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Movable Middles Growth Framework: Using Moneyball to Drive Marketing Growth

AUGUST 9, 2023 | 11AM EDT

**Part of MMA's
Revolution Series Webinars**

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Agenda for Today's Session

5 MINUTES **OPENING REMARKS**



Andrew J. McCauley
Chief Strategy & Innovation Officer
MMA

20 MINUTES **PRESENTATION**



Joel Robinson
MMA MTA Expert & President
Robinson Partners, Inc.
RUBINSON
PARTNERS, INC.

20 MINUTES **PANEL**



Joel Robinson
MMA MTA Expert
& President
Robinson Partners, Inc.
RUBINSON
PARTNERS, INC.



Ben Eddy
Head of
Marketing Analytics
ally
do it right.



Brian Truss
Director, Consumer
Engagement and
Digital Marketing -
US Nutrition
reckitt

10 MINUTES **Q&A / CLOSING REMARKS**



Andrew J. McCauley
Chief Strategy & Innovation Officer
MMA



is the leading trade association for marketing

828

MMA Member companies globally

MMA operations in

15

countries

MMA Member organizations represent approximately

300,000

marketers worldwide

145

Chief Marketing Officers on
MMA Boards globally with

50+

on MMA Global Board &
North America Board

MMA Member Organizations Include





What is MMA's Mission?

MMA is focused on advancing the future of marketing

We are here to lead a total transformation by architecting the future of marketing, **significantly improving Marketing's contribution to business and customers**, thereby raising the stature & gravitas of CMOs and Marketers.

Our focus is **uncovering revolutionary ideas** that empower marketers to deliver on their company's growth agenda.

We support **data-driven decision-making** by maintaining tracking studies & developing benchmark datasets.

MMA **brings the industry together to drive change** through research consortiums and execute in-market experiments to prove step-function improvements.



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5 Sessions

Insights from our
proprietary market
research and
tracking studies.

MMA **REVOLUTION SERIES** WEBINAR SERIES

7 Sessions

Groundbreaking concepts
that will transform the
practice of marketing, such
as Brand as Performance,
Moveable Middles, & AI-
driven Personalization.

MMA **THE GREAT DEBATES**

11 Sessions

Lively conversations
around Marketing
Measurement, AI in
Marketing, and Marketing
Organizational Strategy.

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Upcoming Sessions

📅 AUG 16

Decision Series

State of CX Maturity and Best Practices

📅 SEPT 6

Decision Series

**State of Generative AI and its
Application in Marketing**

📅 SEPT 13

The Great Debates - Marketing Measurement
**Measurement: Measuring Incrementality to
Untangle Marketing Contribution**

📅 SEPT 20

The Great Debates - Marketing Organization
**Marketing's Mission and its
Role in Growth Strategy**

Today's session is from MMA's Marketing Attribution Think Tank



Empower marketers with a true impact of marketing through **advancing scientific approaches to measurement** that will ultimately increase the value of their company

UPCOMING WEBINARS FROM MATT



SEPT 13



NOV 8



DEC 6



JAN 24

The Great Marketing Measurement Debates

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Q&A

**Ask questions and get live responses
from our presenter**

The diagram illustrates the Q&A process flow. On the left, a dark control bar contains two buttons: 'Raise Hand' with a hand icon and 'Q&A' with a speech bubble icon. A blue circle with the number '1' is positioned over the 'Q&A' button. A large white chevron points to the right, leading to a white question input form. A blue circle with the number '2' is positioned over the top-left corner of this form. The form includes a text input field with the placeholder 'Ask us your question...', a checkbox labeled 'Send anonymously', and two buttons: 'Cancel' and 'Send'.

1

Raise Hand Q&A

2

Ask us your question...

☐ Send anonymously Cancel Send

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TODAY'S SPEAKERS



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Head of Marketing Analytics



Brian Truss

Director, Consumer Engagement and
Digital Marketing - US Nutrition



Movable Middle Growth Framework (MMGF)

**Profitable Growth by Targeting Consumers
in the Movable Middle**

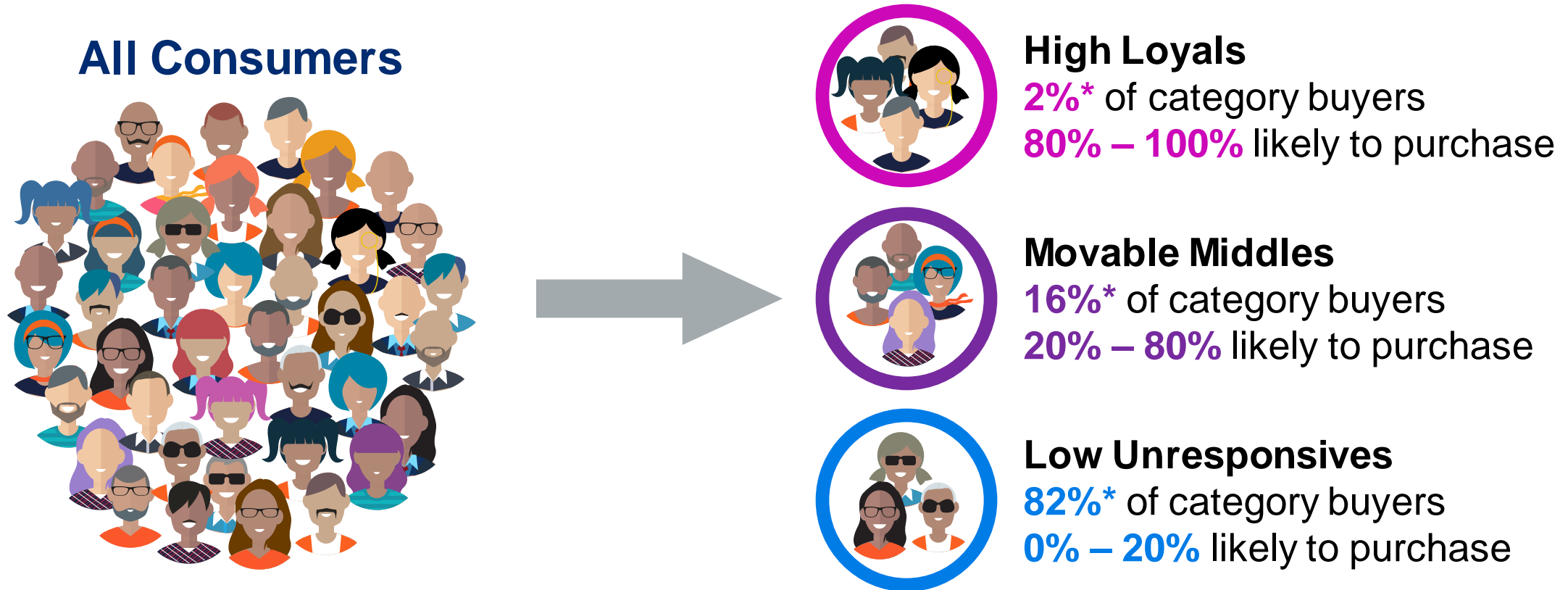


“We’re going to be card counters at the blackjack table and we’re turning the odds on the casino.”

Brad Pitt as Billy Bean, Moneyball



The organizing principle: brand preference

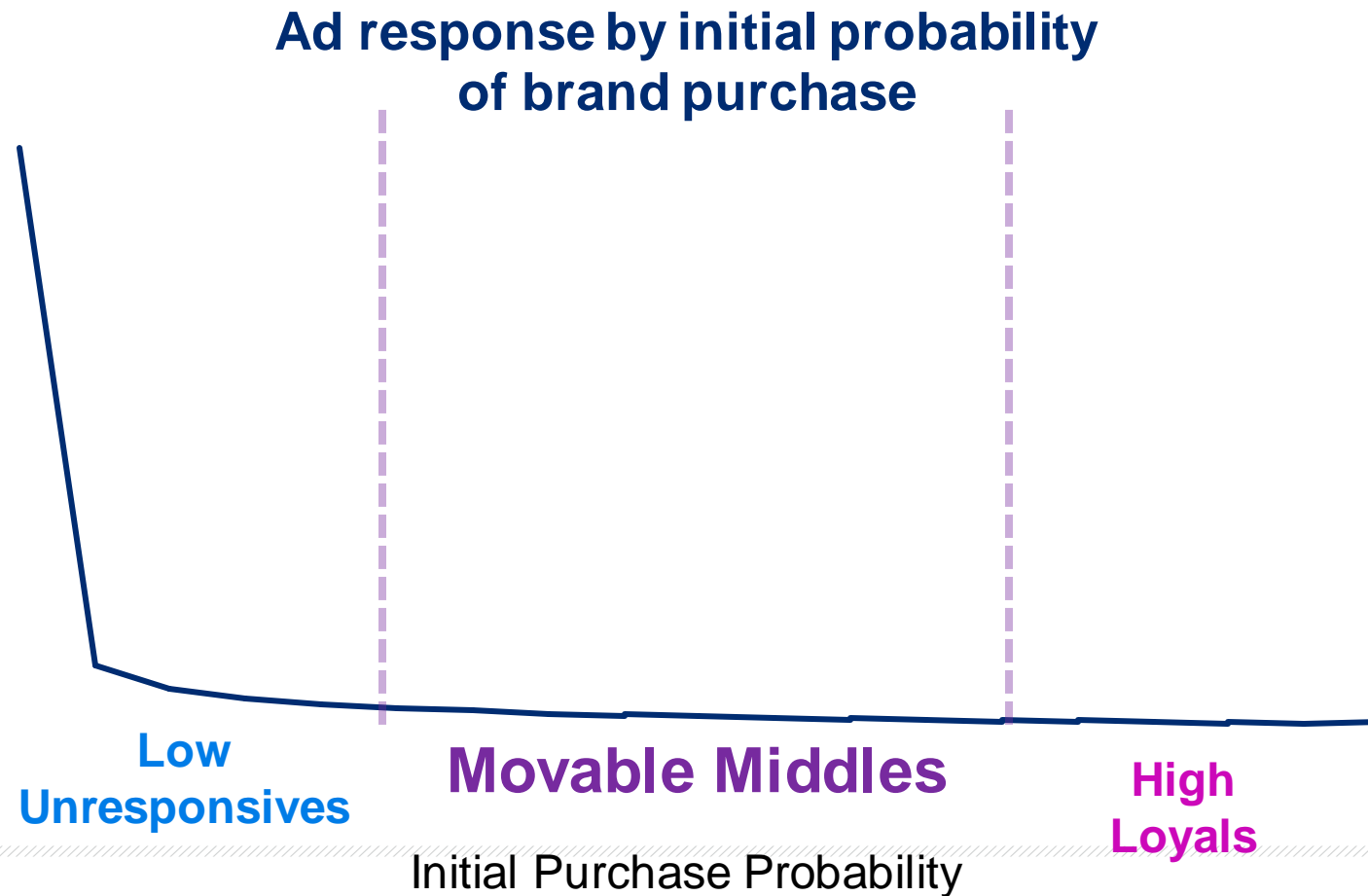


** For a 10% share brand*

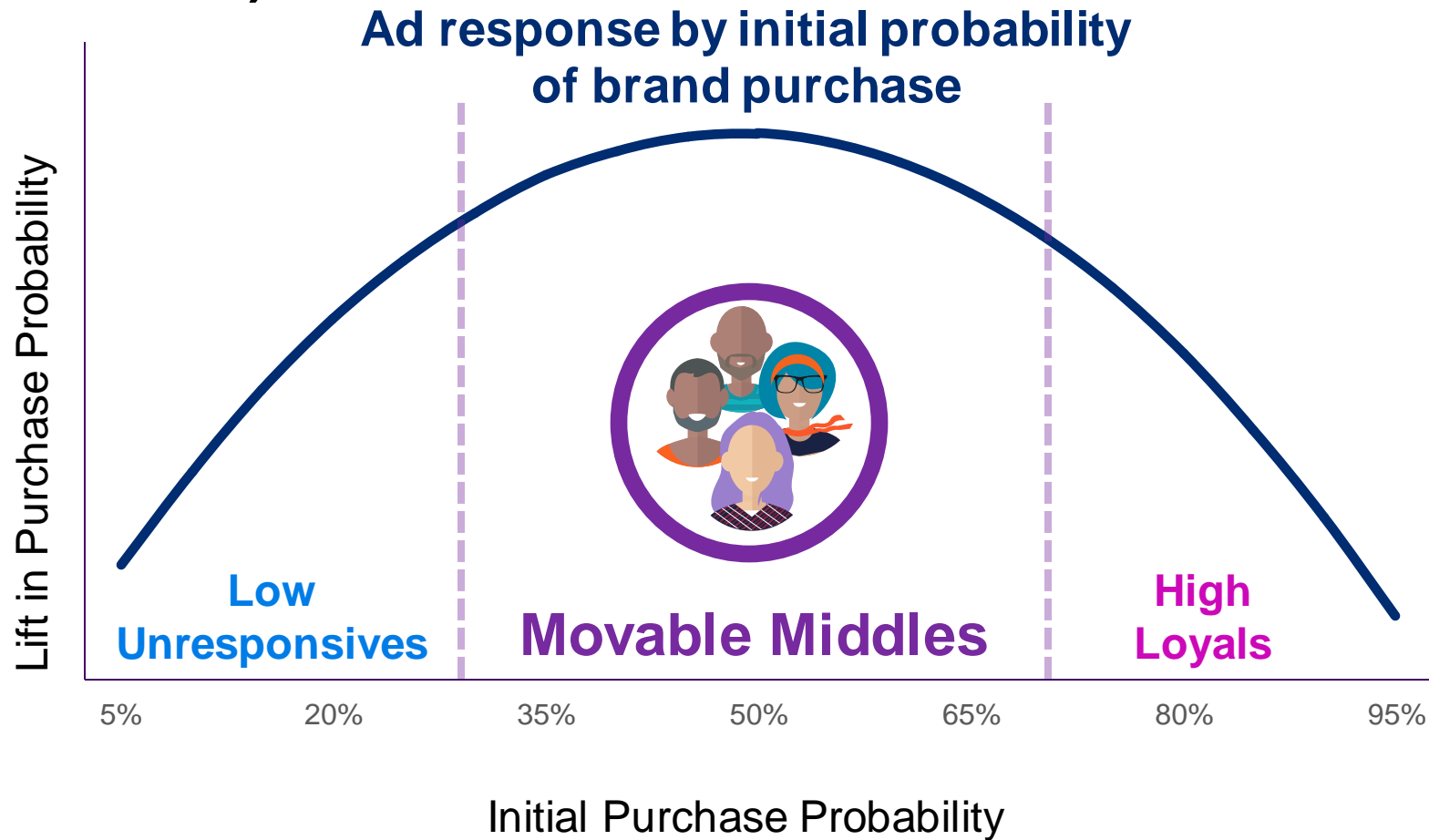
The math and science behind the Movable Middle Framework



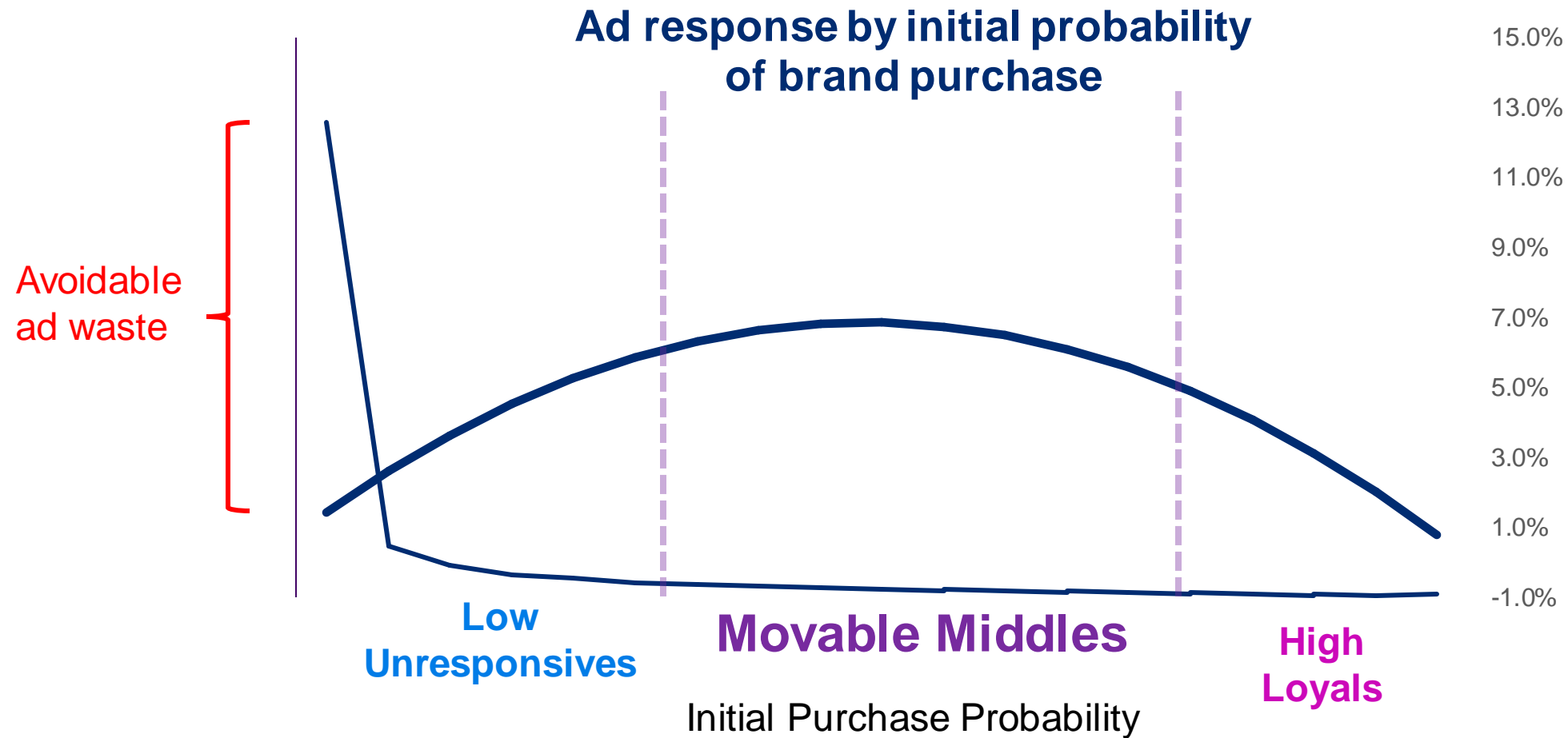
Most consumers are in the low Unresponsive segment (follows a Beta Distribution)



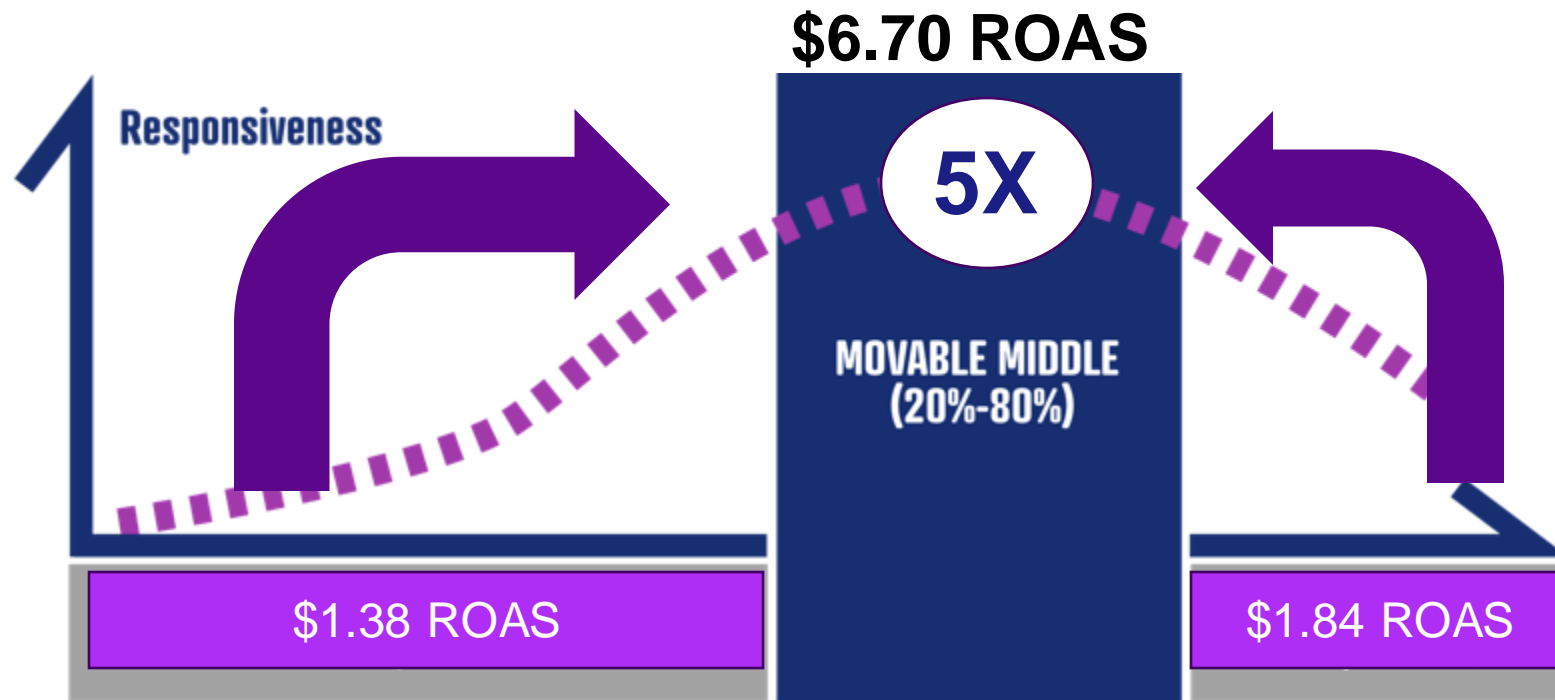
Movable Middles Have 5X Ad Responsiveness (Logit Model, the workhorse of MTA)



Combining the two models reveals the case for targeting the Movable Middle




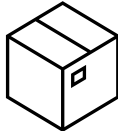




Movable Middles Growth Framework (MMGF) *From principle to operationalizing...*



- Designing targeting around brand propensity led to the discovery of the hyper-responsive Movable Middle
- Should increase campaign ROAS by 50-100%
- MMGF offers a trifecta of benefits: **higher ROAS, improved customer acquisition, and increased customer retention**
- This is '**Moneyball**' for marketing

MMGF from theory to in-market proof

	Movable Middle ROAS multiplier	Expected improvement in campaign performance*		Movable Middle ROAS multiplier	Expected improvement in campaign performance*
	8.3x	20%	 Frozen Pizza	5x	50%
	23x**	28%	 3 CPG Companies	14x	81%
	2.2x	44%	 Apparel Retailer	5x	50%

*Expected increase due to shifting spend from non-Movable Middles to Movable Middles

**Increase in account openings

Studies under way or planned

Coca-Cola

AT&T

Campbell's

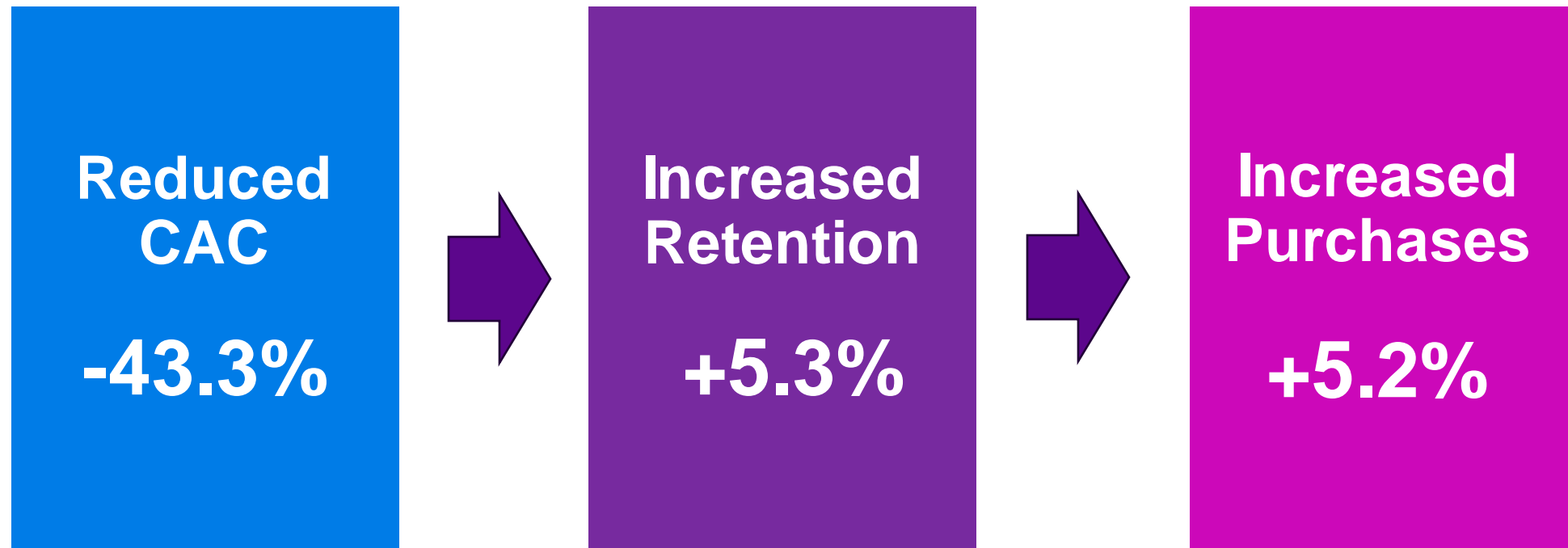
CVS

Uber

L'ORÉAL

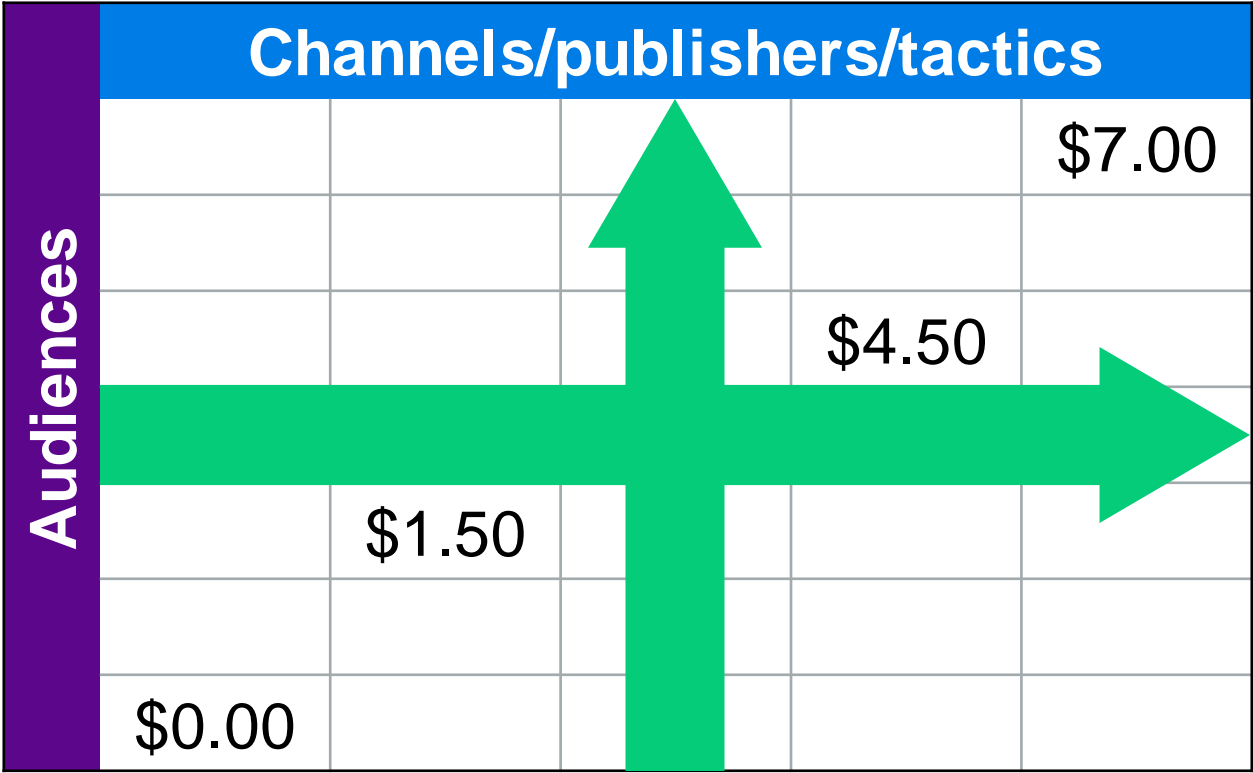
Limited spots
available

A customer lifetime value lens...Deliver long-term business growth with MMGF

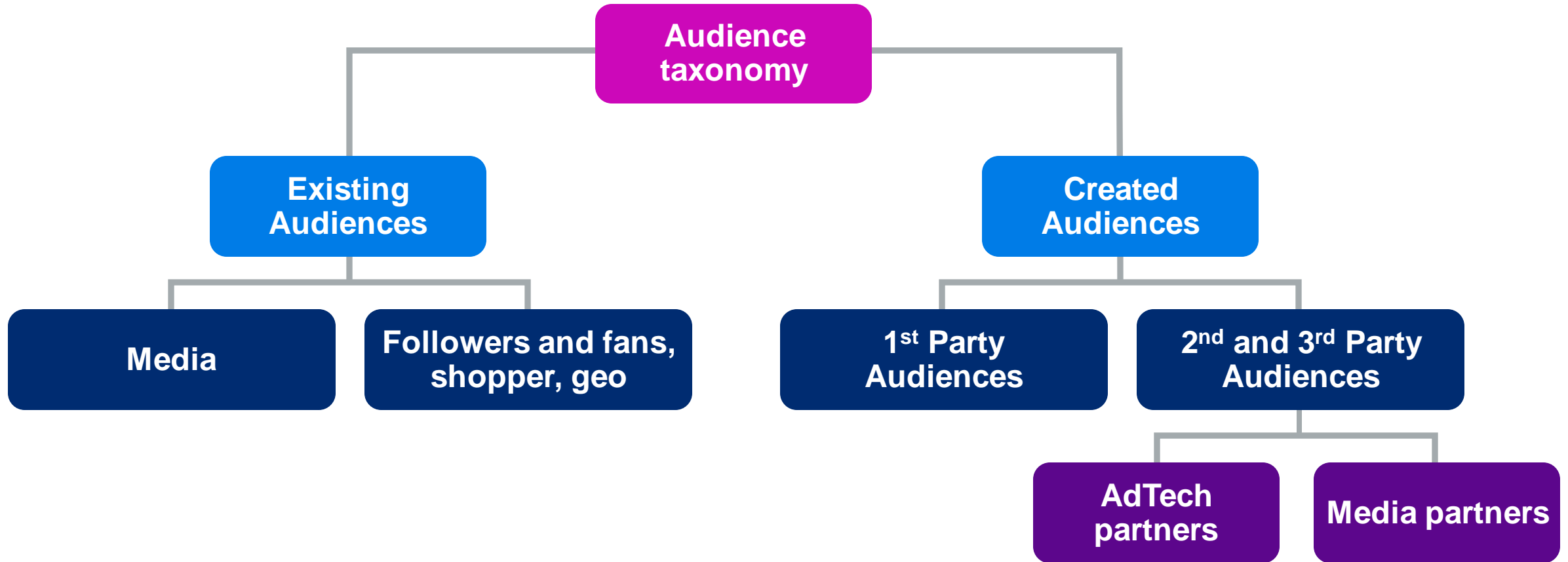


Best audiences + best tactics...a home run

Allocate your media to the combination of audiences and media that maximize the overall ROAS for your media plan



Evaluate all your audiences with the Movable Middle



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Audience Q&A

1

2

Ask us your question...

☐ Send anonymously

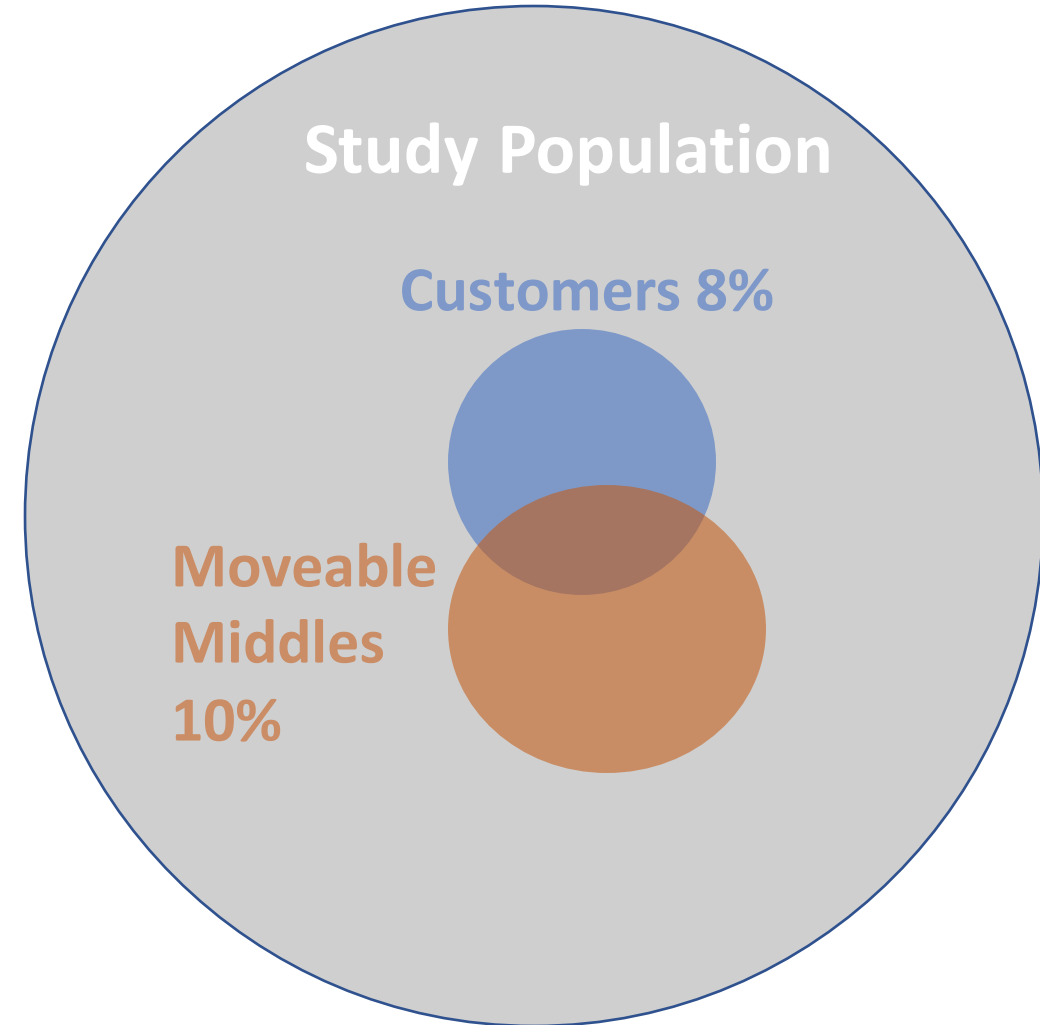
Cancel Send

The diagram illustrates the audience Q&A process. It starts with a button labeled '1' containing a hand icon and the text 'Raise Hand', and another button labeled '2' containing speech bubble icons and the text 'Q&A'. A large right-pointing arrow indicates the flow from the 'Q&A' button to a text input field. The input field has a placeholder text 'Ask us your question...', a checkbox labeled 'Send anonymously', and two buttons: 'Cancel' and 'Send'.

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Movable Middles

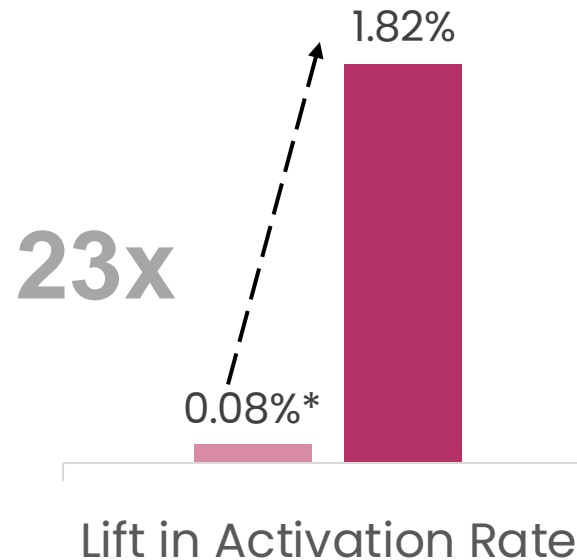
- The Movable Middles were identified as part of Ally's Brand as Performance (BaP) study
- 66% of the Movable Middles were non-customers



|| Movable Middles: Planning Multipliers

23x Effectiveness

- For exposed Movable Middles, 182 were activated vs. only 8 among Non-Movable Middles, a multiplier of 23x



28%

Expected improvement in campaign performance

When re-allocating 10% of spend from non-Movable Middles to Movable Middles

Where we are going next

Key Takeaways

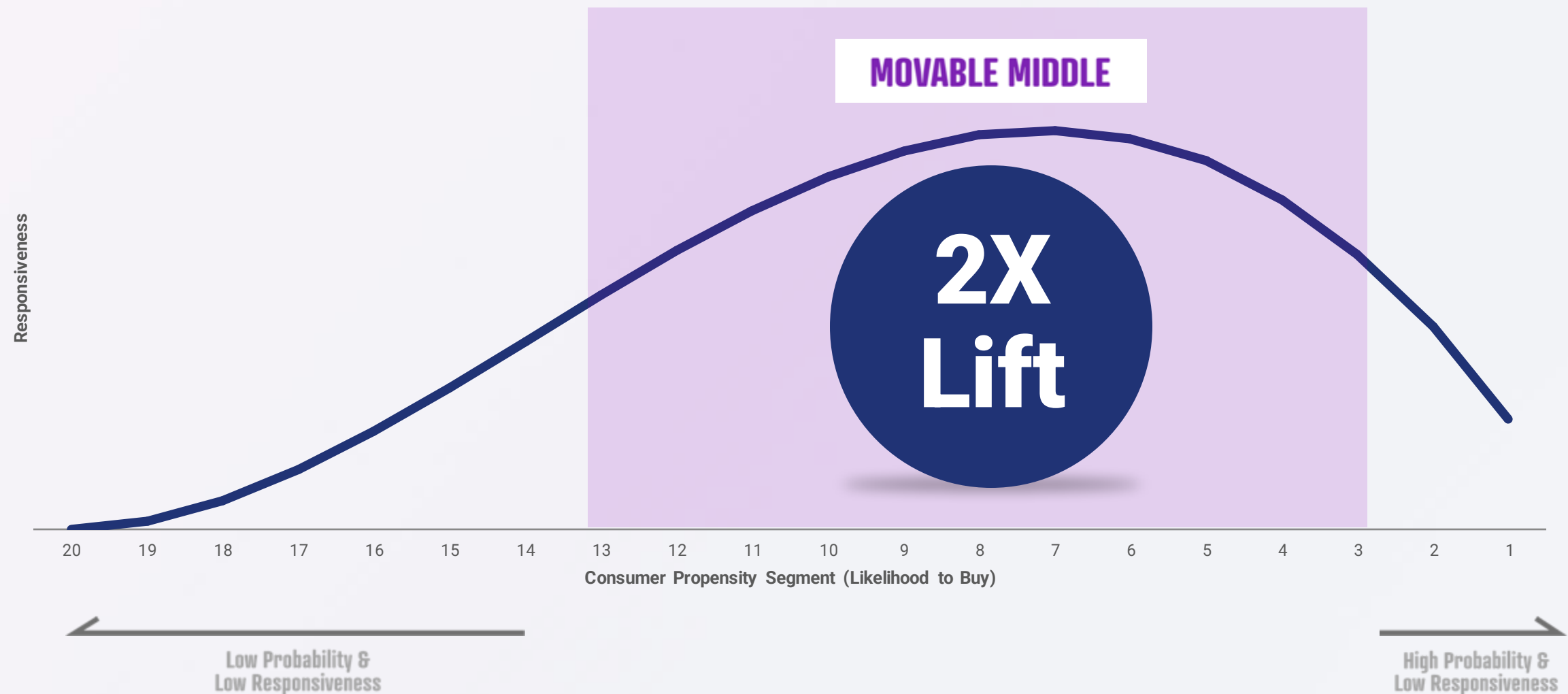
- **50% Campaign Performance:** Shifting spend from non Movable Middles to Movable Middles resulted in a 28% improvement in campaign performance
- **23X Effectiveness:** Movable Middles were activated at a rate of 23 times the rate of Non-Movable Middles

Next Steps to Move Forward

- Identify segments rich in Movable Middles by analyzing converted Movable Middles
- Incorporate knowledge of which tactics are particularly effective at converting Movable Middles

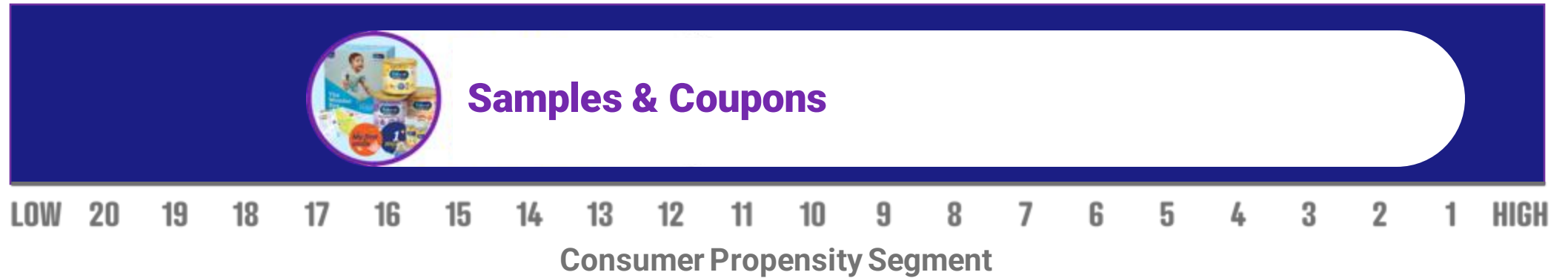


In evaluating responsiveness, we identified the Movable Middle and found it is **2X** more responsive

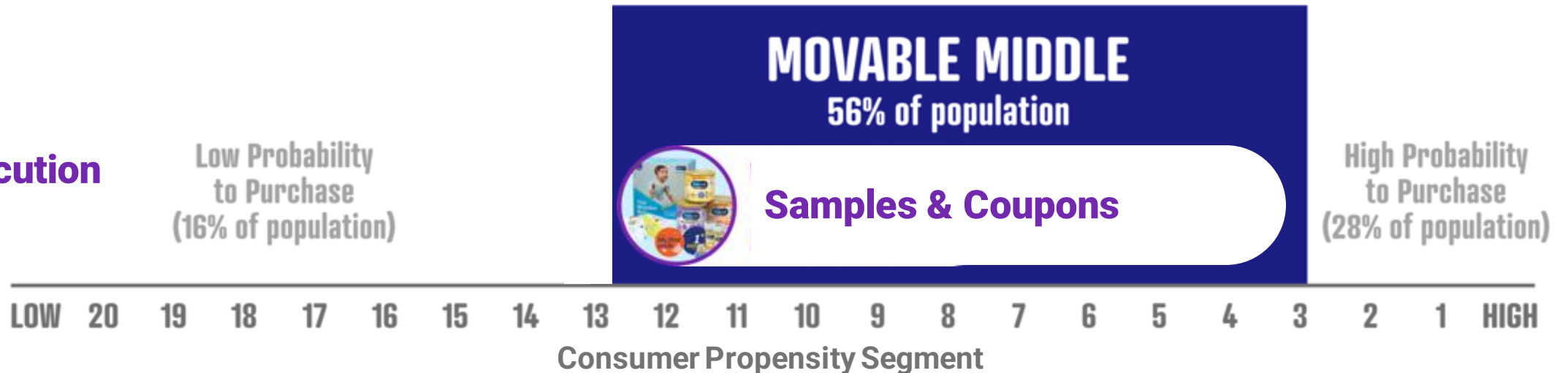


Targeting the Movable Middles reflected a significant shift from previous approaches

Previous Approach



MMGF Execution



A shift in strategic priorities to reach and target the Movable Middles



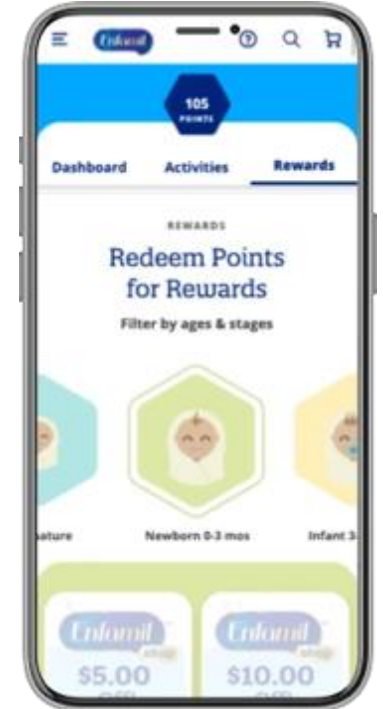
Promotional Materials

Re-designed and enhanced value of sample boxes sent to Movable Middles



Acquisition Mix

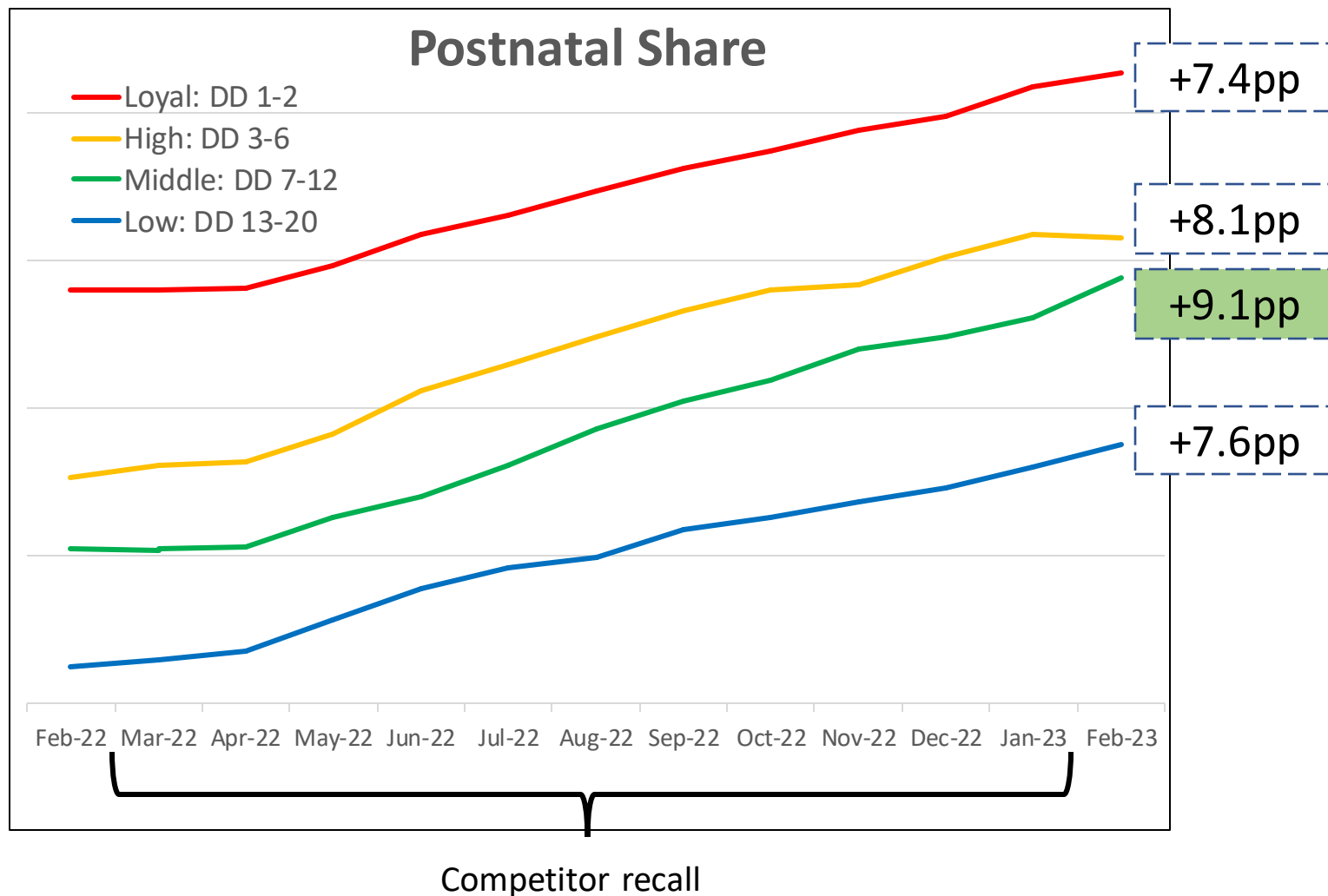
Improved acquisition mix by shifting creative and ad strategy to target Movable Middles



Reward Program

Revamped loyalty program to increase Movable Middles engagement

The share of Movable Middles has significantly grown and outpaced all other segments



Movable Middles
share grew
20% faster YoY
(1.6 points)
than Loyal & Low
segments

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Audience Q&A

1

2

Ask us your question...

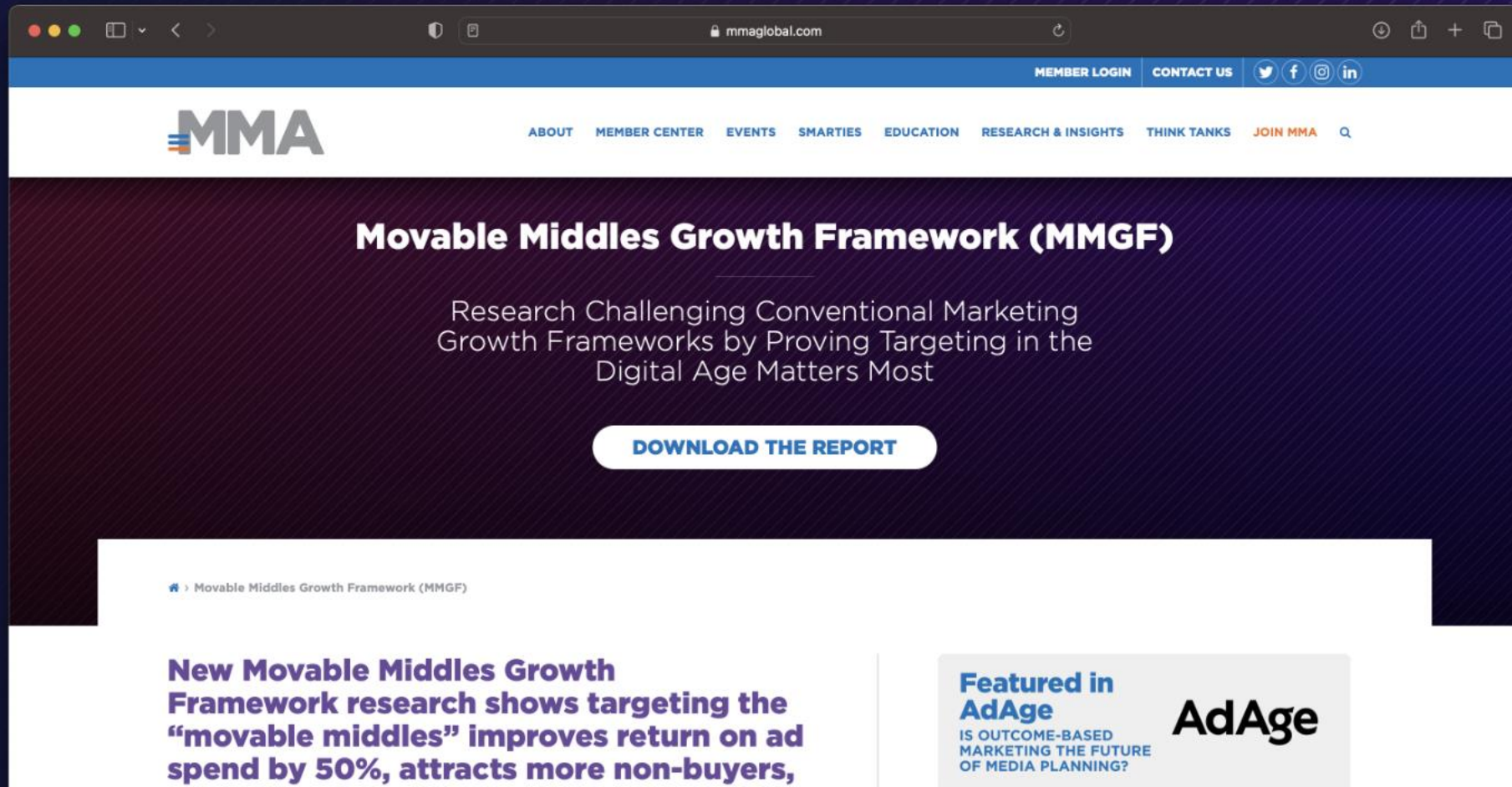
☐ Send anonymously

Cancel Send

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Visit MMA's Movable Middles Resource Center

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