MMA

THE GREAT DEBATE

Marketing Growth Frameworks

MARKETING SCIENCE ADVISOR

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THE GREAT DEBATE
Marketing Growth Frameworks

Hosted by:
Joanna O'Connell
FORRESTER

MARKETING SCIENCE ADVISOR
neustar

6 GROWTH FRAMEWORKS | **4** PANEL DEBATES | **24** MARKETING EXPERTS

ALL THE MARKETING GROWTH FRAMEWORKS IN ONE PLACE.

Join the Debate: #MarketingGrowthDebate

DR. PETER FADER
Wharton School of the University of Pennsylvania
JUNE 24

Customer Centricity

DR. DOMINIQUE HANSSENS
UCLA Anderson Graduate School of Management
JULY 29

Long-Term Impact of Marketing

BYRON SHARP
University of South Australia & The Ehrenberg-Bass Institute
SEPTEMBER 14

How Brands Grow

JOEL RUBINSON
Former Chief Research Officer Advertising Research Foundation
OCTOBER 14

Outcomes-Based Marketing

LESLIE WOOD
Chief Research Officer NCSolutions
OCTOBER 29

Building Brands: The Keys to Success

JARED SCHRIEBER
Founder InfoScout, Now Numerator
DECEMBER 1

How to Grow Brands: Findings From 1B Shopping Trips

SUMMARY SESSION

STRATEGIC SUMMARY & ANALYSIS
JANUARY 27

EY
FORRESTER
UNIVERSITY OF OXFORD
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FOUR PANEL DEBATES

ANALYTIC DEBATE
FEBRUARY 17
MOLSON COORS beverage company
Coca-Cola
Northwestern Mutual
RumChata

MARKETER DEBATE
MARCH 31
Kroger
DIAGEO
BANK OF AMERICA

THOUGHT LEADER DEBATE
APRIL 28

CMO DEBATE
MAY 19
P&G
CVS Health
BANK OF AMERICA

MMA

Outcome-Based Marketing v2.0 (OBM2)

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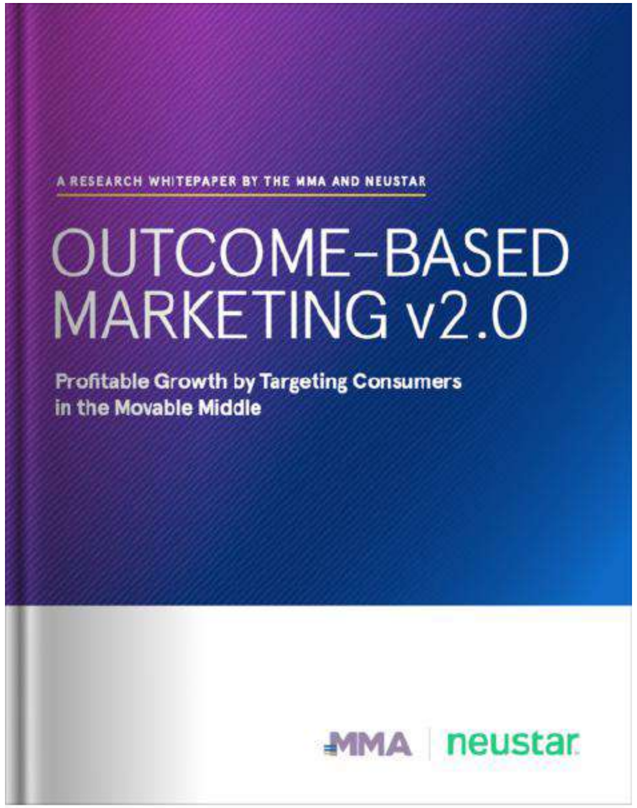
Profitable Growth by Targeting The Movable Middle

- A new marketing growth framework that has been **scientifically validated to outperform reach-based planning by more than 50%**
- A **practical** approach to identify, quantify and **target the most responsive audience** for any brand
- A **profitable strategy to win over non-buyers** who are more likely to respond and build for the future of the brand



A RESEARCH WHITEPAPER BY THE MMA AND NEUSTAR

OUTCOME-BASED
MARKETING v2.0

Profitable Growth by Targeting Consumers
in the Movable Middle

MMA | neustar

Learn More & Download Whitepaper*
mmaglobal.com/OBM

Register for the Upcoming Webinar on March 9th
mmaglobal.com/OBM

UCLA · UNIVERSITY OF OXFORD

Academic Advisors

Kroger · PEPSICO · CHOICE HOTELS · MOLSON COORS beverage company

Marketer Advisors

Numerator

Data Partner

Brand as Performance (BaP): Research Program

What is the fundamental relationship between Brand and Performance Marketing?

Program Overview:

- The **Great Marketing Growth Debate series sprang out of this project** with the goal to help marketers to understand the leading marketing growth theories
- Key elements of these theories will be tested as part of the BAP studies:
  - Importance of **reach and mass marketing** (Byron Sharp)
  - **Customer centricity** and the need to focus on the right customers (Dr. Peter Fader)
  - Role of the **movable middle** and outcome-based marketing (Joel Rubinson)

CVS Health
MOLSON COORS beverage company

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Interested To Be The 3rd Marketer?
Contact: Greg Stuart
greg@mmaglobal.com

Latest Status:

- Study has been reviewed by over 50 marketers
- The topic of brand & performance compelling to EVERYONE, including every CMO
- 2 of 3 participating marketers identified: CVS & Molson Coors
- Expected execution in early 2021 (Covid paused the start)

FACEBOOK
Google
verizon media

Today’s Speakers & Panelists

Janet Balis
Americas Consumer & Growth Market Leader & Marketing Practice Leader
EY

Patrick Moriarty
Managing Director, Commercial Analytics
EY

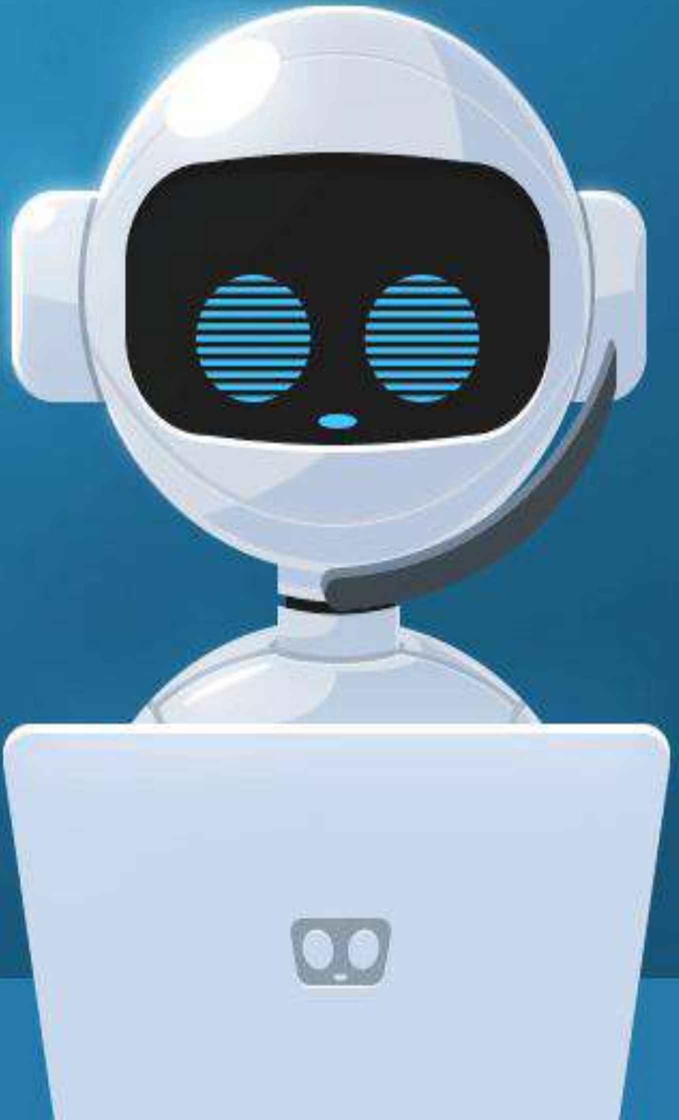
Louise Keely
Principal, Strategy & Value Creation
EY-Parthenon

Joanna O’Connell
VP, Principal Analyst
Forrester

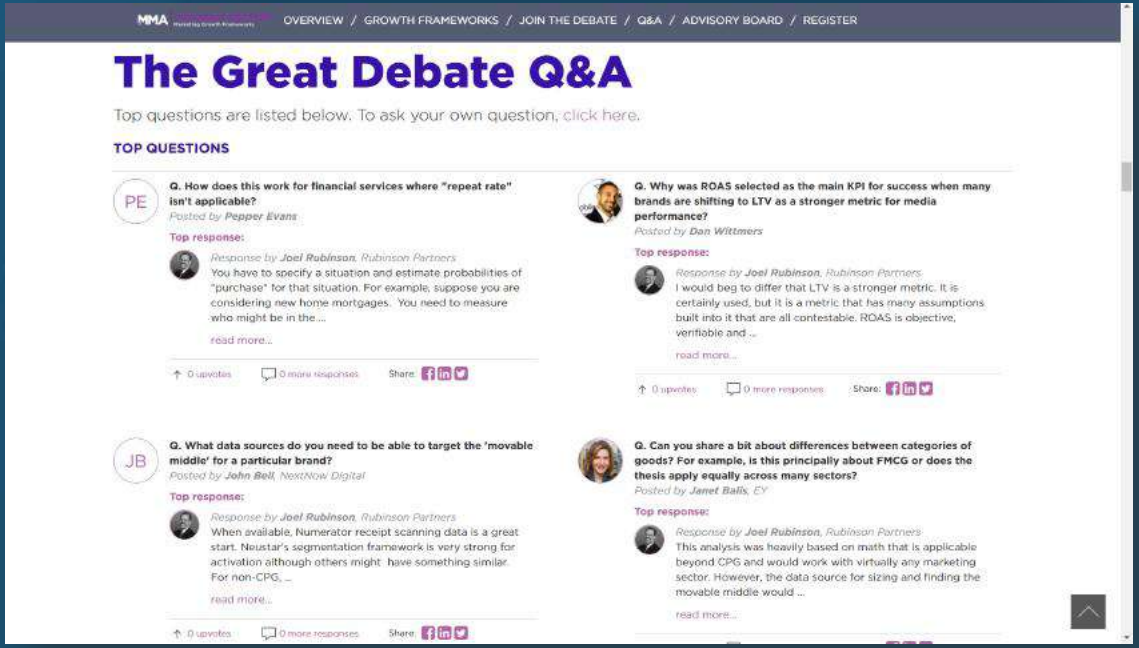
Marc Vermut
VP, Marketing
Solutions
Neustar

Dr. Felipe Thomaz
The University of
Oxford

Asking Questions, Sharing Insights



Send us your questions and insights, using this Q&A box.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PE
JB
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The Great Debate Q&A

Top questions are listed below. To ask your own question, click here.

TOP QUESTIONS

Q. How does this work for financial services where "repeat rate" isn't applicable?
*Posted by **Pepper Evans***

Top response:

*Response by **Joel Rubinson**, Rubinson Partners*
You have to specify a situation and estimate probabilities of "purchase" for that situation. For example, suppose you are considering new home mortgages. You need to measure who might be in the ...

read more...

↑ 0 upvotes 0 more responses

Q. Why was ROAS selected as the main KPI for success when many brands are shifting to LTV as a stronger metric for media performance?
*Posted by **Dan Wittmers***

Top response:

*Response by **Joel Rubinson**, Rubinson Partners*
I would beg to differ that LTV is a stronger metric. It is certainly used, but it is a metric that has many assumptions built into it that are all contestable. ROAS is objective, verifiable and ...

read more...

↑ 0 upvotes 0 more responses

Q. What data sources do you need to be able to target the 'movable middle' for a particular brand?
*Posted by **John Bell**, NextNow Digital*

Top response:

*Response by **Joel Rubinson**, Rubinson Partners*
When available, Numerator receipt scanning data is a great start. Neustar's segmentation framework is very strong for activation although others might have something similar. For non-CPG, ...

read more...

↑ 0 upvotes 0 more responses

Q. Can you share a bit about differences between categories of goods? For example, is this principally about FMCG or does the thesis apply equally across many sectors?
*Posted by **Janet Balis**, EY*

Top response:

*Response by **Joel Rubinson**, Rubinson Partners*
This analysis was heavily based on math that is applicable beyond CPG and would work with virtually any marketing sector. However, the data source for sizing and finding the movable middle would ...

read more...

mmaglobal.com/MarketingGrowthQA
#MarketingGrowthDebate

The Great Marketing Growth Debate:

Strategic Summary & Analysis

Janet Balis
Patrick Moriarty
Louise Keely
EY

@digitalstrategy

EY team

Janet Balis

EY Americas Customer and Growth Market Leader and Marketing Practice Leader

Louise Keely

EY-Parthenon Strategy & Value, Creation Principal

Patrick Moriarty

EY Americas Customer Analytics Advisory Leader

Pranjali Tatti

Mireille Flin

Laura Persinski

Kylene Huang

Kevin Xie

The MMA Great Marketing Debates

Dr. Peter Fader June 24

Customer Centricity: Focus on the Right Customers for Strategic Advantage

Dr. Dominique Hanssens July 29

Long-Term Impact of Marketing: A Compendium

Professor Byron Sharp September 14

How Brands Grow: What Marketers Don't Know

Joel Rubinson October 14

Outcome-Based Marketing 2.0

Dr. Leslie Wood October 29

Building Brands: The Keys to Success

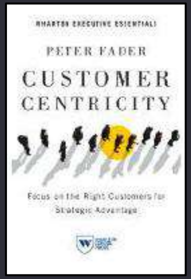
Jared Schrieber December 1

How to Grow Brands: Findings from 1 Billion Shopping Trips

Dr. Peter Fader

Customer centricity: focus on the right customers for strategic advantage

Professor of Marketing at the Wharton School of the University of Pennsylvania



WHARTON EXECUTIVE ESSENTIALS

PETER FADER

CUSTOMER CENTRICITY

Focus on the Right Customers for Strategic Advantage

Key questions addressed

- Which customers should be the focus of a company’s marketing strategy?
- Should companies define themselves around their products or their customers?
- How can differences across a customer base create opportunities to create value?

About Dr. Peter Fader

Dr. Peter Fader’s book *Customer Centricity: Focus on the Right Customers for Strategic Advantage* focuses on topics such as customer relationship management, lifetime value of the customer and sales forecasting for new products. Much of his research highlights the consistent (but often surprising) behavioral patterns that exist across these industries and other seemingly different domains.

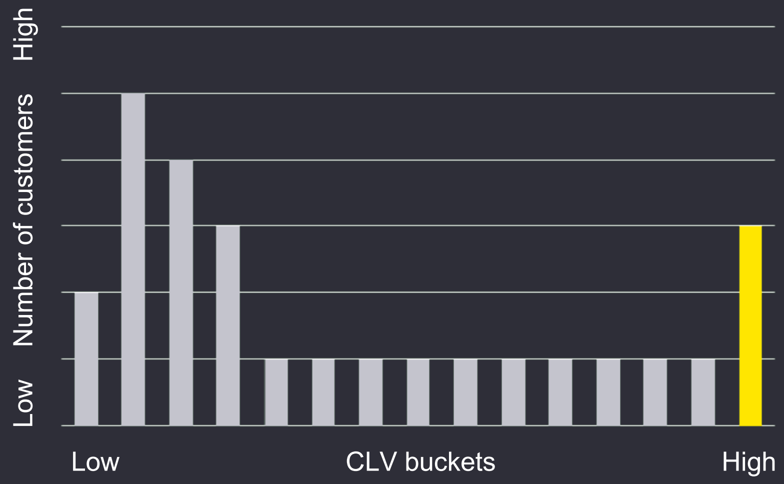
In addition to his work at Wharton, Dr. Fader co-founded a predictive analytics firm in 2015, which was sold to Nike in 2018. He then co-founded Theta Equity Partners to commercialize his more recent work on “customer-based corporate valuation.”

Focusing on all customers is costly — companies' efforts are best focused on advocates

Dr. Peter Fader

Most customers have low lifetime values — companies should over-invest in a select set of advocates

Breakdown of Customer Lifetime Value (CLV)



A select set of high CLV customers are "advocates" for whom the customer experience must be tailored

Frequent buyers from the past **buy disproportionately** in the future

Companies should value heterogeneity in their customer base

Customer centricity isn't about a great customer experience for everyone — strategies have to be **tailored toward advocates**

Success in converting CLV insights to action starts with designing a customer-centric organization

	Product-centric companies	Customer-centric companies
Goal	Best product for customer	Best solution for customer
Pricing	Price to market	Price for value and risk
Culture	New product culture	Relationship management culture
Metrics	Number of new products	Customer retention

Dr. Peter Fader: key takeaways

Dr. Peter Fader

- Do not over-invest in low-value customers; instead, focus on advocates
- Focus on providing a world-class customer experience for advocates — not everyone
- Customer-centricity starts with designing a customer-centric organization

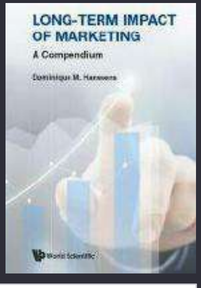
Makes the most sense when …

- Loyalty data is available, and metrics are stable
- Customer Lifetime Value (CLV) is knowable
- There are slow to moderate purchase cycles (less applicable in automotive, which is too infrequent, or Consumer Packaged Goods (CPG), which is too fast-moving)
- There is an opportunity to design or personalize the customer experience beyond marketing (e.g., retail banking)

Dr. Dominique Hanssens

Long-term impact of marketing: a compendium

Professor of Marketing at UCLA’s Anderson Graduate School of Management



About Dr. Dominique Hanssens

Dr. Dominique “Mike” Hanssens, the Distinguished Research Professor of Marketing at UCLA’s Anderson Graduate School of Management, has studied both the short-term and long-term impact of marketing on the business performance of companies. To his world view, though there are benefits to short-term strategies, the long term is where the marketing game is won or lost.

His book *Long-Term Impact of Marketing: A Compendium* focuses on the topic of inferring long-term marketing impact on business performance from real-world data. It presents time-series analytic methods to measure the short- and long-term effects of marketing on business performance. As marketing data increase in quantity and quality, the application of the principles in the book are more relevant and important.

Key questions addressed

What drives growth more — marketing actions or assets?

What correlates most with enterprise value?

Does digital impact the way marketing mix is considered?

Long-term impacts of marketing come mainly from creating marketing assets over marketing actions

Dr. Dominique Hanssens

Marketing generates revenue through actions and assets

Marketing actions	Marketing assets
► Product ► Price ► Distribution ► Promotion	► Brand assets (e.g., colors, shapes, jingles, logos) ► Customer assets (e.g., customer review valence/volume, CSAT)

Marketing actions and assets by growth impact:

Category	Growth driver
Distribution	Major
Innovation	Major
Sales calls	Major
Advertising	Minor
Price	Minor
Price promotion	No

Category	Growth driver
Customer assets	Major
Review valence	Major
Review volume	Major
Brand assets	Major

Customer assets are becoming increasingly important and impactful to company value and investors

15-year public equity return on investment:

31%	S&P 500	Increasing customer loyalty from 80% to 90% **doubles** the long-term value of a company
518%	For companies with rising customer satisfaction	Customer value as a percentage of enterprise value has **doubled** to **~20%** of enterprise value

The digital age brings changes, but it does not change marketing mix effects significantly overall

Digital media complements traditional media	Increased customer access to information increases the value of reviews	The speed of diffusion is increasing, reducing the relevance of position in the life cycle	Distribution is taking on new forms at a lower cost

Dr. Hanssens: key takeaways

Dr. Dominique Hanssens

- Invest in marketing actions and marketing assets to generate revenue and drive growth
- Focus on improving customer assets (e.g., customer review valence and volume), since they are impactful for long-term growth
- Digital media complements traditional media and has a similar impact on long-term marketing effects

Makes the most sense when …

- Brands focus on fast-moving consumer and retail brands in high-awareness categories
- Brands have strong distribution and/or shelf ownership
- Innovation cycles are fast
- Legacy companies may have acquired D2C brands, which may not have marketing assets
- Brands drive growth in consumer spaces, including packaged goods, technology or possibly travel

Professor Byron Sharp

How brands grow: what marketers don’t know

Professor of Marketing Science and Director of the Ehrenberg-Bass Institute at the University of South Australia

OXFORD
how brands grow
Byron Sharp
OXFORD
how brands grow
Part 2
Jenni Romaniuk
Byron Sharp

About Professor Byron Sharp

Byron Sharp is a Professor of Marketing Science at the University of South Australia and Director of the University’s Ehrenberg-Bass Institute – the world’s largest center for research into marketing.
Professor Sharp is best known for his book *How Brands Grow*, which describes scientific laws in marketing — real-world patterns that hold for many product categories and countries, and over time. These empirical laws do not fit with many old, but still fashionable, theories of marketing. Instead, they show that brand growth largely depends on mental and physical availability. That brand loyalty is also a function of mental and physical availability, not deep attachments.

Sharp’s book shows that most of any brand’s buyers buy it only occasionally and buy other brands. This polygamous loyalty means that even the world’s largest brands must continuously fight for the attention of buyers, most of whom will always have little interest.

Key questions addressed

What drives revenue growth most?

Should brands focus more on reaching their customers or differentiating themselves in the market?

Which buyers/customers matter most?

Optimal brand growth is obtained through reach optimization, consistent messaging, and distinctive brand assets

Professor Byron Sharp

Penetration increase is the main driver in increasing a brand's revenue

% of IPA winners vs. non-winners that listed penetration or loyalty as primary objective:

	Penetration	Loyalty
Winner	**59%**	**11%**
No medal	41%	89%

Source: Institute of Practitioners in Advertising (IPA), 2007.

Customers don't perceive a big differentiation in the products they use

% of X brand laptop users who perceive their laptops to be unique or different:

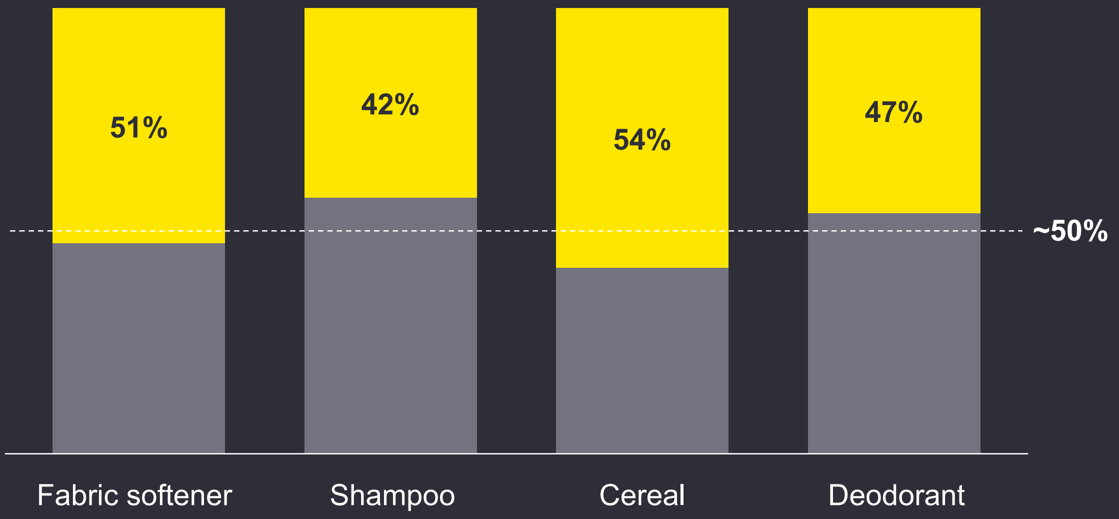
Brand	HP	APPLE	DELL	IBM
Different	**4%**	**15%**	**5%**	**16%**
Unique	8%	25%	5%	13%

Source: Y&R, BAV, 1999.

Light buyers contribute equally to a brand's revenue

Contrary to common beliefs in the 80/20 rule, **20%** of a brand's top buyers contribute to only **~50%** of a brand's sales

Top 20% buyers' contribution to revenue



Source: Nielsen, 2007.

Professor Sharp: key takeaways

Professor Byron Sharp

- Maximize messaging and availability reach to continuously reach all buyers of a category
- Place more emphasis on distinctive and memorable brand assets (e.g., jingles, logos) and less on competitive differentiation
- Focus less on creative and invest in high-reach marketing

Makes the most sense when …

- Brands focus on mass consumer goods or “must have” products
- Brands build strategies for commodity products with low differentiation or similar functionality
- Brands implement techniques to counteract churn

Joel Rubinson

Outcome-based marketing 2.0

President and founder of Rubinson Partners, Inc. and faculty member of the NYU Stern School of Business

BRAND BUILDING

in a

DIGITAL, SOCIAL + MOBILE AGE

BASED ON THE TOP 10 MOST SOCIALLY SHARED IDEAS ON HOW MARKETING ORGANIZATIONS CAN SUCCEED IN A DIGITAL AGE.

BY JOEL RUBINSON

RUBINSON

About Joel Rubinson

Joel Rubinson is president and founder of Rubinson Partners, Inc., which provides marketing and research consulting. He is a faculty member of the NYU Stern School of Business and serves as an attribution subject-matter expert for MMA Global. Prior to starting his consultancy, he was the Chief Research Officer at The Advertising Research Foundation.

Rubinson is a published author of numerous papers in professional journals and a frequent speaker at industry conferences. He has taught the official American Marketing Association advanced tutorial on brand loyalty.

Rubinson is currently conducting research on how to efficiently drive profitable brand growth in both the short and long term.

Key questions addressed

Are there alternatives to reach-based planning that create growth more effectively?

Which consumers respond best to advertising?

Which planning approaches drive the best ROI?

Outcomes-based planning is a powerful alternative to reach-based planning, targeting the “Movable Middle”

Joel Rubinson

Marketers focus on reach-based planning, while outcome-focused approaches deliver stronger ROAS

Reach-based planning:

- Focuses on finding the least expensive way of reaching the most eyeballs

Outcomes-based planning:

- Focuses on finding the consumer segments that are predicted to have higher responsiveness to a brand’s advertising and targeting with greater media weight

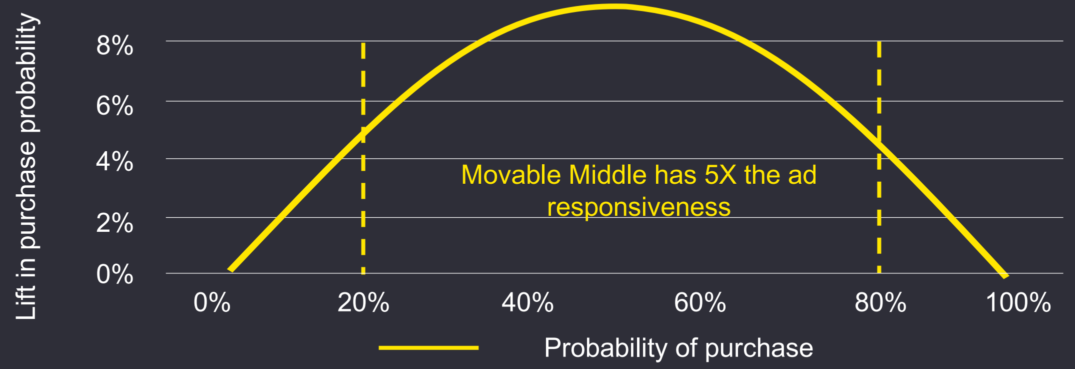
	Revenue lift	ROAS
Reach-based plan	$21.5m	$2.15
Outcomes-based plan	**$32.7m**	**$3.27**

*ROAS: Return on Advertising Spending

Take advantage of the **consumer heterogeneity** and practice **consumer profiling** to understand your consumer segments; Choose the right media channels to convey the right messages

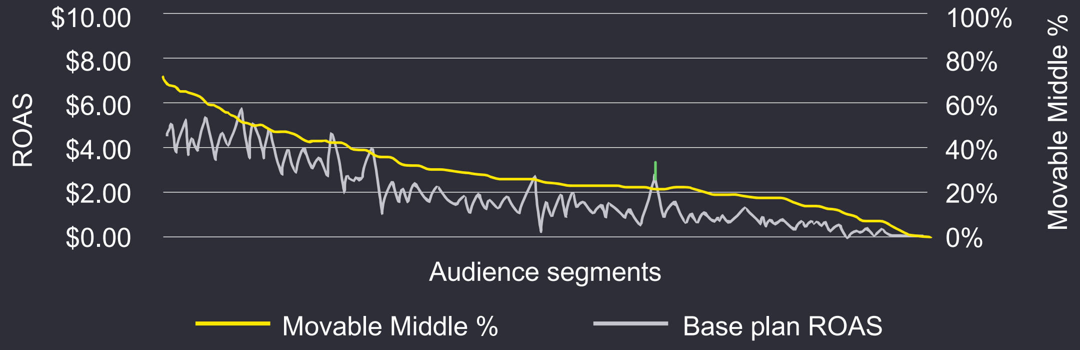
The key to sustainable growth is to target the Movable Middle, since it is more responsive

Marketing response curve



Movable Middle has 5X the ad responsiveness

Base plan ROAS vs. Movable Middle %



Joel Rubinson: key takeaways

Joel Rubinson

- Take advantage of consumer heterogeneity to maximize the target audience
- Finding consumer segments that have higher responsiveness to advertising (the Movable Middle) is key to sustainable growth

Makes the most sense when …

- The “movable middle” target is sizable
- Brands apply digitally centric marketing strategies or when they focus on addressable media that enables precision targeting
- Brands work in industries with strong closed data loops (e.g., financial services) or when they can do effective matching of first-party data to third-part data

Dr. Leslie Wood

Building brands: the keys to success

Chief Research Officer at NCSolutions

About Dr. Leslie Wood

Dr. Leslie Wood is a pioneer and innovator in advertising analytics with more than 30 years of experience. She is responsible for the overall research function at NCSolutions, including shaping leading-edge marketing and advertising performance methodologies. She has a long history and deep involvement in single-source methodologies, including BehaviorScan, Scan America and Project Apollo.

Dr. Wood is an expert of not only single-source analytics, but of reach and frequency research, optimizers, data integration and return-path data. All of this feeds her passion for building support tools for the advertising industry.

Dr. Wood chairs the ARF's Analytics/ROI/Data Integration Committee and has acted as co-chair of its 360 Media and Marketing Council.

She has a BS in Mathematics from Hunter College and a PhD from The University at Albany in Information Science with a specialization in Expert Systems and Data Mining.

Key questions addressed

What needs to shift in a post-pandemic world?

How should short-term sales and long-term brand health be balanced?

How should advertising impact be measured?

Building brand equity with the advertising basics of creative, reach, targeting and timing can win loyalty and boost long-term brand health

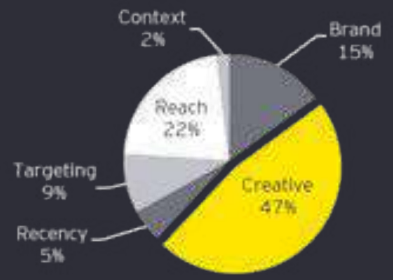
Dr. Leslie Wood

COVID-19 crisis has disrupted brand loyalty, which makes gaining loyalty a higher priority for the future growth of a brand

1. Out-of-stocks forcing customers to try new brands
2. Advertising can build triers into loyal buyers
3. Opportunity to rebuild loyalty that was lost

Creative matters and loyalty are important in driving CLV

Percentage of **sales contribution** by advertising element



- Measure the output of creative strategies in context
- An increase in CLV increases brand equity
- Advertising influences the long-term health of a brand

Target your most responsive buyers through purchase-driven planning

Measure incremental sales to understand creative signature

Determine the responsive consumers

Reallocate campaign audiences based on maximizing shopper occasions by their response rate

Dr. Wood: key takeaways

Dr. Leslie Wood

- Consumers have been forced to try new brands, providing an opportunity to gain loyalty
- Investing in long-term brand building through advertising and creative strategies is mission-critical
- It is important to target consumers who respond to your advertising to drive greater interaction with your brand and impact

Makes the most sense when …

- Creative messaging can be aspirational and influence buying behavior
- Brands market digitally with an opportunity to personalize and measure effectively
- Brands focus on sectors that lend themselves to brand preference (e.g., consumer packaged goods)
- Data is available to enable creative responsiveness

Jared Schrieber

How to grow brands: findings from 1 billion shopping trips

Founder and CEO of InfoScout (now Numerator)

About Jared Schrieber

Jared Schrieber is best known as the founder and CEO of InfoScout (now Numerator), which established the world's largest consumer purchase panel with over 1 billion shopping trips recorded. Inspired by Jim Collins' landmark book, *Good to Great*, Schrieber is currently leading a massive longitudinal study of every CPG brand in America to understand how the winning brands won and why the losing brands lost.

Previously, he led research, product and services for Retail Solutions, where he shaped how 500+ CPG companies leverage POS data to improve sales and execution at retail. His storied past includes a few hacks at MIT, co-founding the Pat Tillman Foundation, throwing the javelin and playing Australian Rules Football. Most recently, Schrieber established the Revolution Robotics Foundation to make robotics education and competitions for kids affordable, accessible and enjoyable for all.

Key questions addressed

- Which buyers drive growth most effectively?
- What are the qualities of a "winning brand"?
- Which marketing strategies drive leadership in a category?

Growing brands invest in occasions instead of choosing between acquisition or loyalty

Jared Schrieber

Repeat buyers drive disproportionate growth

Based on a study in 2020,* although repeat buyers accounted for only 1/3 of the buyers in a given year, they accounted for 2/3 of the $ spend

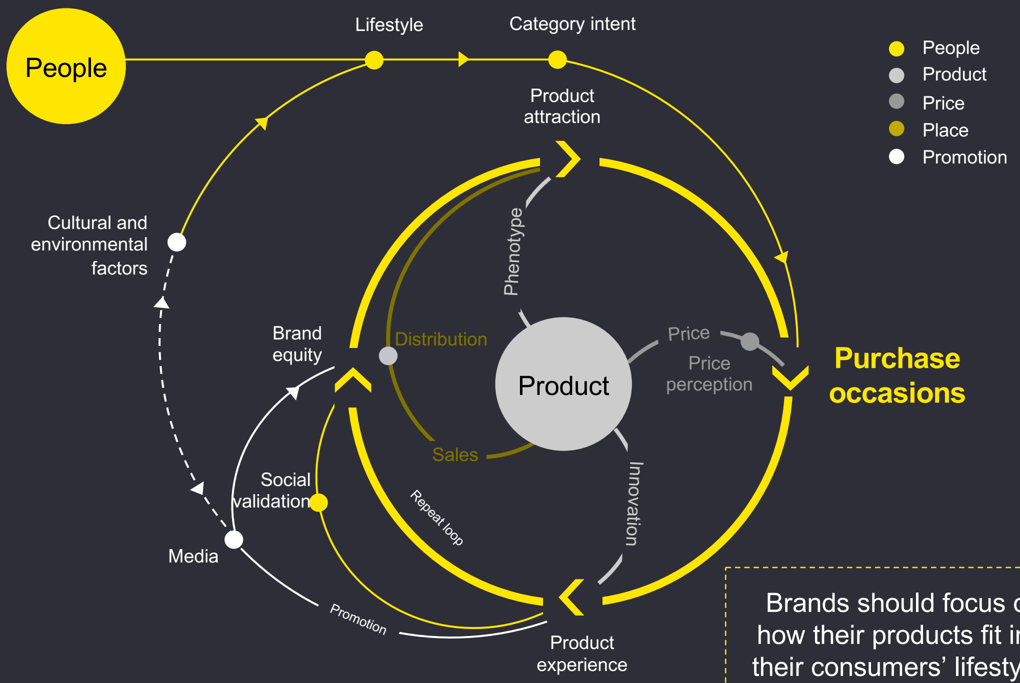
	Proportion of buyers	% of spend in 2018	$ per buyer in 2018	$ per buyer in 2019
One-time buyers in 2018	70%	35%	$7.17	$3.05
Repeat buyers in 2018	30%	65%	$32.08	$20.28
			4.5X	**6.6X**

Winning brands win occasions

- Consumer intent can be redefined around occasions as opposed to brands
- In addition to segmenting consumers, marketers should **segment usage and purchase occasions**
- True loyalty goes beyond preference
- Winning brands “define” categories

The Flywheel showcases interactions of activities that propel growth

The Brand Growth Flywheel Effect


People
Lifestyle
Category intent
Product attraction
Cultural and environmental factors
Phenotype
Distribution
Brand equity
Product
Price
Price perception
Purchase occasions
Sales
Social validation
Repeat loop
Innovation
Media
Promotion
Product experience
● People
● Product
● Price
● Place
● Promotion

Brands should focus on how their products fit into their consumers’ lifestyles with the type of occasions that they experience

* Study conducted in 2020 on 116 winning and losing CPG brands (winning brands’ criteria: retail sales growth +$30m over 3 years and category share growth by %1.5%).

Jared Schrieber: key takeaways

Jared Schreiber

- Repeat buyers should be prioritized, since they drive revenue disproportionately over time
- Associate your brand with purchase occasions instead of focusing on customer acquisition and loyalty
- Winning in your product category will facilitate customer recall and purchase

Makes the most sense when …

- Purchases can be associated with occasions
- Purchase occasions are frequent enough to drive mindshare with consumers
- Brands focus on fast-moving consumer goods in which occasions are distinct and meaningful (e.g., packaged foods, beverages, apparel)
- Companies think about a portfolio strategy of brands (to tailor different products in the portfolio to different purchase occasions for the customer)

MMA Great Marketing Debates Summary

Dr. Peter Fader

- Do not over-invest in low-value customers; instead, focus on advocates
- Focus on providing a world-class customer experience for advocates — not everyone
- Customer centricity starts with designing a customer-centric organization

Dr. Dominique Hanssens

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Professor Byron Sharp

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The debaters agree there is **a** **better, more direct way** to drive growth …

... But they point to **quite different drivers**

Story

Diffusion Penetration Label

Allocate Response

Invest Differentiation Information Target

Creative Mix

Loyalty Sales

Innovation Elasticity Trend Message

Digital Movable Middle Advantage

Price Data

Promote

App Quality Product Logo Convert Advertise Attributes

Frequency People

Users Outcome Based Look

Revenue

Brand Lift Responsive Consumers Social Validation Consumption

Advocates

Goal Measure

ROAS Reach CLV Tagline

Distribution

Growth Submarket Communication

Occasions

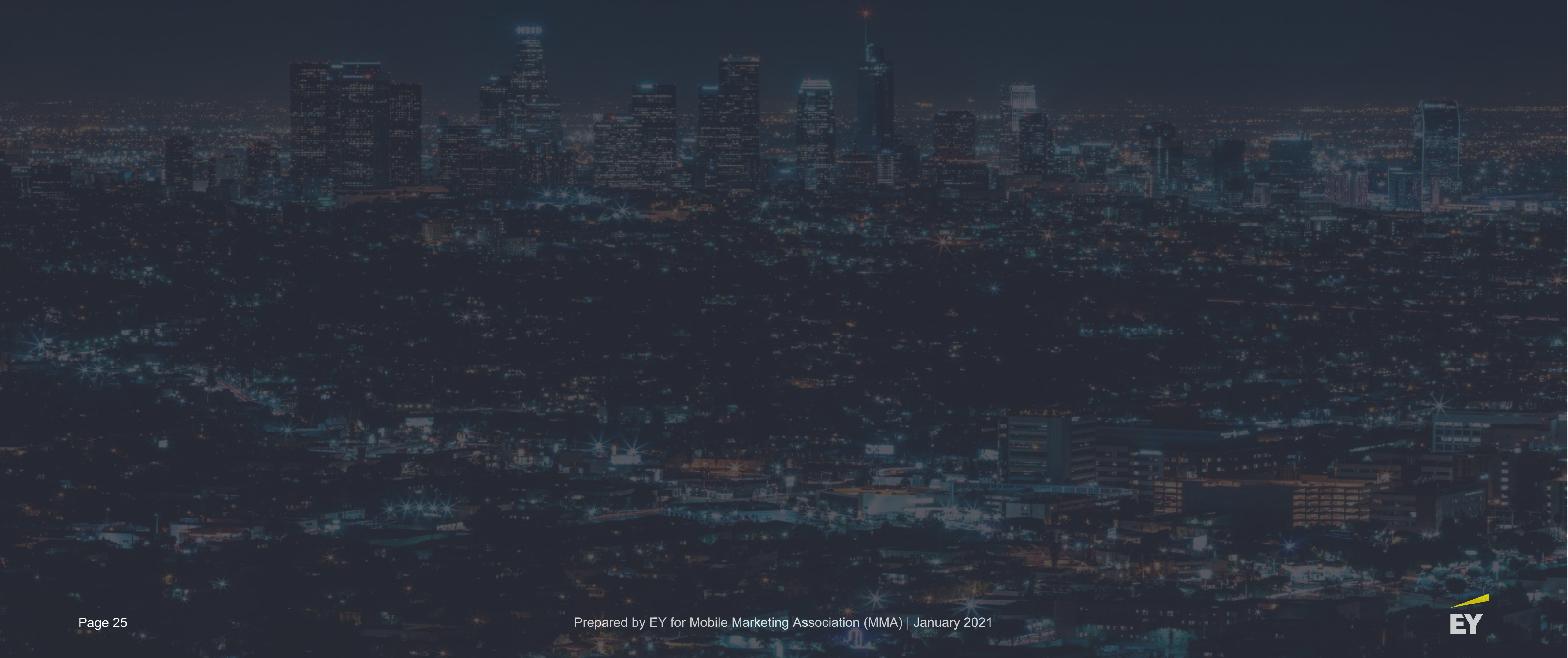
Action

Research

What do you think drives growth best? [poll – pick 2]

1. Reach-based media planning
2. Focusing on CLV
3. Penetration increase
4. The Movable Middle
5. Creative response rates by segment
6. Occasion-based strategies
7. Distribution
8. Pricing/discount strategies

If you could try one thing at your company that is new, based on the debates, what might it be? [open word]



Moderated Panel Discussion

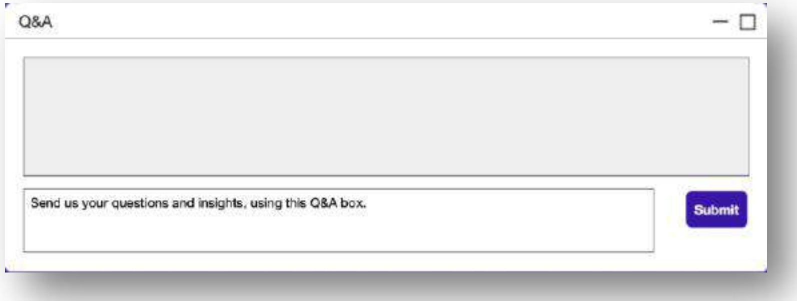
Janet Balis
Americas Consumer & Growth Market Leader & Marketing Practice Leader
EY

Joanna O'Connell
VP, Principal Analyst
Forrester

Marc Vermut
VP, Marketing Solutions
Neustar

Dr. Felipe Thomaz
The University of Oxford

SUBMIT QUESTIONS VIA THE Q&A BOX



Q&A

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Audience Q&A

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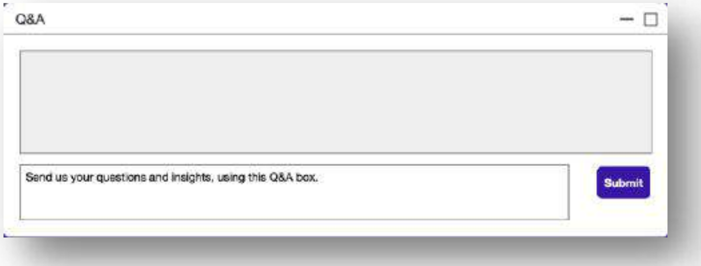

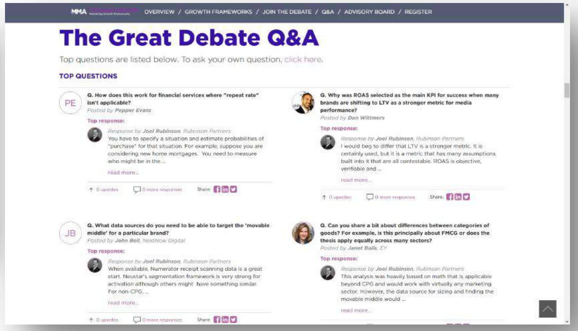

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The Great Debate Q&A

Top questions are listed below. To ask your own question, click here.

TOP QUESTIONS

PE Q. How does this work for financial services where "repeat rate" isn't applicable?
Posted by Pepper Evans
Top response:
Response by Joel Rubinson, Rubinson Partners
You have to specify a situation and estimate probabilities of "purchase" for that situation. For example, suppose you are considering new home mortgages. You need to measure who might be in the ...
read more...
0 upvotes 0 more responses Share:

Q. Why was ROAS selected as the main KPI for success when many brands are shifting to LTV as a stronger metric for media performance?
Posted by Dan Wittmers
Top response:
Response by Joel Rubinson, Rubinson Partners
I would beg to differ that LTV is a stronger metric. It is certainly used, but it is a metric that has many assumptions built into it that are all contestable. ROAS is objective, verifiable and ...
read more...
0 upvotes 0 more responses Share:

JB Q. What data sources do you need to be able to target the 'movable middle' for a particular brand?
Posted by John Bell, NextNow Digital
Top response:
Response by Joel Rubinson, Rubinson Partners
When available, Numerator receipt scanning data is a great start. Neustar's segmentation framework is very strong for activation although others might have something similar. For non-CPG, ...
read more...
0 upvotes 0 more responses Share:

Q. Can you share a bit about differences between categories of goods? For example, is this principally about FMCG or does the thesis apply equally across many sectors?
Posted by Janet Balis, EY
Top response:
Response by Joel Rubinson, Rubinson Partners
This analysis was heavily based on math that is applicable beyond CPG and would work with virtually any marketing sector. However, the data source for sizing and finding the movable middle would ...
read more...

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Marketing Growth Frameworks

MARKETING SCIENCE ADVISOR
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MOLSON COORS

CHARLIE MAAS
RumChata

DON VU
Northwestern Mutual

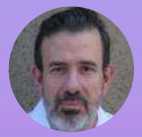
LISA WELLINGTON
Coca-Cola

1st Debate Featuring a Panel of Leading Analytics

MARKETER DEBATE

MARCH 31

KAY VIZON
Kroger



JASON CHEBIB
DIAGEO

EDDIE DRAKE
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2nd Debate Featuring a Panel of Leading Brand Marketers

THOUGHT LEADER DEBATE

APRIL 28

BYRON SHARP

DR. PETER FADER

DR. DOMINQUE HANSSENS

LESLIE WOOD

JOEL RUBINSON

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For the First Time Ever, The Thought Leaders Will Participate in a Live Head-to-Head Debate

For Questions or More Information:

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greg@mmaglobal.com
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THANK YOU