

---

# MASB Standards Project

## Continuous Improvement in Return (CIR) Leading Practices

Greg Banks, Foresight ROI  
February 2017  
Orlando



Marketing Accountability Standards Board  
of the Marketing Accountability Foundation

# CIR 2015: the team had this vision

Interview and rate companies red-yellow-or-green on the 13 CIR elements

Launch MASB service to monitor (and encourage) member progress

*original scorecard concept*

		Red / Yellow / Green		Improvements to reach higher level (e.g. yellow to green) by next assessment	Expected timing for completion of improvements
		Last assessment (e.g. June 2015)	This assessment (e.g. June 2016)		
Science	1 Measurement Development	●	●	Revisit root models	Dec '16
	2 Integrated Data Bases	●	●		
	3 Research-on-Research/Analytics	●	●	N/A	N/A
	4 Knowledge	●	●	N/A	N/A
	5 Better Practice/Continuous Learning	●	●	N/A	N/A
	6 Forecasting Models	●	●	TBD	TBD
Governance	7 Cross-Functional Team with CIR Orientation	●	●	Expand from 70% - to 90% marketing	Dec '16
	8 Common Financial Metric	●	●	N/A	N/A
	9 Common Purpose	●	●	Expand from 70% - to 90% marketing	N/A
	10 Common Rewards	●	●	Roll out marketing team bonus	Oct '16
	11 Central Funding	●	●	Move from 3 to 1 funding sources	N/A
	12 CIR Planning Process	●	●	Evolve from 12- to 6-month cycles	June '17
	13 Ever-rising Thresholds	●	●	Formalize speculative investment policy	Dec '16



Also:

Publish aggregated/anonymized results as benchmarks

And ultimately:

Expand MASB “audits” to include this accountability process

# CIR 2016: conducted 23 in-depth interviews

## With top companies:

<b>Food &amp; beverage</b> \$5B+ annual rev  1st, 2nd, 3 <sup>rd</sup> largest brands; multi categories	<b>Household products</b> \$10B+  1st, 2nd, 3 <sup>rd</sup> brands	<b>Insurance</b> \$6B+ annual rev  Single brand; top ten in U.S. P&C, life, annuity	<b>Household products</b> \$5B+ annual rev  1st, 2nd, 3 <sup>rd</sup> brands	
<b>Durable goods</b> \$50B+ annual rev  One of largest in world; based in U.S.	<b>Life sciences</b> \$30B+  \$4B+ division; OTC drugs	<b>Refrigerated foods</b> \$30B+  1st, 2nd, 3 <sup>rd</sup> brands	<b>Food &amp; Beverage</b> \$15B+  1st, 2nd, 3 <sup>rd</sup> brands	<b>Household products</b> \$11B+  1st, 2 <sup>nd</sup> brands

Last interviews conducted Dec 2016

## With marketing accountability suppliers and academics

<b>SaaS supplier</b> <b>Founder/CEO</b>  C-suite clientele; mostly durable goods	<b>Consultancy</b> <b>Founder/CEO</b>  Highly published in marketing accountability	<b>SaaS supplier</b> <b>Founder/CEO</b>  C-suite clientele; Fortune 100s	<b>Professor</b> <b>Major University</b>  Highly published in marketing science
---	--	---	--

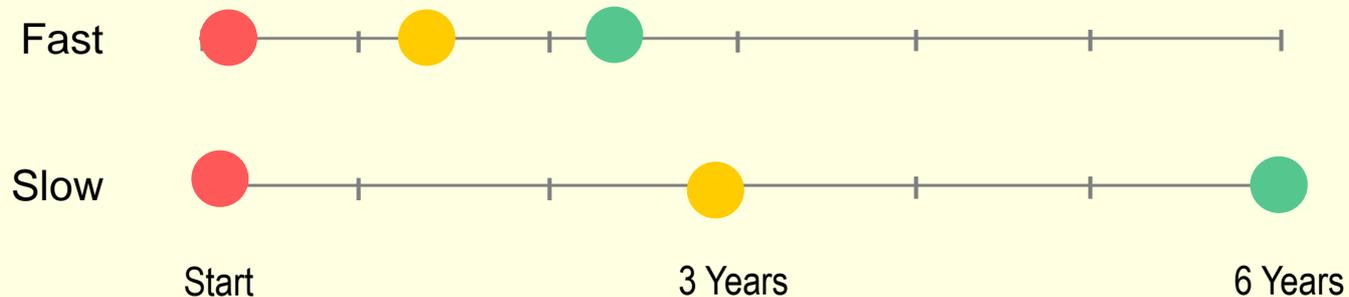
# We ID'd at least three prototype paths to best practice

**Path 1: 'finish science, then turn to CIR governance'**

**Path 2: 'C-suite makes CIR a day one priority'**

**Path 3: 'marketing & finance team around CIR'**

Across these three paths,  
different elements go faster or slower



# Prototype path 1: 'finish science, then turn to CIR governance'

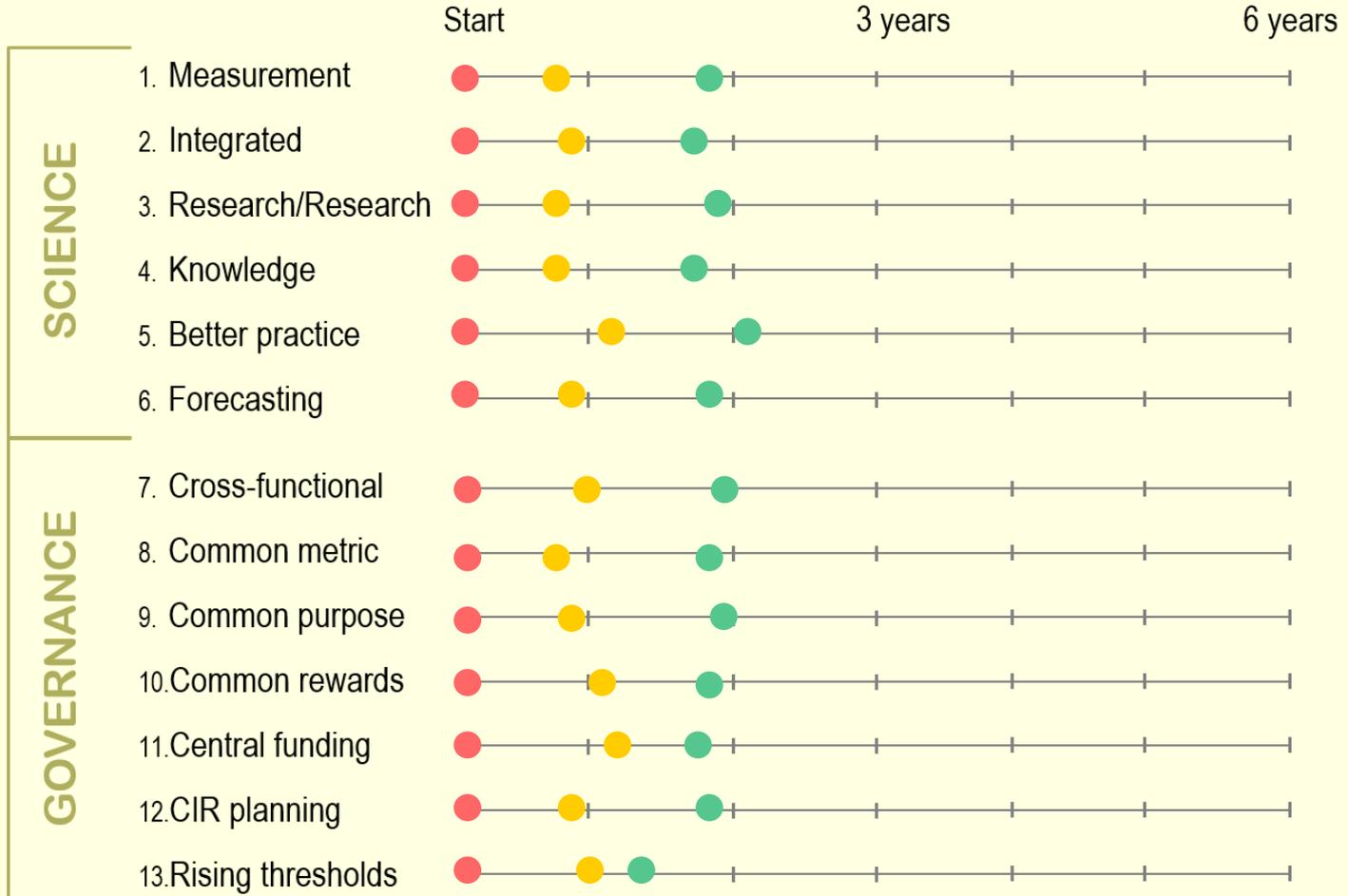
Best Practice ●  
 Acceptable ●  
 Unacceptable ●



**Common, acceptable, slow. Six plus years (when it sticks).**

# Prototype path 2: 'C-suite makes CIR a day one priority'

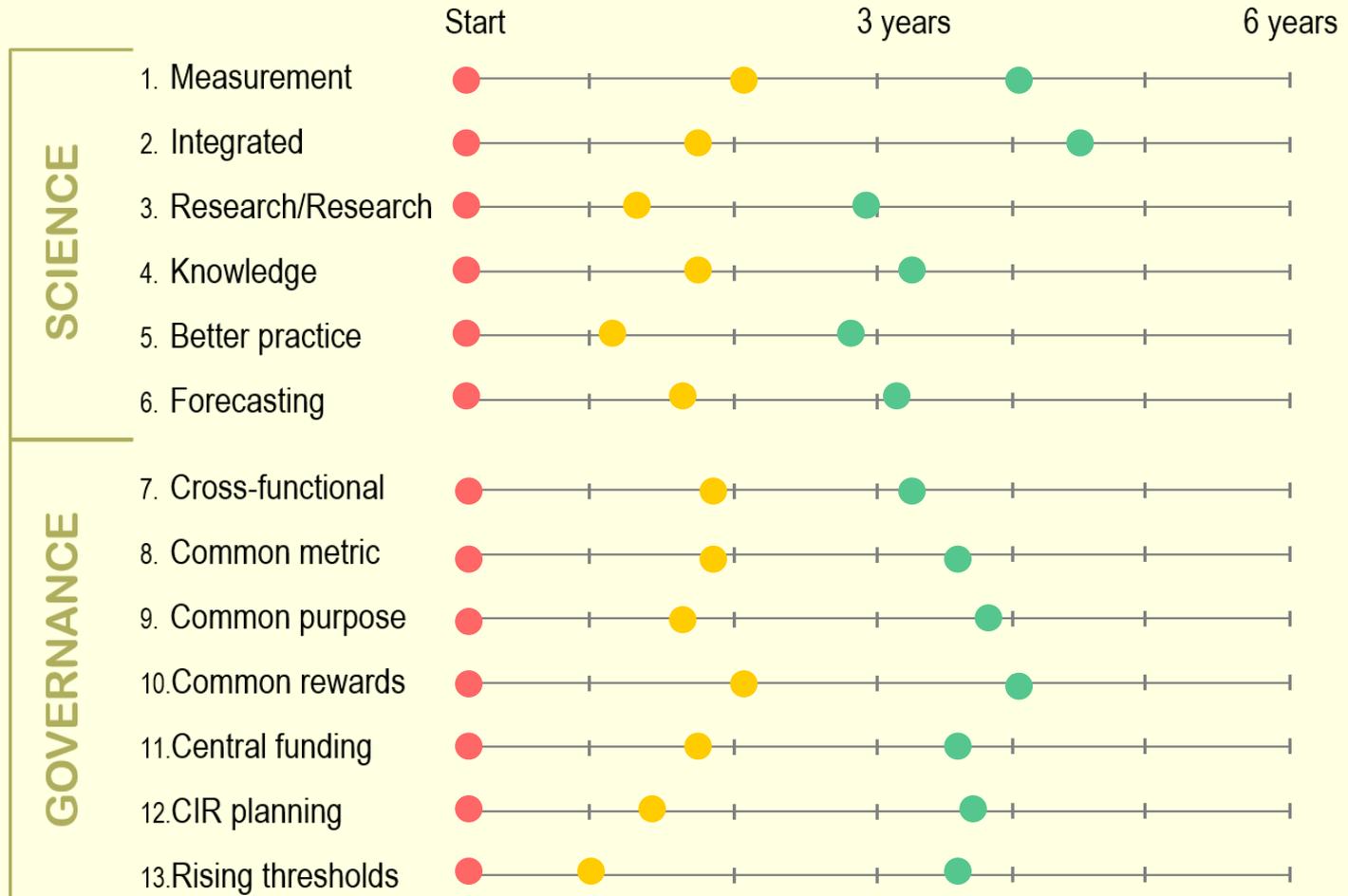
Best Practice ●  
 Acceptable ●  
 Unacceptable ●



**Preferred but still rare. Less than two years possible.**

# Prototype path 3: 'marketing & finance team around CIR'

Best Practice ●  
Acceptable ●  
Unacceptable ●

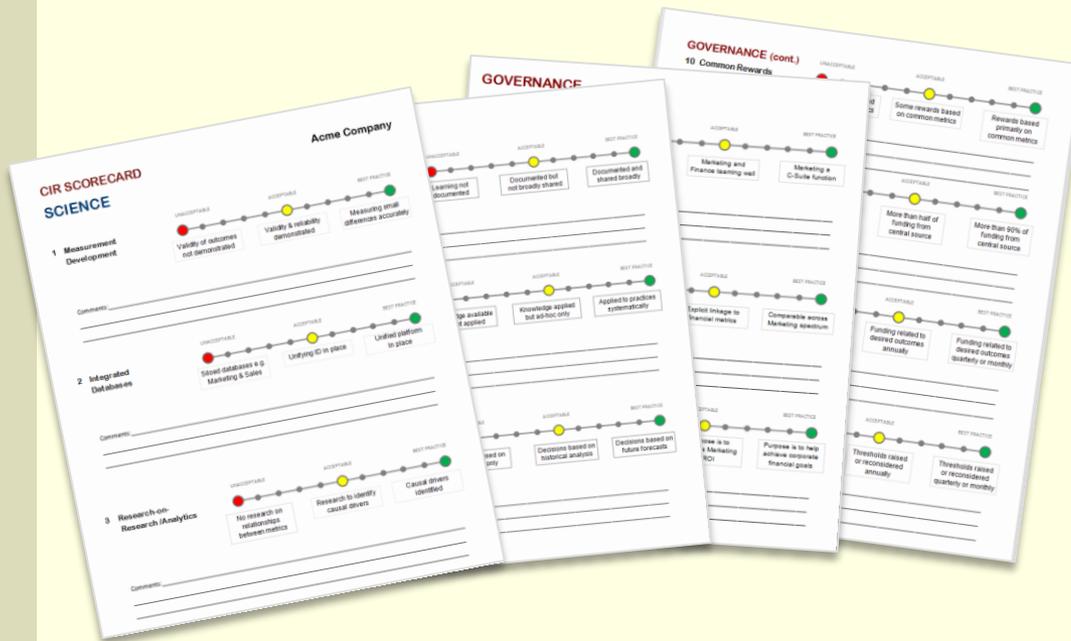


**Textbook MASB approach. Three-to-five years on average.**

# CIR 2017: our vision is coming to fruition

We have our scorecard complete

Team is offering to do an annual scorecard service



We'll publish soon:  
Our aggregated/anonymized results as benchmarks  
with a finance practitioner to co-author?

And we're several steps close to:  
Expanding MASB "audits" to include accountability process

---



# Thank-you!



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