
MASB Standards Project

Continuous Improvement in Return (CIR) Project Review & Status

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Atlanta



Marketing Accountability Standards Board
of the Marketing Accountability Foundation

CIR: Game Changer

Project	Continuous Improvement (CIR) (O'Keefe, 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 & 2015)



EI 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

CIR Milestones (2016 to Date)



High Level Roadmap 2/16

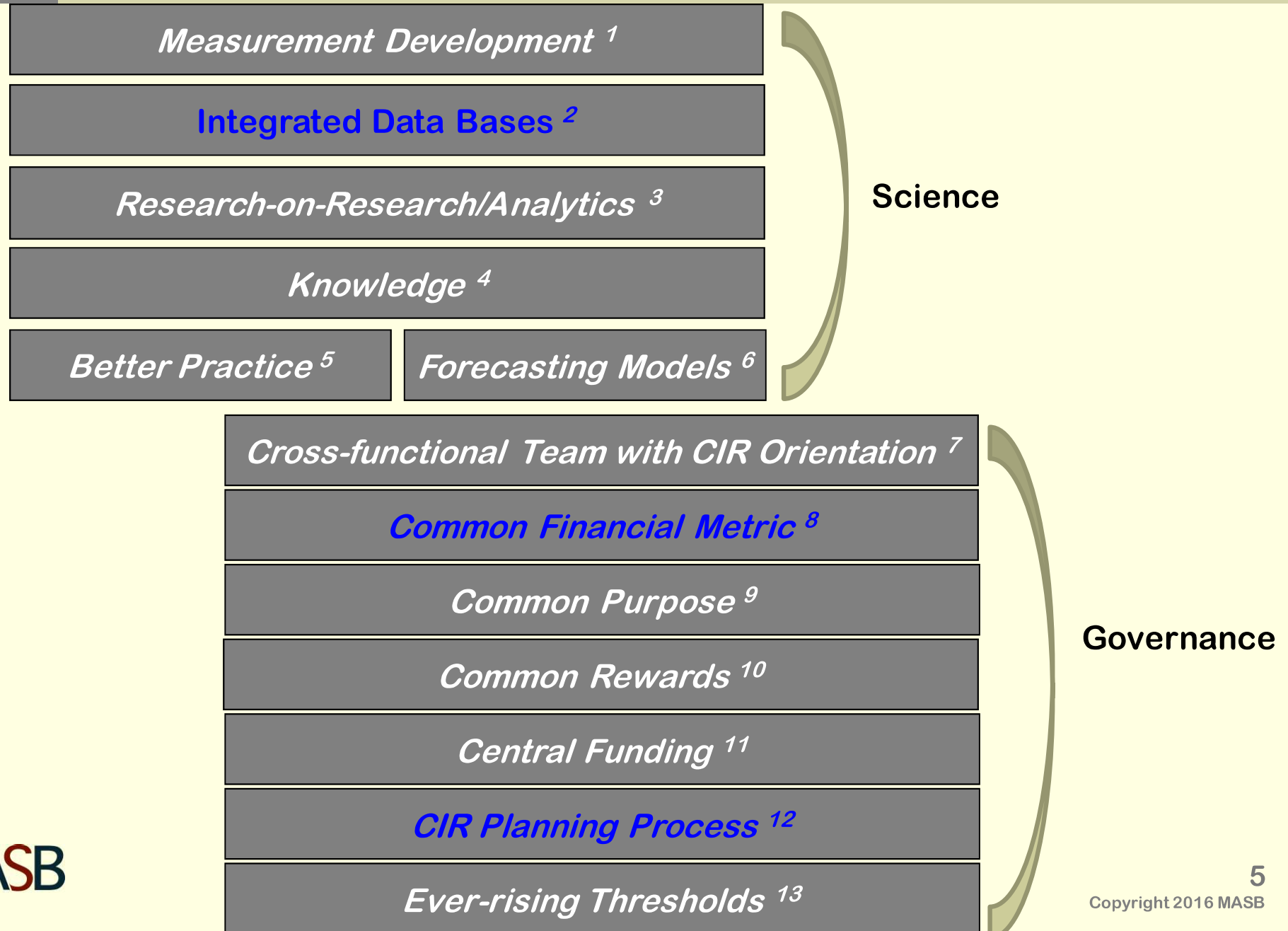
Next Layers Down 4/16

Refinements to Elements 5/16

Phone Discussions w/Marketers 6-7/16

Initial Findings 8/16

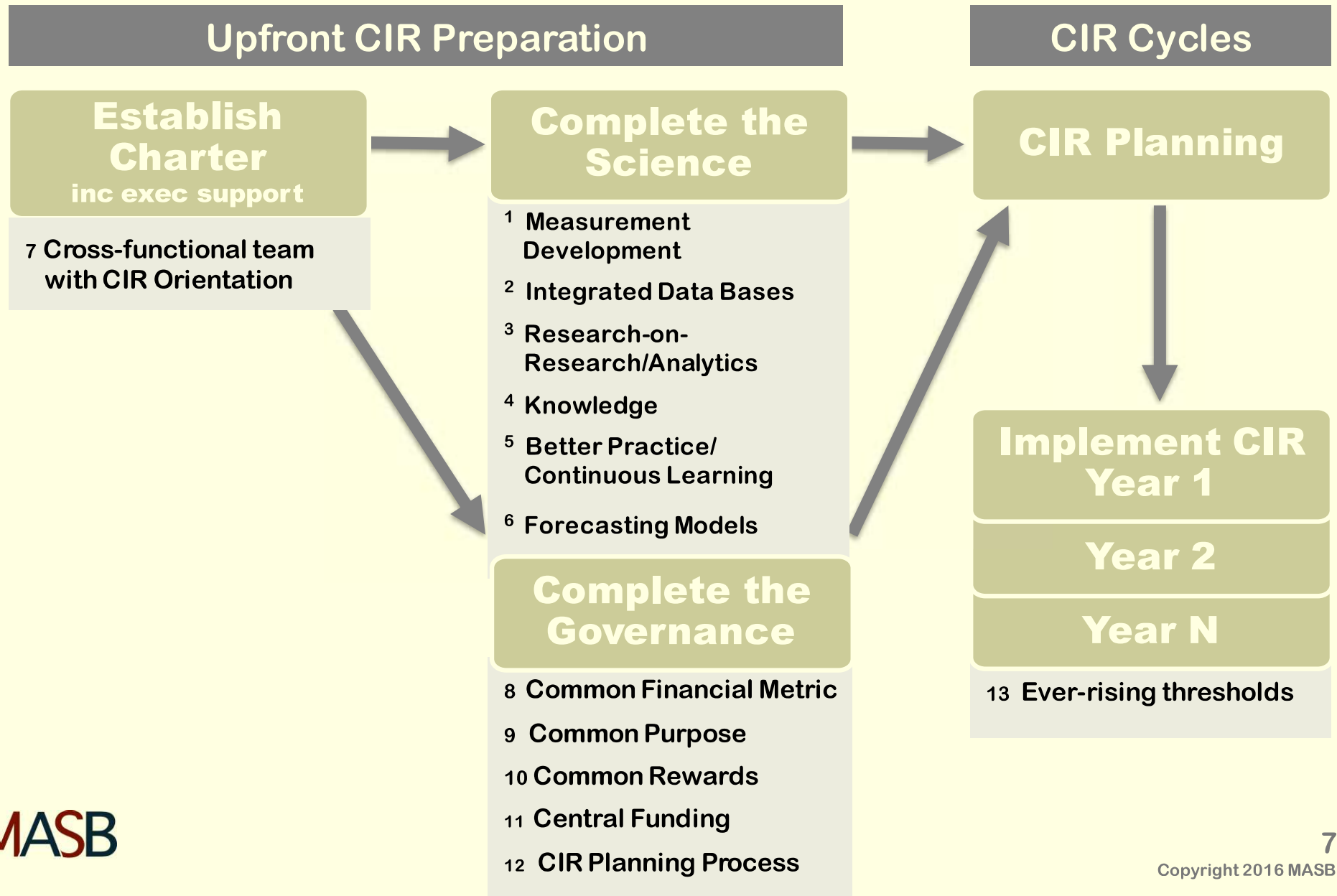
Elements of Science & Governance (Refinements)



MASB CIR Key Terms & Definitions (Refinements)

Science	1 Measurement Development	Process of improving measurement reliability, predictive validity, sensitivity & calibration
	2 Integrated Data Bases	A method for managing data from multiple sources and combining it around some type of single ID (e.g. a single customer). Integrated databases provide marketers and other decision-makers with a unified view of these multiple, sometimes disparate, data sources.
	3 Research-on-Research/ Analytics	Process of explaining variance/identifying the causal drivers of the business or human behavior.
	4 Knowledge	Profound understanding (of the business process or human & customer behavior) that yield a clear prioritization of action; Learning or principles that yield true predictions with unvarying uniformity (MR Vision 2003).
	5 Better Practice/ Continuous Learning	Documented method of operating that yields higher level of performance than other operating behaviors (BID); Process of applying Knowledge to the operating process for improved performance.
	6 Forecasting Models	Analytical techniques that represent causal relationships among various conditions & actions taken to achieve specific business results, and forecast future outcomes of various potential actions & conditions (IBID).
Governance	7 Cross-Functional Team with CIR Orientation	X-Functional Team w/CI Orientation, Common Purpose & Rewards, Central Funding & Thresholds
	8 Common Financial Metric	A financial metric that can be applied to most or all marketing, which is easily understood by non-financial people, (e.g., long-term profit/cash flow).
	9 Common Purpose	All or most marketing personnel and suppliers focused on improving against the common financial metric (i.e. definition #8).
	10 Common Rewards	Rewards for marketing personnel and their suppliers — including pay, promotions, recognition — based heavily upon success against common financial metric.
	11 Central Funding	All marketing investments funded from a single source, which releases funding based primarily upon the likelihood of success against the common financial metric.
	12 CIR Planning Process	A method of planning for marketing funding, based upon the principles of CIR, most notably: teams compete for funding for their respective brands and vehicles based upon proven (or at least plausible) ability to help hit overall financial metrics.
	13 Ever-rising Thresholds	A minimum threshold of financial return is required to receive marketing funds, and this threshold is typically raised year over year.

MASB CIR One-Page Roadmap



Discussions with Leading Companies

June/July 2016:

Greg Banks, John Willard + Rick Abens had phone discussions with leading companies who have had in place since January 2014, a marketing science system which calculates a common success measure for all or at least most of the total marketing investments.

We had two goals for these discussions:

- (1) Strengthen & improve our roadmap, cycles, assessment tool (most important)
- (2) Interest these companies in joining MASB

CIR Next Steps (8/16)

- Report on initial feedback at Summer Summit (**Today**)
- Publish CIR story & tool
- Continue measuring current MASB members
- Determine how to institutionalize beyond leadership transition

CIR Team

Team Leaders



Jane O'Keefe
MillerCoors



Greg Banks
Maddock Douglas

Team Heroes



Kelly Johnson
ESPN



Shyam Venugopal
PepsiCo



Jamie Richardson
Kimberly-Clark



Rick Abens
Foresight ROI



Mike Hanssens
UCLA



Jeff Winsper
Winsper

Staff



Meg Blair
MAF/MASB
Sponsor



Allan Kuse
MMA Center



John Willard
Membership



Erich Decker-Hoppen
Communication



Karen Crusco
Exec Assistant
Admin

Team Meets: Third Friday at Noon ET



Thank-you!



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