

# Marketing Accountability Standards

## Marketer Member Panel Status on CIR Assessment Process

Jim Meier, MillerCoors  
MASB Director

August 2017  
Boston

10 Year Anniversary



Marketing Accountability Standards Board  
of the Marketing Accountability Foundation

# Panel

- **Purpose**  
Listen to current successes & challenges
- **Process**  
Marketer member panel discussion
- **Outcome**  
Input for current & future work

# Today's Panelists



Jim Meier  
(Finance)



Peter Cushing  
(Marketing  
Analytics)



Kelly Johnson  
(Marketing  
Analytics)

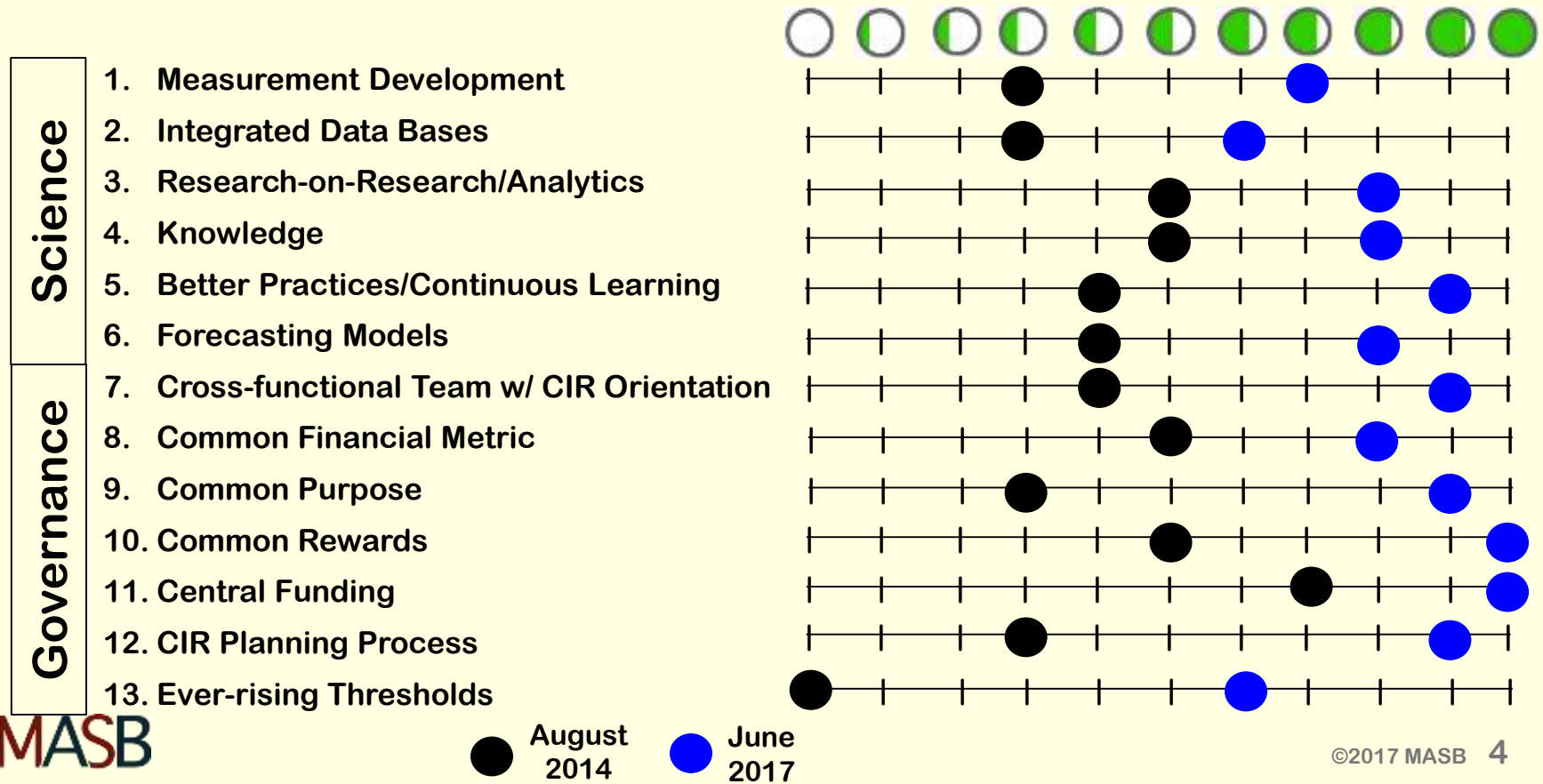


Manu De Luca  
(Marketing  
Analytics)

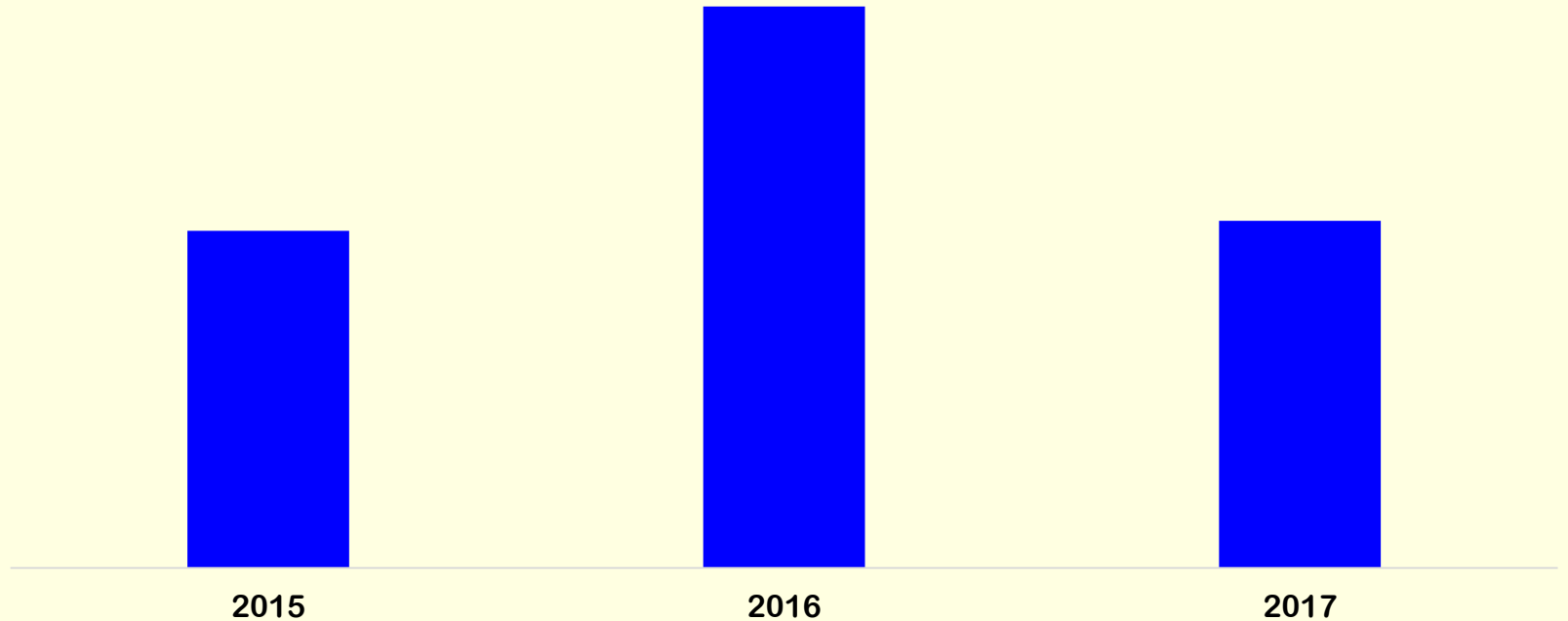


Jeff Bezzo  
(Finance)

# MillerCoors CIR Experience



# MillerCoors Incremental Annual ROMI Benefits



# CIR Experience Panel Discussion

## Science

1. Measurement Development
2. Integrated Data Bases
3. Research-on-Research/Analytics
4. Knowledge
5. Better Practices/Continuous Learning
6. Forecasting Models
7. Cross-functional Team w/ CIR Orientation
8. Common Financial Metric
9. Common Purpose
10. Common Rewards
11. Central Funding
12. CIR Planning Process
13. Ever-rising Thresholds

## Governance

1. Where have you made progress?
2. What have you learned through this process?
3. Which was the hardest to do?
4. What went more smoothly than first expected?

# MASB CIR Key Terms & Definitions

Science	<sup>1</sup> Measurement Development	Process of improving measurement reliability, predictive validity, sensitivity & calibration
	<sup>2</sup> 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.
	<sup>3</sup> Research-on-Research/ Analytics	Process of explaining variance/identifying the causal drivers of the business or human behavior.
	<sup>4</sup> 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).
	<sup>5</sup> 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.
	<sup>6</sup> 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).

# MASB CIR Key Terms & Definitions

<b>Governance</b>	<sup>7</sup> Cross-Functional Team with CIR Orientation	X-Functional Team w/CI Orientation, Common Purpose & Rewards, Central Funding & Thresholds
	<sup>8</sup> 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).
	<sup>9</sup> Common Purpose	All or most marketing personnel and suppliers focused on improving against the common financial metric (i.e. definition #8).
	<sup>10</sup> Common Rewards	Rewards for marketing personnel and their suppliers — including pay, promotions, recognition — based heavily upon success against common financial metric.
	<sup>11</sup> 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.
	<sup>12</sup> 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.
	<sup>13</sup> Ever-rising Thresholds	A minimum threshold of financial return is required to receive marketing funds, and this threshold is typically raised year over year.



# Thank-you!



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of the Marketing Accountability Foundation**