

Marketing Accountability Standards

Marketing & Finance Pairs Panel III

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Marketing Accountability Standards Board
of the Marketing Accountability Foundation

Accountability Pairs I & II



Kimberly-Clark



Jamie Richardson



Bill Bane

ConAgra Foods
Food you love



Chris Ciccarello



Shane Scaramuzzi



Pam Forbus



Mel McKerracher

MillerCoors



Jim Meier



Bill Berg

J&J Pair joins Panel III With 2 New Finance Reps



Preston Wells



Katie Decker



Jonathan Short



Pam Forbus



Scott Shinners



Chris Ciccarello



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 – III Summary

- 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.

Marketing & Finance Pairs I - III (cont)

- 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.
 - The role of Finance has become elevated over the past 5 years and marketing is being asked to come to the table with ideas and with expected ROI.

Marketing & Finance Pairs I - III (cont)

- Marketing & Finance are working together beyond the metrics & analytics... beginning to get into the process management side of it all:
 - We've just emerged from the "Tournament of Ideas", or "Hunger Games", where brand groups have competed for budget \$\$ based on ideas & projected returns.
 - Brands now just own the non-working funds and agency fees...the CMO owns all the working \$\$ and allocates them across the portfolio.
 - Because of the process, we're investing in areas we've not so much before. A lot of legacy thinking has gone away.
 - MMM is now centralized and with one vendor.
 - MMM/Analytics were turned over to and are now reported by Finance.



Thank-you!



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