
Marketing Accountability Standards

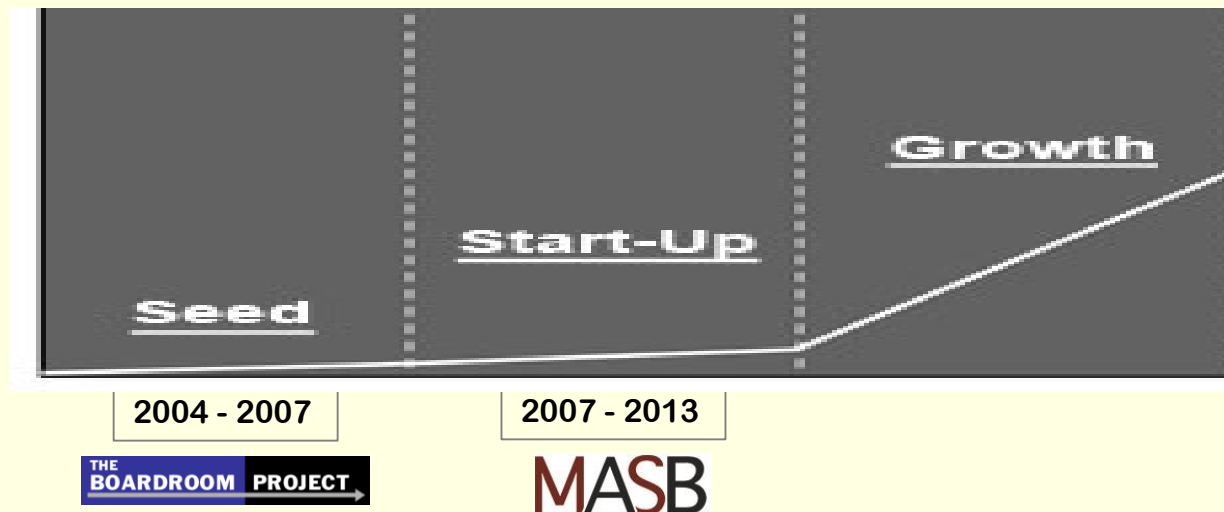
Marketer Marketing Panel: Accountability Beyond Metrics

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August 2013
Boston



Marketing Accountability Standards Board
of the Marketing Accountability Foundation

MASB Life Cycle: Project Input



Project Input	04 - 07	08 - 13	2014+
Primary	Landscape	Research	Members
Method	BP Review	C-Level Outreach	Panels
Secondary	Guests	Guests, Members	M & F Community
Method	Discussions	Panels	On-Line Panel

PPO

- **Purpose**

 - Listen to current challenges and approaches marketers are facing today**

- **Process**

 - Marketer member marketing panel discussion**

- **Outcome**

 - Input for current & future MASB projects**

Marketer Panel



Jamie Richardson



Chris Ciccarello



Pam Forbus



Karen Ebben



Bill Berg



Katie Decker

Discussion Guide

How approaching?

- Data management
- Analytics
- Dashboards/KPIs
- E-Commerce/Digital
- Globalization
- Other

Accountability Beyond Metrics

- **Areas discussed are all key elements of the business transformation or accountability process. MASB members are addressing them in varying ways:**
 - **One has formed a Marketing and Finance Team at the Corporate Global level, pulling marketing and financial Data and Analytics together into a Dashboard that will work in real time...prioritizing the current metrics and known drivers...getting more information to more people (including the sales force). So far the initiative has pointed out the need for broad education to go along with the metrics and for both marketing and finance to become equal partners in the analytics across the different types of metrics.**
 - **Another member has started from a Corporate Channel Analytics Team, using the Dashboard as a starting point for questions and then using Data visualization software to answer the questions, test hypotheses, and discover unexpected patterns (peeling the onion). This approach is encouraging trust from those who do not accept complex analytics and “black boxes”. Now taking the process across the Globe, necessitating the need for truly global measurement partners...ones who operate both locally and globally. This has begun to call into question long held beliefs about brands.**
 - **A third member is now addressing whether there should be a Center of Excellence for integrating all the Data and Analytics such that there is “one view”. Analytics now are conducted in three areas: Revenue Management (Pricing), Marketing (MMM), and Supply Chain (inc specific retailers). They are looking at pulling together all the activities including sourcing, making, distributing, marketing and consumer pulling off the shelf.**

Accountability Beyond Metrics (cont)

- Another member started at a divisional level, consolidating previous leadership teams of Marketing, Finance, Pricing, etc into one Growth Leadership Team with finance at the center, making significant progress on Data integration and Analytics. The resulting Dashboard has been formatted for iPads and broadly distributed to headquarters and to the sales force (field). A key analytics person has won the trust of all the players and works with Finance who are now doing the reporting. Parent company has recently recognized the progress and formed a Corporate Global Task Force to take the process across the company and across the world. They have the vision, but execution will be difficult and take time (estimated at 7 years).
- And one panel member is beginning the journey, after nearly decade of getting their reporting, compliance, etc ship in order. The new head honcho of the consumer division is focused on Global growth. Marketing Analytics (MMM) has recently been centralized and with one method as a good start for the divisional initiative.
- All members recognize that IT is a huge part of the Data integration part of the process but has been operating with legacy systems, in silos, etc: “It’s a mess” “We’re woefully prepared” “Marketing has been underserved”.
- And members are struggling with the e-commerce or digital arena, doing many experiments but not knowing yet if, or how, it is working. Unlike TV, you don’t see a blip in sales when the activity begins...a great need for more measurement rigor.



Thank-you!



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