
MASB Standards Project

Continuous Improvement in Return (CIR) Project Review & Status

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Greg Banks, Maddock-Douglas
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Islamorada



Marketing Accountability Standards Board
of the Marketing Accountability Foundation

CIR: Game Changer

Project	Continuous Improvement (CIR) (O'Keefe, Abens, Banks)	Strategy Document "what is known" about the Science and the Governance required for <u>continuous</u> improvement in return, then create roadmap and measure/track success (revising map over time)
Issue Addressed	Continuous Improvement requires more than Science	
Project Objective	Document elements of Science & Governance for CIR, then measure success & revise RM	
Expected Outcome	Roadmap for all involved in Marketing Accountability Journey	
When	2015 & Ongoing	

CIR Milestones (2014 to date)



El Frame-Up 10/14

Leaders & Plan 11/14

Base Terms Defined 12/14

Science Reviewed 3/15

Gaps in Governance IDd 4/15

Governance Terms Defined 6/15

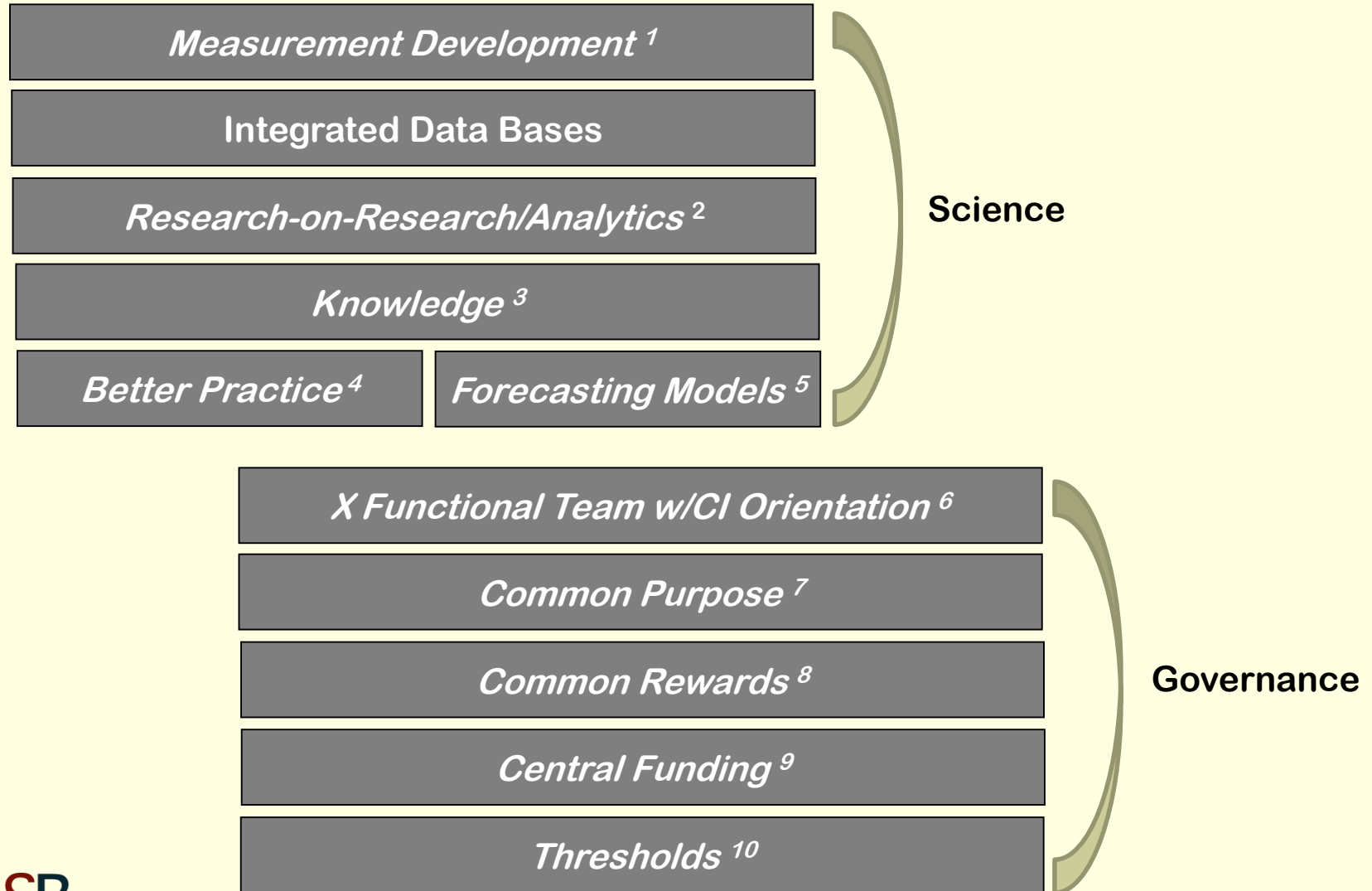
Definitions Consolidated 8/15

Initial Roadmap 10/15

High Level Considerations 11/15

High Level Roadmap 2/16

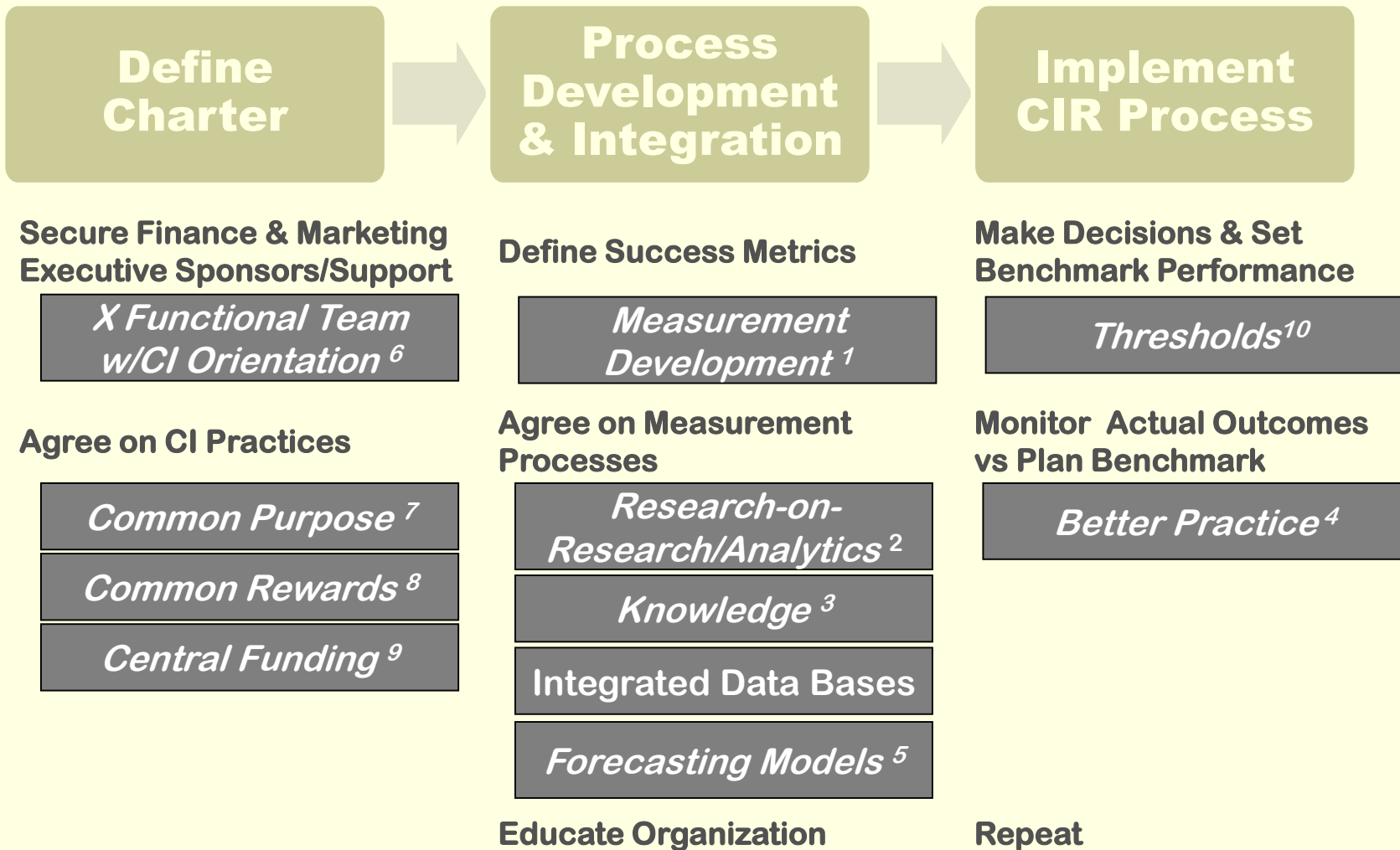
Continuous Improvement in Return Elements of Science & Governance (11/15)



Abbreviated Definitions

1 Measurement Development	Process of improving measurement reliability, predictive validity, sensitivity & calibration.
2 Research-on-Research/Analytics	Process of explaining variance/identifying causal drivers of the business or human behavior.
3 Knowledge	Understanding (business process/human behavior) yielding clear prioritization of action.
4 Better Practice	Method of operating yielding higher performance than other operating behaviors.
5 Forecasting Models	Equations representing causal relationships between various actions & financial return.
6 X Functional Team w/CI Orientation	Collaboration across functions (marketing, sales, finance, R&D) w/culture of improving return.
7 Common Purpose	Focus on a single financially relevant measure when seeking funds.
8 Common Rewards	Pay & promotions based on improving the key financial measure or primary driver.
9 Central Funding	Funding from a single source, based on the key measure as the primary filter.
10 Thresholds	Funding based on projections of minimum level of return over specified time period.

High Level Roadmap (CIR)



CIR Next Steps (1/16)

- Add members to team
 - Other Marketers
- Design the Roadmap (*The plan or guide to show how something is arranged or can be accomplished*)
 - Accept process layout (Oct)
 - Populate process layout (Nov)
 - Meg w/definitions & proposed Roadmap
 - Jane proposed High Level roadmap
 - Review Abens process slides (Dec Jane/Rick/Allan via email)
 - Improve Roadmap – feedback from team (Jan)
 - How would this flow in your org
 - Variations that need to be considered
 - Pieces missing
 - Present roadmap and where we are on it to MASB Feb 2016
- Begin tracking member journeys, improve roadmap

CIR Team

Team Leaders



Jane O'Keefe
MillerCoors



Greg Banks
Maddock-Douglas



Rick Abens
Foresight ROI

Team Heroes



Kelly Johnson
ESPN



Kate Garner
PepsiCo



Jamie Richardson
Kimberly-Clark



Peter Cushing
GM



Mike Hanssens
UCLA



Jeff Winsper
Winsper

Admin



Meg Blair
MAF/MASB



Allan Kuse
MMAF Center

Team Meets: 3rd Friday Noon ET



Thank-you!



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