

MASB

Standards Project

Continuous Improvement in Return (CIR)

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MASB Advisor**

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MASB Director**

**February 2018
New Orleans**



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

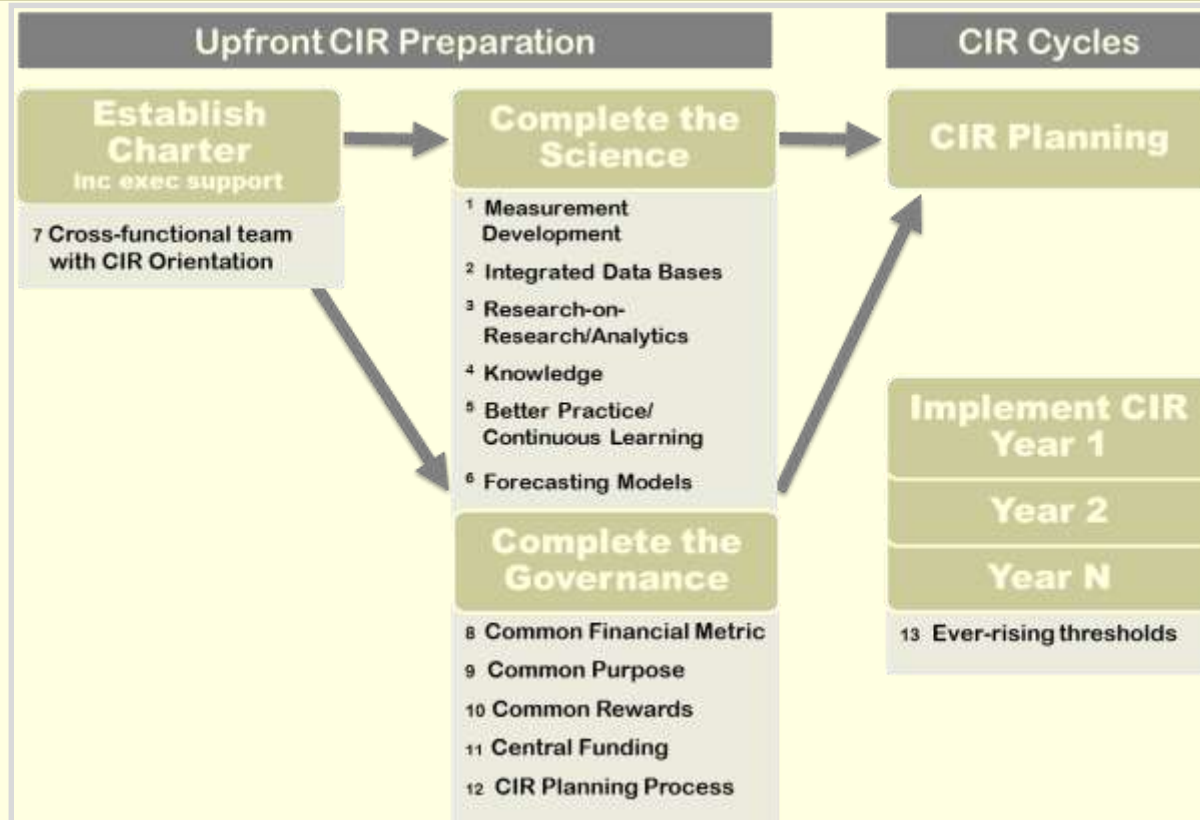
MASB CIR

A science- and governance-based system for marketers and their colleagues to “CIR” i.e. continuously improve financial returns.

MASB team has completed in phase I, since 2014:

- In-depth interviews with 23 CIR experts
- A complete CIR roadmap
- Definitions of necessary CIR capabilities
- An online assessment tool
- Now, collaborating with Forbes

Phase I: completed CIR roadmap



Phase I: completed thirteen capabilities

Six Science Capabilities of CIR

- 1 Measurement Development**
- 2 Integrated Data Bases**
- 3 Research-on-Research/ Analytics**
- 4 Knowledge**
- 5 Better Practice/ Continuous Learning**
- 6 Forecasting Models**

Seven Governance Capabilities of CIR

- 7 Cross-Functional Team with CIR Orientation**
- 8 Common Financial Metric**
- 9 Common Purpose**
- 10 Common Rewards**
- 11 Central Funding**
- 12 CIR Planning Process**
- 13 Ever-rising Thresholds**

Phase I: completed online assessment tool



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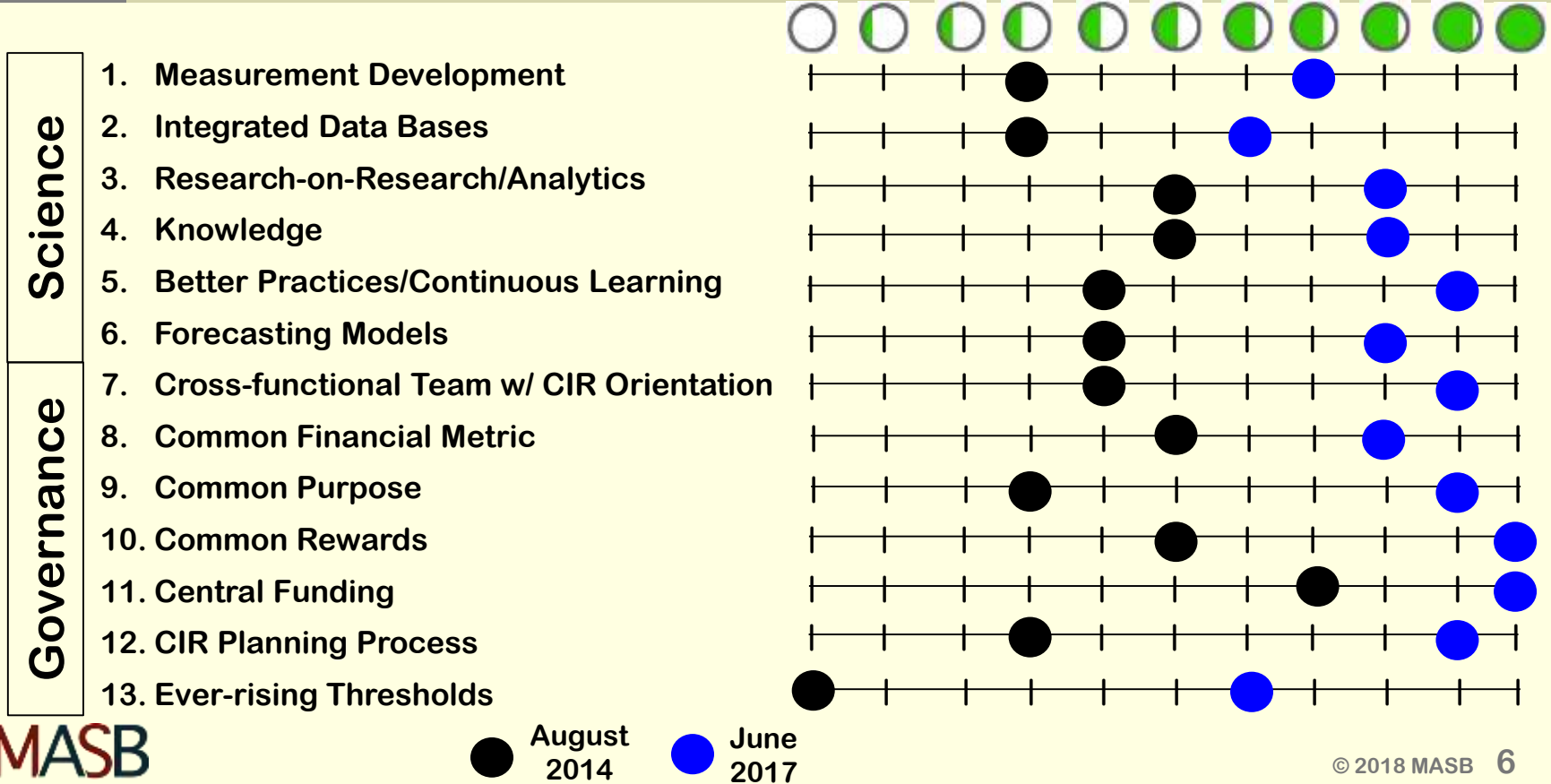
Continuous Improvement in Return

ASSESSMENT

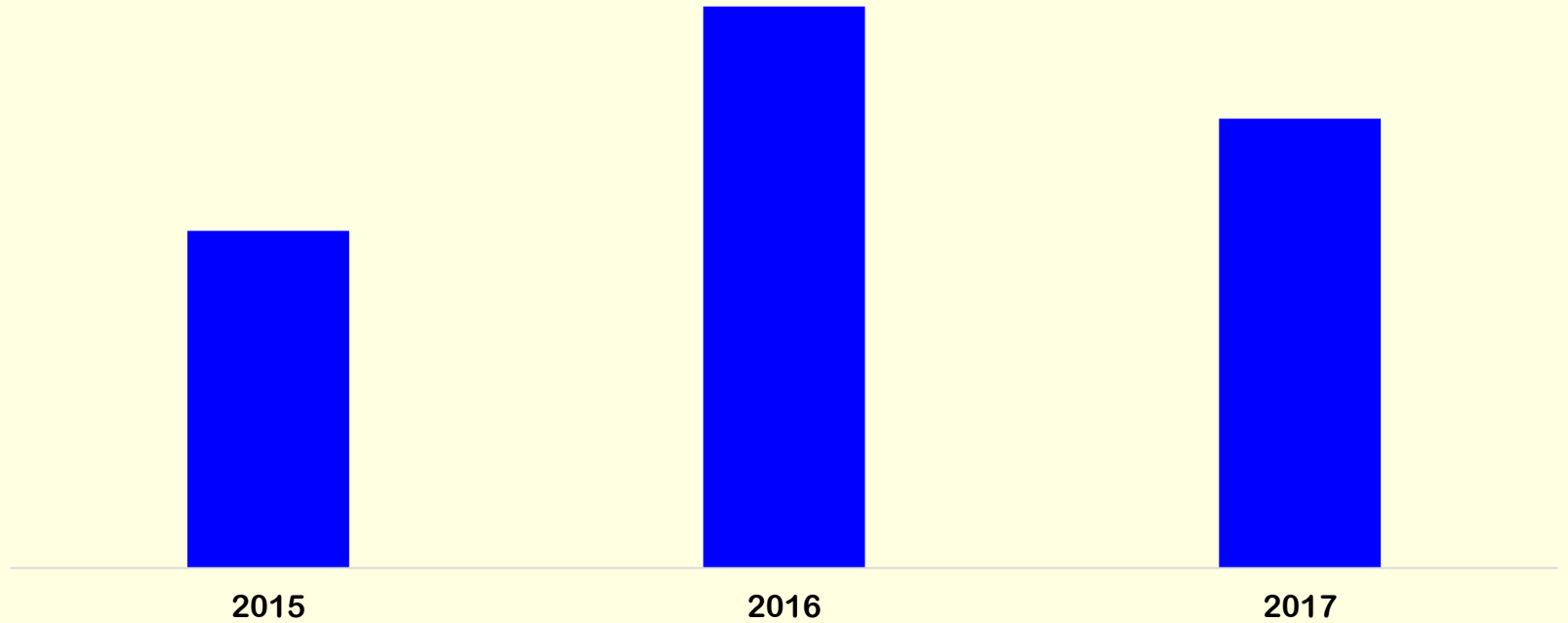


Measuring and Tracking Success

Here's how CIR works at



Here are the improving returns



Phase I: involved a wide spectrum of experts, interviewees

MASB Staff	Project Leads	Team members	Team members (continued)	Best practice interviewers	Best practice interviewees (experts)	Best practice interviewees (teams)	White paper authors and contributors
Meg Blair	Jane O'Keefe	Kelly Johnson	Chris Ciccarello	John Willard	Sunnil Garga	Insurance \$6B+ year/rev	Jim Meier
Allan Kuse	Jim Meier	Art Klein	Peter Cushing	Rick Abens	Mike Hanssens	Food & Bev (2) \$6B+ \$15B+	Greg Banks
Erich Decker-Hoppen	Greg Banks	Rick Abens	Lori Kuehn	Karen Crusco	Jeff Winsper	Durable Goods \$50B+	Frank Findley
Karen Crusco	<div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>Blue = current CIR staff, leads & members</i> </div>	Manu De Luca	Ash Ambani		Jim Lenskold	HH Products (3) \$5B+ \$10B+ \$11B+	Mike Hanssens
Kevin Richardson		Pam Forbus	Rafael Alcaarez		<div style="border: 1px solid black; padding: 5px; width: fit-content;"> <i>We in-depth interviewed 23 best practice people in total</i> </div>	Refrigerated Foods \$30B+	Steve Diorio
John Willard		Tracy Chong	Jamie Richardson				Life Sciences \$30B+
Tony Pace		Jeff Winsper	Mike Hanssens				Tracy Chong
Frank Findley		Kate Garner	Sunny Garga				Tony Pace

**Please get your questions
answered now regarding phase I**

**... because next we'll be asking
your help on deciding what's next**

Now what?

- We would like your help in deciding the next steps for CIR
- With the help of table leads, we will now breakout and ask for your input on these questions:
 - How do we best leverage the CIR?
 - How do we create a pool of CIR mentors?
 - How will we best differentiate CIR from cost-cutting e.g. ZBB?
 - Will CIR be useful for you and/or your organization?
 - Where would you like to see us take it next?
- At the end of this session we will read off the results from each table

Table Division (**Bold** = Table Lead)

Table 1

- **Frank Findley**
- Dave Stewart
- Christian Goy
- Ray Katz
- Karin Kricorian

Table 2

- **Greg Banks**
- Tim Gohmann
- Bill Duggan
- Joanna Seddon
- Pam Forbus

Table 3

- **Jim Meier**
- Kathleen Hunter
- Neil Bendle
- Chris Murphy
- Paul Donato

Table 4

- **Steve Diorio**
- Jim Gregory
- Paul Farris
- Henrik Christensen
- Doug Crang
- Kåre Sandvik

Table 5

- **Erich Decker-Hoppen**
- Purush Papatla
- Charles Cantu
- Tracy Wilson
- Karen Ebben
- Ted McConnell

Table 6

- **Art Klein**
- Kelly Johnson
- Sunny Garga
- Bobby Calder
- Laurence Newell
- Courtney Williams

Questions

- **How do we best leverage CIR?**
- **How do we create a pool of CIR mentors?**
- **How will we best differentiate CIR from cost-cutting e.g. ZBB?**
- **Will CIR be useful for you and/or your organization?**
- **Where would you like to see us take it next?**

Going Forward

- For the rest of the day and this evening Frank and Greg will seek your additional input
- Tomorrow at 9:30 AM we'll summarize next steps

Appendix



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

CIR: our original charter

Project	Continuous Improvement in Return (CIR) (Meier, 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	2014 & Ongoing	

CIR Milestones (2014 & 2015)



El Frame-Up 10/14

Leaders & Plan 11/14

Base Terms Defined 12/14

Science Reviewed 3/15

Gaps in Governance ID'd 4/15

Governance Terms Defined 6/15

Definitions Consolidated 8/15

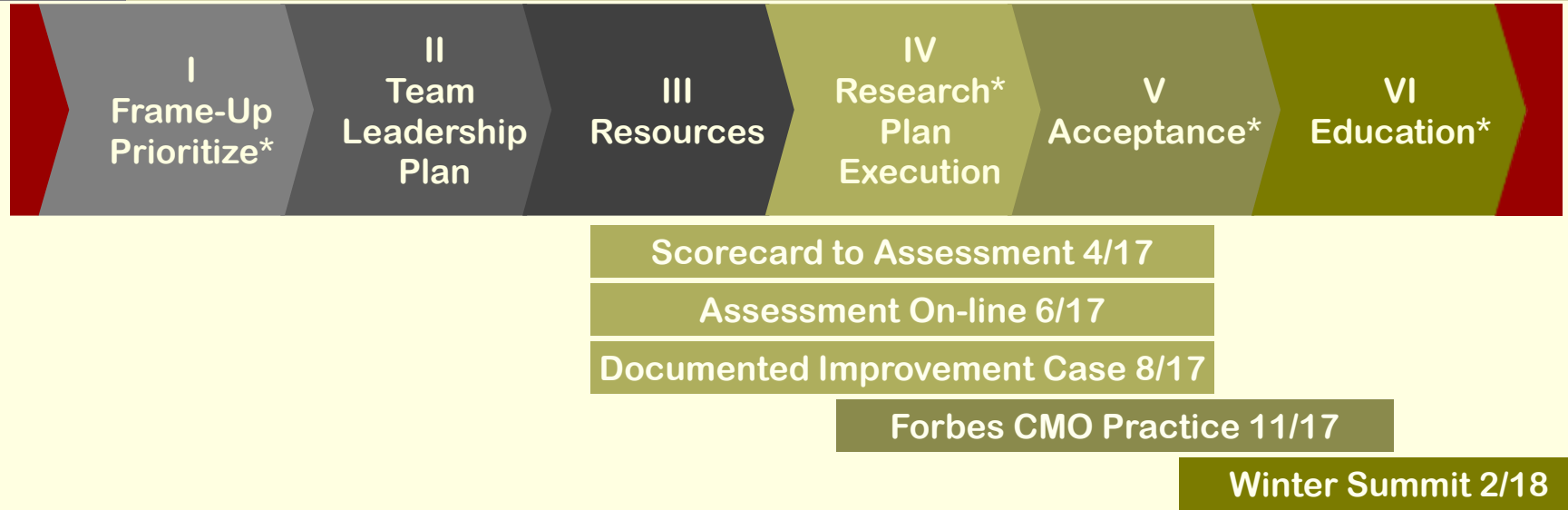
Initial Roadmap 10/15

High Level Considerations 11/15

CIR Milestones (2016)



CIR Milestones (2017 & 2018)



CIR Team Members

Team Leaders



Greg Banks
Foresight ROI



Jim Meier*
MillerCoors

Team Heroes



Kelly Johnson
ESPN



Rick Abens
Foresight ROI



Ash Ambani
PepsiCo



Art Klein
MSW.AR5



Tracy Chong
Strata Insights



Manu De Luca
SC Johnson

Staff



Frank Findley
MASB ED
Sponsor



Tony Pace
MAF/MASB



Erich Decker-Hoppen
Communication



Karen Crusco
Executive Assistant
Admin

*Interim Co-Lead