

MASB Welcome

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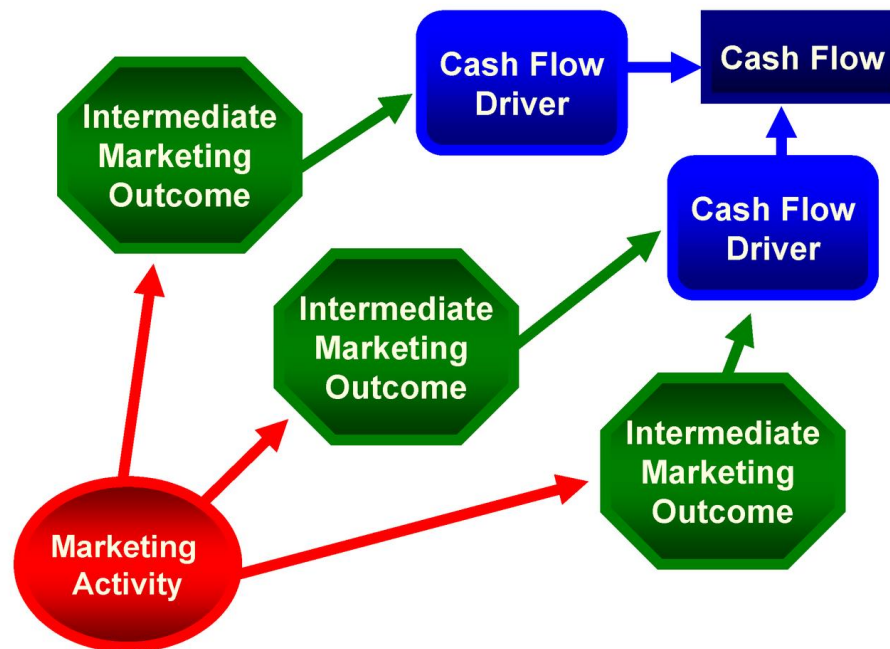
MASB Fall Summit 2022

Welcome to Columbia

- CBS set up in 1916
- 2022 is a special year—move into Kravis Hall/Geffen Hall
- Storied Marketing group
 - Theory of Buyer Behavior – Howard and Sheth
 - Valuing Customers – Gupta, Lehmann and Stuart
 - ...
- 24 exceptional full-time faculty in all fields of marketing; editors, AEs, ...
- Very strong PhD program
- MBA/EMBA (teaching >350 students annually) and MS in Marketing programs

Some thoughts on marketing accountability

MMAP: Marketing Metric Audit Protocol



MASB

Source: The Boardroom Project (2006)

Value of customers

- Valuing customers – CLV
- Understanding acquisition, retention, development adds up to firm value
 - CBCV
 - Online interactive CBCV tutorial coming soon from McCarthy, Fader, Jerath
- Interventions to influence customer value and therefore firm value
 - Quantifying impact
- Shuba's lecture on firm value

Value of advertising

- Quantifying the value of advertising has always been a challenge
 - ▶ "Half of my advertising dollars ..."
- Recently some advances have been made due to availability of better data and capabilities of running experiments
 - ▶ Some results are discouraging, e.g., Shapiro, Hitsch, Tuchman (2021; *Econometrica*) find from an analysis of 288 brands that advertising ROI is negative for 80% of brands
- Why does low ROI advertising persist—who will call this out?
 - ▶ Ad manager?
 - ▶ Ad agency?
 - ▶ Publisher?

The effort has to come from the CEO/CFO/CMO, and rewards for correct answers even if unpleasant (Gordon, Jerath et al. 2021, *JM*)

Value of marketing intangibles

- OECD: “Marketing intangible” means an intangible that relates to marketing activities, aids in the commercial exploitation of a product or service, or has an important promotional value for the product concerned
 - ▶ Marketing intangibles are especially important in the “new” economy (OECD 2014)
- Value of brand
- Value of 4Ps components
 - ▶ Value of product development knowledge, e.g., an Amazon vs a traditional company
 - ▶ Value of place infrastructure, e.g., value of marketplaces/platforms vs traditional channel structures
 - ▶ Value of pricing mechanism, e.g., algorithmic pricing vs manual pricing
 - ▶ Value of promotions, e.g., advertising (already discussed)

Conclusion: MASB will play an increasingly important role going forward!

We hope Columbia provides you the ideal place today/tomorrow to do this!

