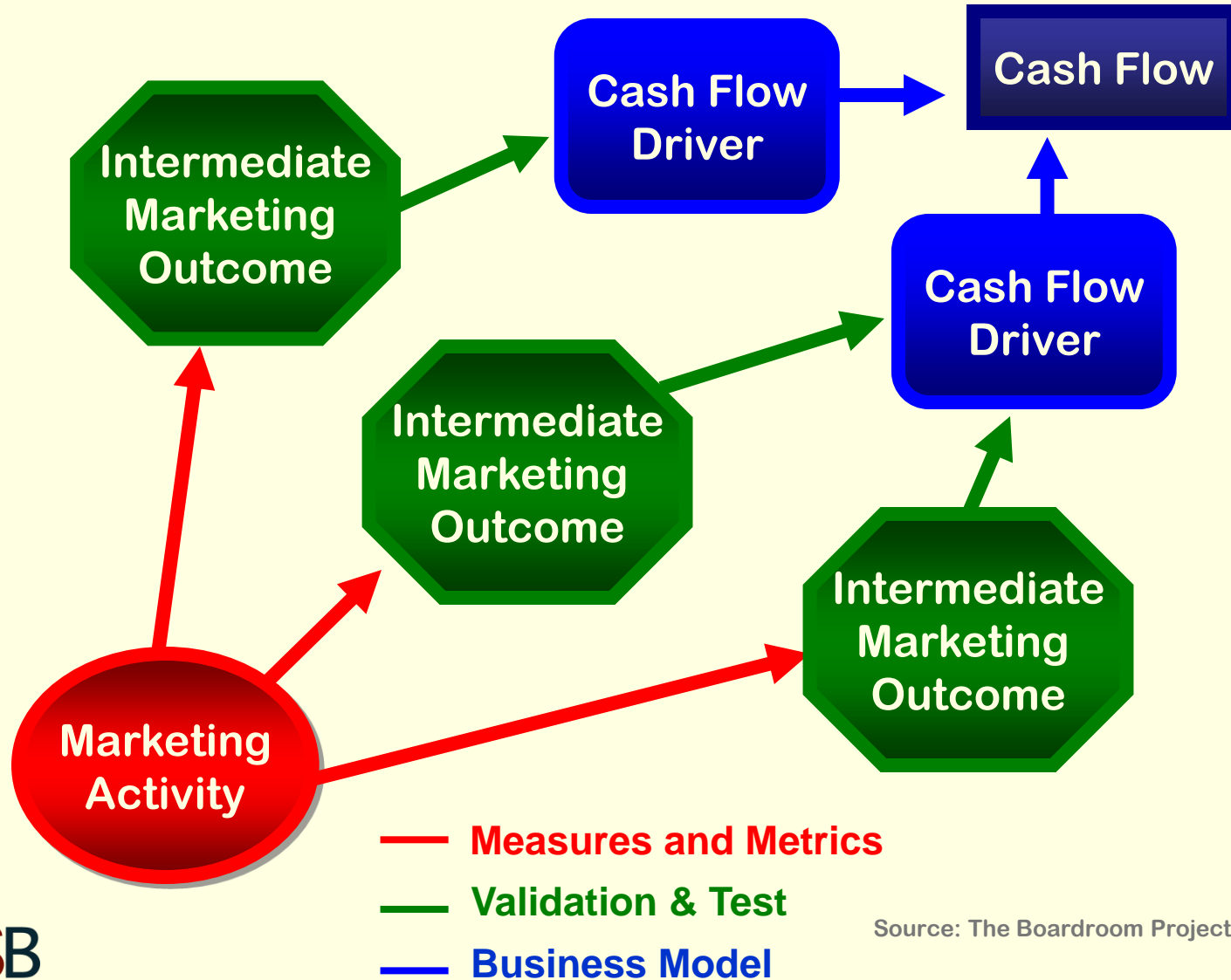
- While marketing does not lack measures, it lacks standard metrics explicitly linked to financial return in predictable ways.
- The Marketing Metric Audit Protocol (MMAP) is a formal process for connecting marketing activities to financial performance of the firm.
- It includes the conceptual linking of marketing activities to intermediate marketing outcome metrics to cash flow drivers of the business
- As well as an audit as to how the metrics meet the validation & causality characteristics of an ideal metric.

MMAP: 10 Characteristics of an Ideal Metric

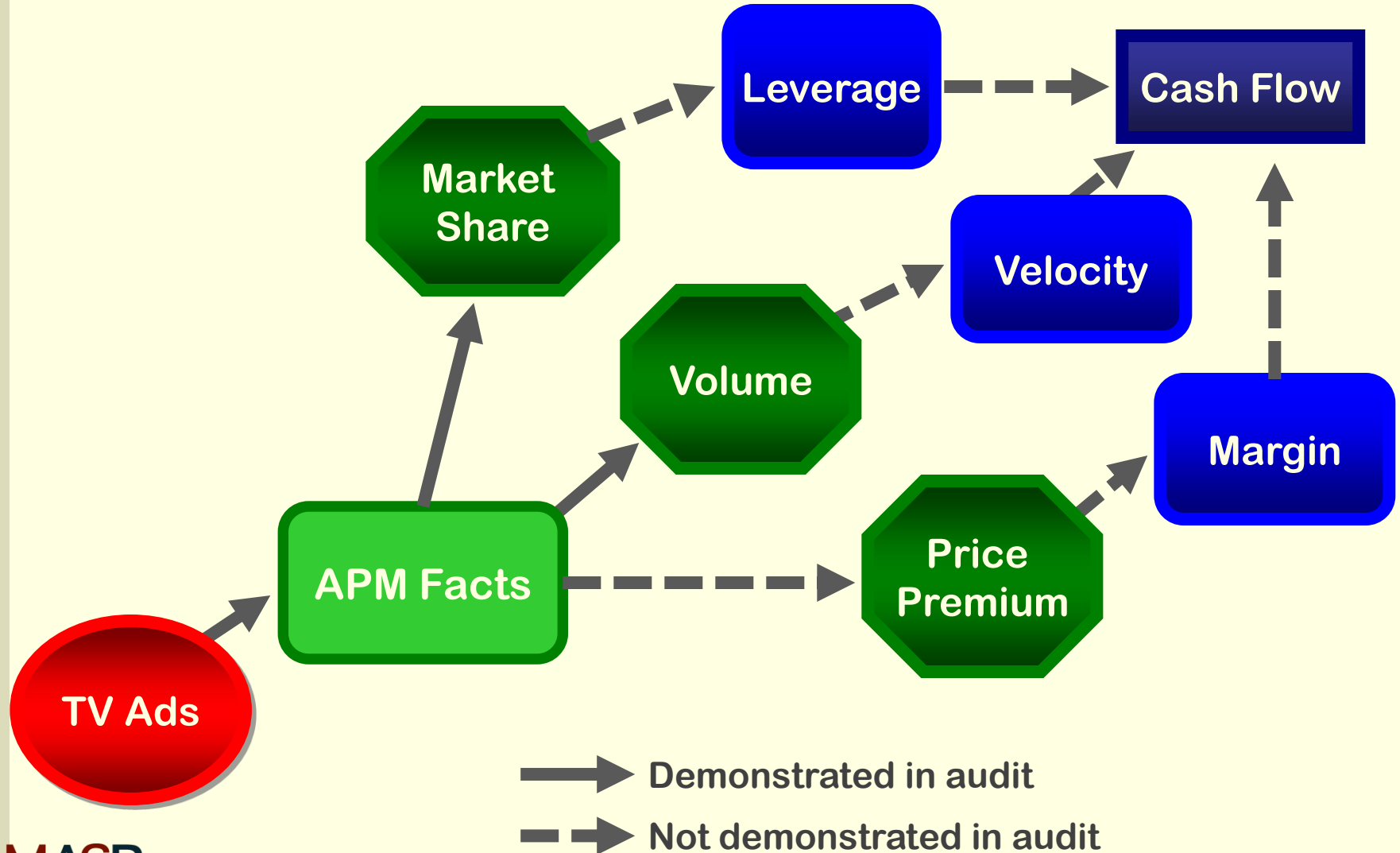
- 1. Relevant...addresses specific (pending) action**
- 2. Predictive...accurately predicts outcome of (pending) action**
- 3. Objective...not subject to personal interpretation**
- 4. Calibrated...means the same across conditions & cultures**
- 5. Reliable...dependable & stable over time**
- 6. Sensitive...identifies meaningful differences in outcomes**
- 7. Simple...uncomplicated meaning & implications clear**
- 8. Causal...course of action leads to improvement**
- 9. Transparent...subject to independent audit**
- 10. Quality Assured...formal/on-going processes to assure 1-9**

Source: The Boardroom Project 2006

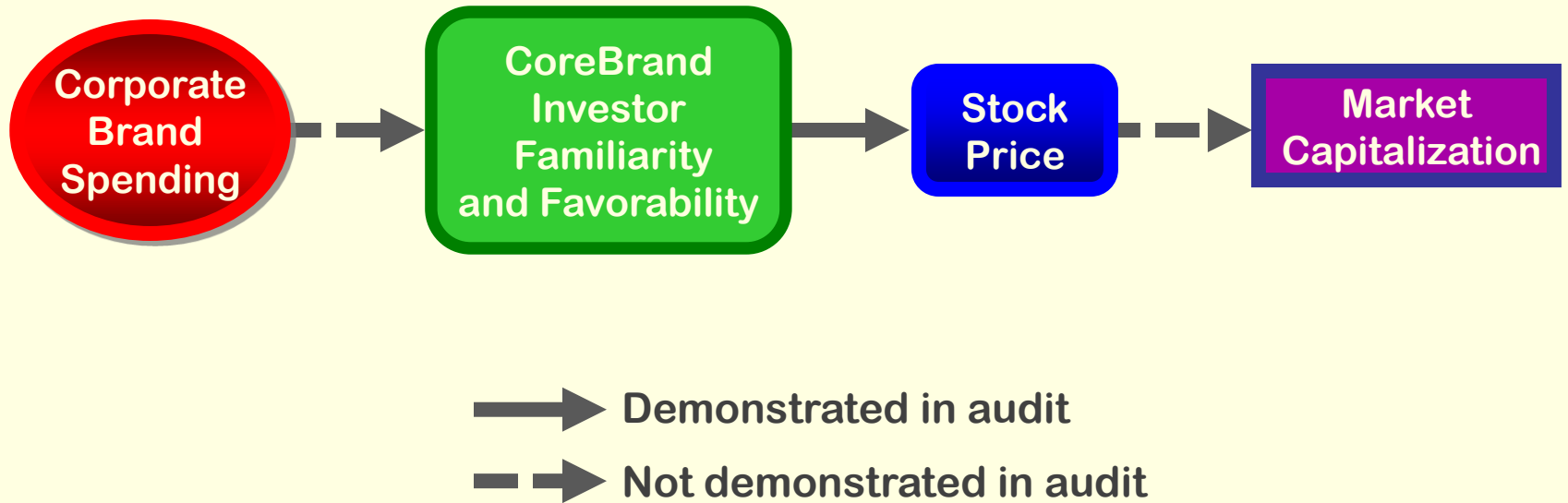
MMAP: Conceptual Linking



MMAP Example from Catalogue: APM Facts



Another Example from Catalogue: CoreBrand F&F



Source: MASB website

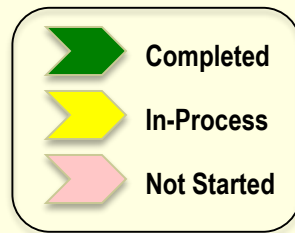
Expected Results

A Catalogue of marketing metrics profiled according to MMAP and the 10 Characteristics of an “ideal metric” will help marketers select those that will help them make better business decisions and improve financial return short-term and over time.

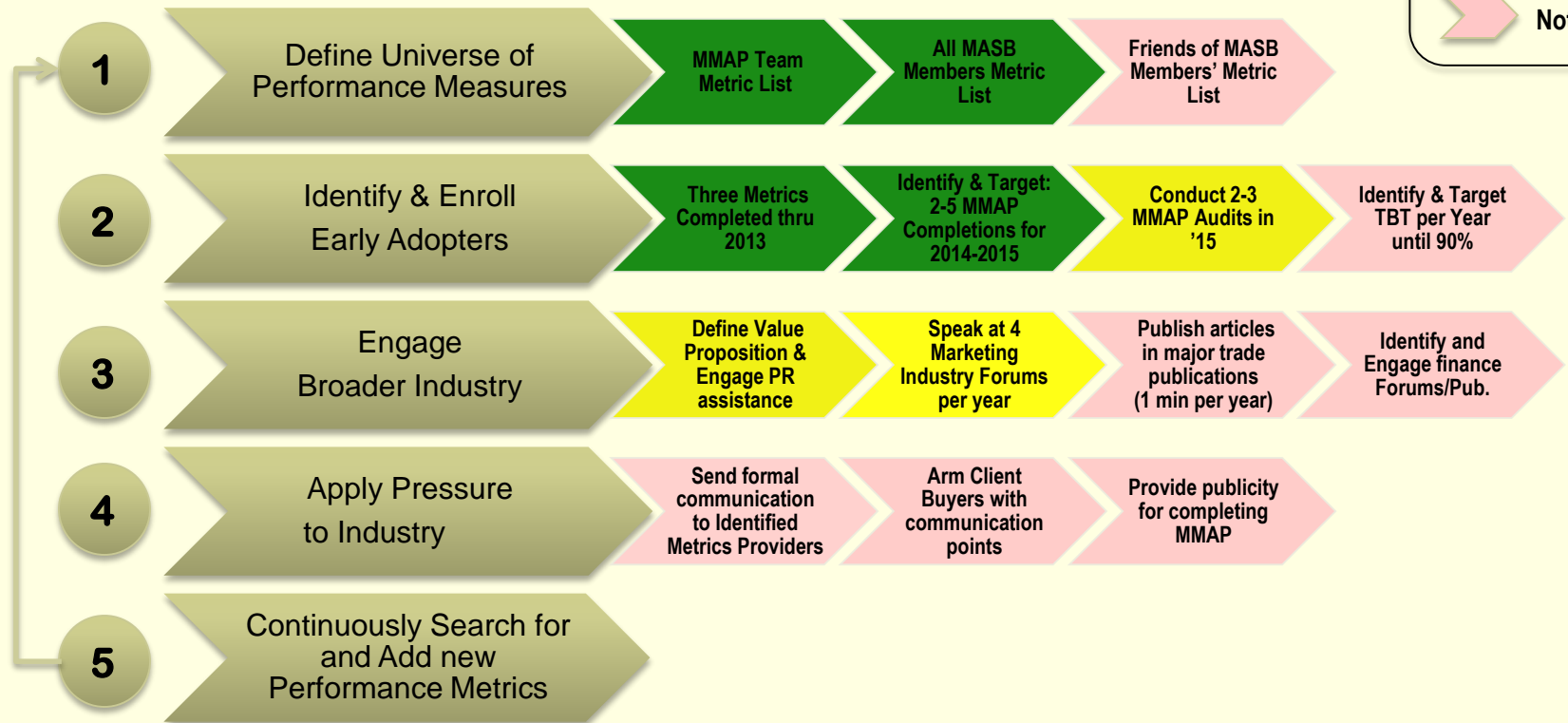
It will also drive the development of more “ideal metrics”.

MMAP Catalog Team Objectives and Plan

Objective: To complete the MMAP process on 90% of purchased marketing performance metrics identified by MASB members (and friends of MASB members).



Roll Out Plan and Progress:



Metrics Catalogue Milestones (through 8/14)



APM Facts 2009

F&F 2011

CE/CLV 2012

EI Frame-Up 3/13

Leaders & Plan 5/13

Member Inventory 8/13 +

Action Plan 1/14 +

ARF Podium 3/14

MSI 4/14

ANA AFM Podium 5/14

Two Targets Identified 7/14

Milestones (Since August Meeting)



BASES Agrees to Audit (9/14)

AMA Podium 10/14

2 Others Agree (12/14)

USP III (12/14)

Unique Selling Proposition for *Metric Vendors (Draft III)*

What will participating in the MMAP Audit do for you?

1. Third party, objective validation and industry credibility
2. Immediate awareness among MASB members (then word of mouth)
 - Top Tier Marketers
 - Industry Associations (ANA, AMA, ARF, MSI, 4As, IAB, MRC)
 - Top Business Schools (Marketing Science)
3. Good fodder for PR & use in selling situations
4. Identification of strengths & recommendations for improvement
 - Audit confidential if desirable (will show audit still in process)
5. Leading edge opportunity to co-develop or partner w/audited vendors

In addition to doing what we need to do for advantage, we recognize the need for greater consistency in the measurement of marketing...

and the need for an industry level “authority” to establish the standards and to ensure relevancy over time

We’re tackling accountability together internally (finance & marketing), and across industry and domain with MASB

Moving beyond the story telling ... To rigorous estimation and forecasting

Benchmarking with other “pairs” on same journey, getting and staying on the leading edge, and rising to Board-level recognition

*Laxman Narasimhan CFO, PepsiCo Americas Foods
Wharton Baker Center High Velocity Marketing Event
May 2014*

Call to Action

There is one group exclusively devoted to marketing measurement...predictive of financial return...and all marketers who are serious about meeting the accountability mandate should get involved.

*Bob Liodice, CEO
Association of National Advertisers (ANA)
June 17, 2014*

Metrics Catalogue Next Steps (2/15)

- **Conduct 3 MMAP Audits in 2015**
 - **BASES 4/15 start (used by majority of members)**
 - **MSW • ARS Brand Preference Tracking (underway)**
 - **CLV Single Source (underway)**
- **Millward Brown & Others used by majority of members**
 - **MB is attending this Meeting (2/12-13 in San Antonio)**
- **Keep Engaging Broader Community**
 - **More IA Podiums (TBD)**
 - **More IA Conference Attendance**
 - **Participate in CFO/CMO Email program w/MarCom Team**

Metrics Catalogue Team

Team Leaders



Jim Meier
MillerCoors



Pam Forbus
Frito Lay

Team Heroes



Karen Ebben
GM



Dave Stewart
LMU

Others TBD
by Team

Admin



Meg Blair
MAF/MASB



Allan Kuse
MMAF Center

Team Meets: 2nd Thursday, 4PM ET



Thank-you!



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