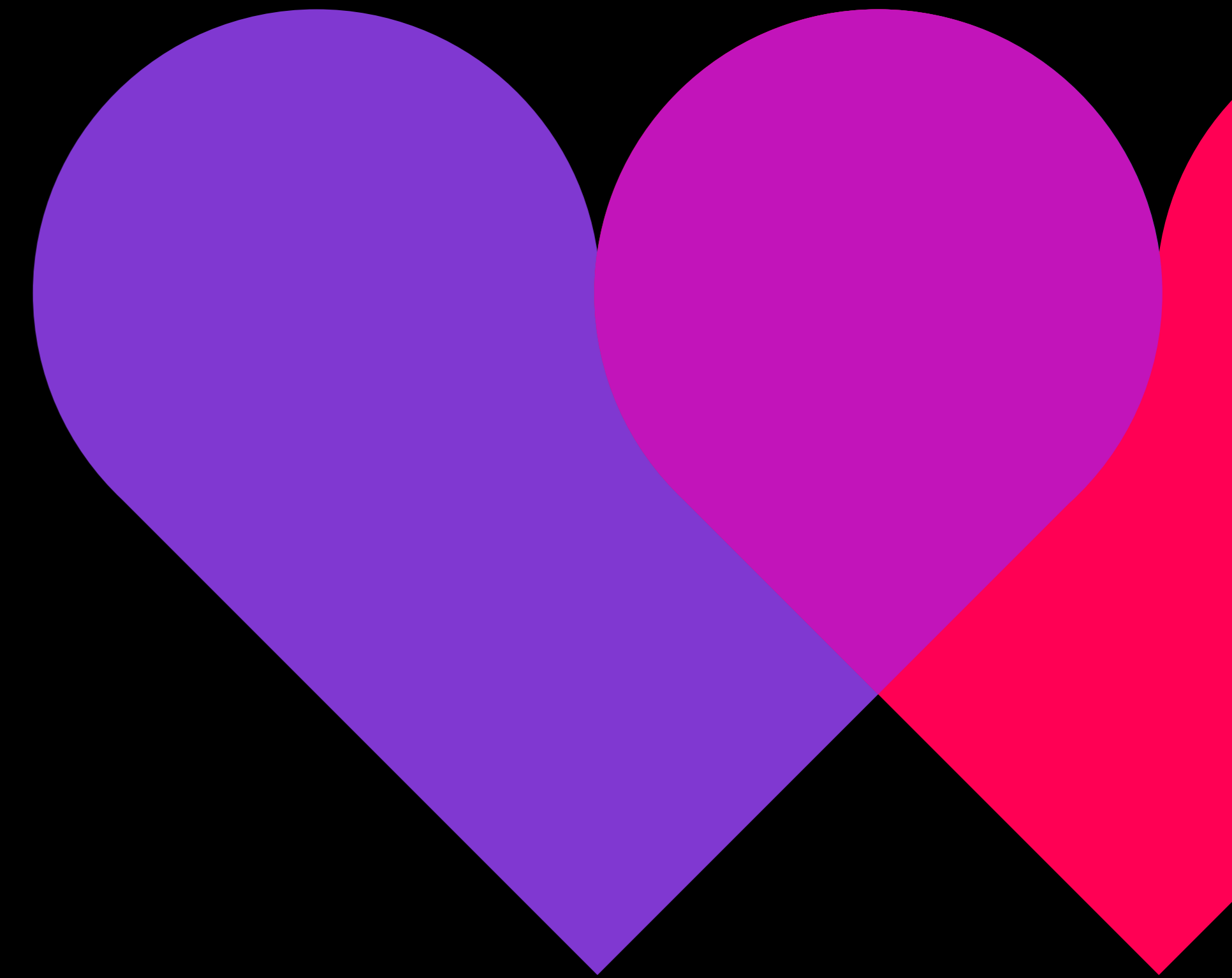


# Brand & Demand

MARKETING'S GREAT LOVE STORY

## A RELATIONSHIP GUIDE

Prophet's latest research explores how high-performing marketers create value by integrating brand building and demand generation.



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**PROPHET**

A GLOBAL RESEARCH REPORT

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# The Brand and Demand Love Story

For more than a decade, marketing leaders across industries have been seeking the right balance of brand building and demand generation. The rise of digital marketing and the resulting ability to track results more effectively produced tension between longer-term brand value and shorter-term results.

Chief Marketing Officers (CMOs) have been perceived as prioritizing brand building activities while Chief Financial Officers (CFOs) have prioritized demand generation activities.

With marketers under intense pressure to quantify their value to the business, it's no wonder demand generation—also referred to as “performance marketing”—dominates the conversation.

But research undertaken by Prophet in 2022 demonstrated that putting brand against demand limits marketing's impact. Instead we think of them as two equal partners that together form one heart of marketing. In 2024, new research showed that organizations that adopt an integrated approach are more likely to drive outstanding business results.

**That's why we think of the relationship between [brand and demand as a love story.](#)**

# Organizations that consistently outperform competition connect brand and demand

3X

**MORE LIKELY TO BE FULLY INTEGRATED\***

\*39% vs 12%.  
90% of winning organizations are fully or somewhat integrated

Please see p10 for definition of what it means to be integrated and p5 for the choose-use loop that sits at the center of the practice

## **Our latest research goes further.**

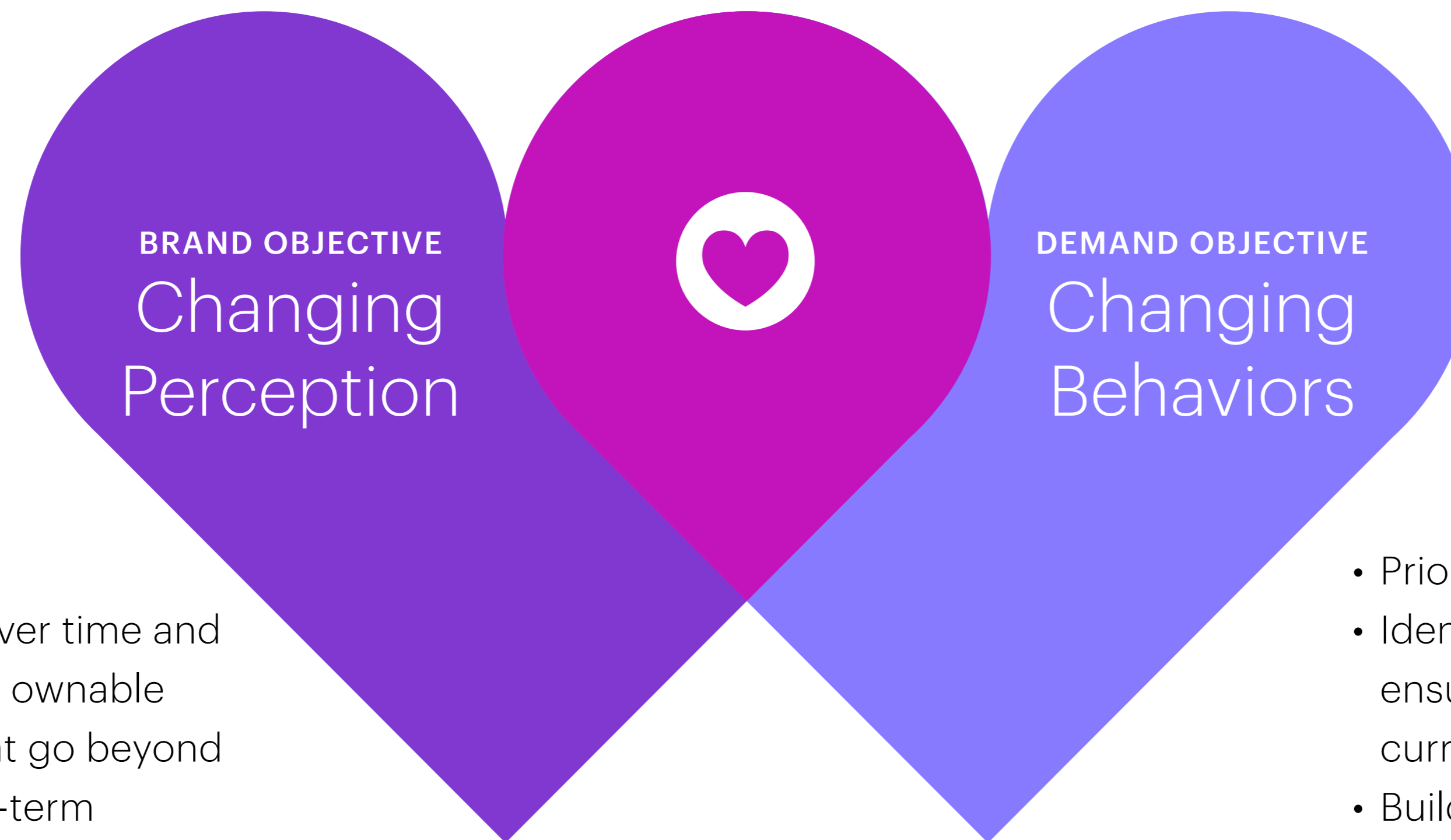
This study demonstrates that for many the discussion is focused on resource allocation; in other words, how much should I spend against each? This has resulted in a strong swing towards demand based spending since 2022. But crucially, we found there is no difference in the spending patterns between those that outperform their competition and those that don't.

Instead, we found that winning businesses look beyond discussions about budgets. They have both a mindset of integration and organization to connect brand and demand. It shows that CMOs who deliver outsized growth are the ones who are willing to do the work to make the love story a reality.

We call this: **The Brand and Demand Relationship Guide.**

# The heart of the marketing love story

Brand and demand working together to deliver both immediate and sustained outcomes



- Prioritizes sustained performance
- Builds brand relevance: cohesive over time and across channels; differentiated and ownable
- Ensures sustained relationships that go beyond rational demand, and enables long-term premium pricing
- Attracts interest of new audiences, makes advocates out of brand lovers

- Prioritizes immediate outcomes
- Identifies current growth audiences and ensures value propositions are based on current market + business needs
- Builds addressable, findable audiences
- Accelerates customers along their journey and nudges them to next best action, moving to conversion and usage

Integration means building an organization and ways of working so that brand and demand have a role to play at every point across a connected customer journey.

Many organizations silo their thinking so that brand is “upper funnel” and demand is “lower funnel.”

We think about this differently. Brand and demand need to work together at every touchpoint, although there may be a primary or secondary role of each.

Brand relevance and product value proposition(s) should seamlessly work together throughout the customer journey to deliver against the emotional and demand-based needs of addressable growth audiences.

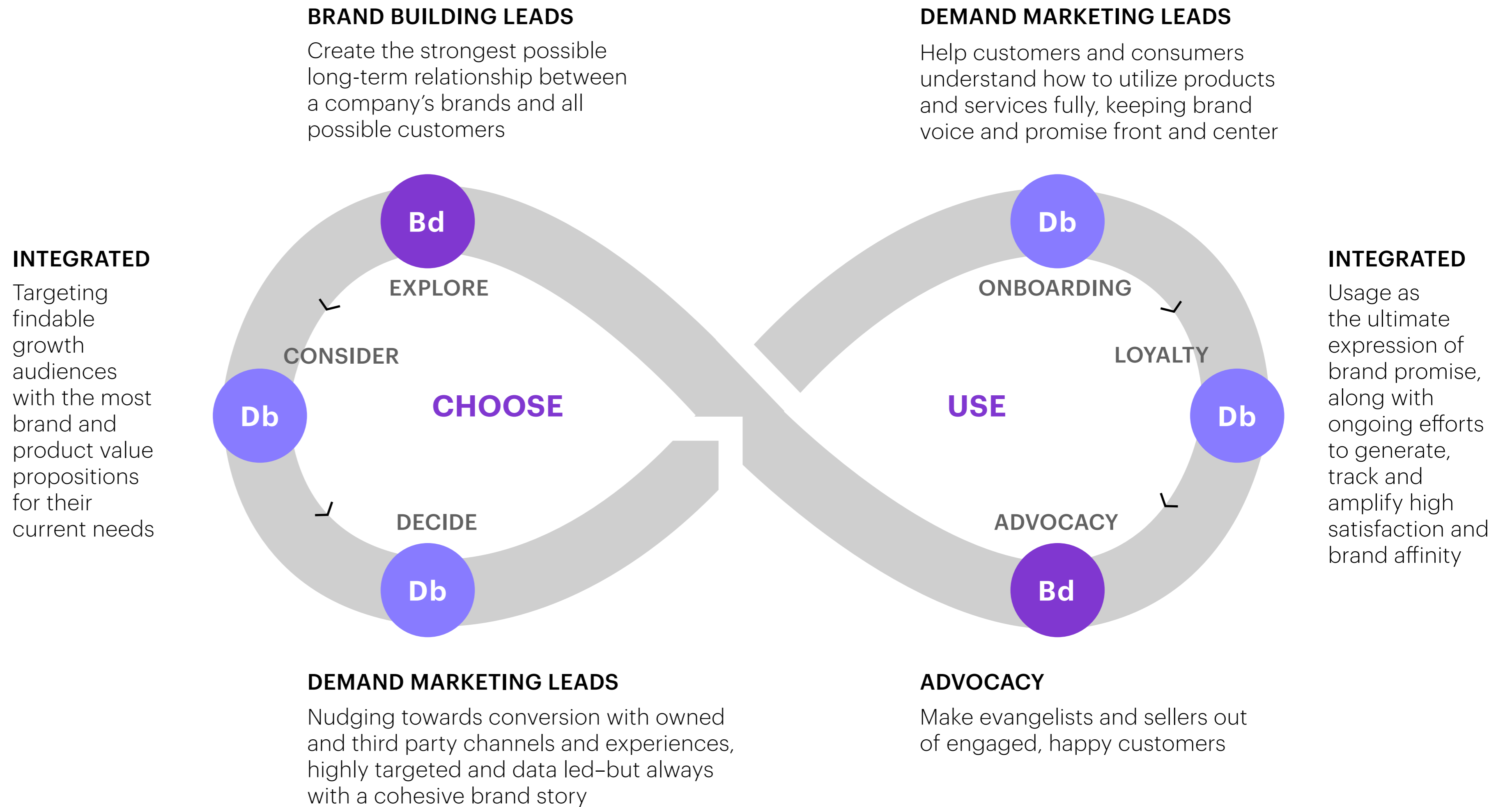
## INTEGRATED CUSTOMER JOURNEYS FORM THE CANVAS FOR BRAND AND DEMAND INTEGRATION



Brand-led; Demand Secondary Benefit



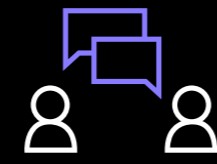
Demand-led; Brand Secondary Benefit



AT A GLANCE

# The Brand and Demand Relationship Guide

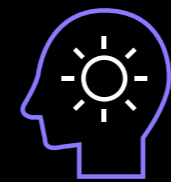
Six key actions that winning brand and demand integrators have in common



**01**

In strong relationships, partners share the same dreams

ENSURING BRAND AND DEMAND TEAMS SHARE STRATEGY AND FOCUS ON BUSINESS OUTCOMES



**02**

Connection comes from a shared world-view

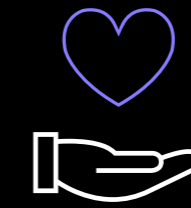
UNITED BY A PASSION FOR DELIVERING AGAINST CUSTOMER NEEDS



**03**

Thriving couples embrace and celebrate differences

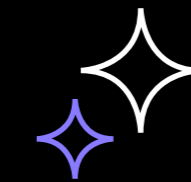
INTEGRATION IS NOT ABOUT COMPROMISE, BUT ABOUT BEING GREAT AT BOTH, AND COMBINING CREATIVITY AND LOGIC TO GET THERE



**04**

For better or worse, love must adapt for change

THE BEST ORGANIZATIONS KNOW IT WON'T BE EASY-THEY EXPECT TO FAIL SOMETIMES BUT ENJOY THE RIDE



**05**

Happily ever after, takes intentionality

THINKING LONG AND SHORT-TERM AT THE SAME TIME WITH MEASUREMENT SYSTEMS THAT TRACK BOTH



**06**

Flourishing means extended family harmony

MARKETERS ARE INSIDE OF, AND PART OF, ORGANIZATION ECOSYSTEMS WORKING CLOSELY WITH CEOS, CFOS, CTOS AND SALES

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02 METHODOLOGY

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03 SIX WAYS TO INTEGRATE BRAND AND DEMAND

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04 CONCLUSION

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05 CONTACT US

# Introduction

## MARKETERS BELIEVE IN LOVE

This report is the summary of research undertaken in 2024. It is a follow up to similar research that we conducted in 2022 that showed the crucial nature of the relationship between brand and demand marketing. We discovered that they shouldn't be thought of as opposite ends of a spectrum, but rather as a power couple who achieve more together. Since then, the discourse on the subject has expanded and evolved, with marketers across the board contributing their perspective on the importance of balance and connectivity.

The good news is that marketers believe in love; they know that a careful balance between brand and demand is important.

The less good news: for many marketing organizations, the love goes no further than dividing spend between upper and lower funnel activities.

Because that approach can lead to its own set of limitations, we've done additional research, which has shown quite convincingly that unleashing the full power of brand-demand love takes more.

It means big ambitions and common goals, mutual respect, long-term commitment no matter what life throws at you and, of course, managing the complex ecosystem of relationships that exist around every couple.

In this guide, we talk through our latest research findings, sharing what the most successful brand-demand integrators do and how they behave. (Spoiler alert: there's much more to it than how they spend their marketing dollars.) We also lay out advice for how marketers can ensure that brand and demand live happily ever after. At least for the foreseeable future.



# About our Research

Prophet engaged CMOs and senior marketing leaders to reassess the value of integrated marketing, track its impact on performance, and identify the leading approaches, capabilities and focal points of top performers.

The research spanned quantitative and qualitative dimensions in partnership with industry thought leaders, including WARC and the Association of National Advertisers (ANA).

More than 300 senior marketing leaders in North America completed an online survey, and we spoke with more than 30 of them individually to hear more about their experiences and insights, supplemented with additional conversations in global markets. The research sample included almost exact proportions of business-to-business (B2B) and business-to-consumer (B2C) organizations.

## \$10 Million

60% had annual marketing and advertising budgets of at least \$10M.

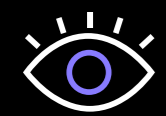
## 88%

of survey participants were responsible for brand building at their organization.

## 76%

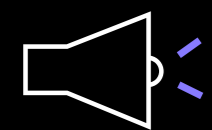
of survey participants were responsible for demand generation at their organization.

# Defining our Terms



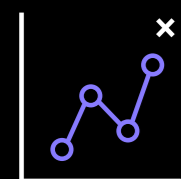
## BRAND MARKETING

Typically describes long-term efforts to drive awareness of and preference for a company, product or service.



## DEMAND MARKETING

Seeks to identify the right growth audiences for right now, nudging them towards purchase and enabling them to take some tangible action immediately (e.g., click on an offer, sign up).



## LEADING MARKETERS

Top-quartile marketing organizations, based on our research, with significantly higher business performance and more extensive brand-demand integration. This cohort is also notable for:

- Making greater contributions to the strategic decision-making process
- Maintaining strong, collaborative relationships with internal and external partners
- Increasing budgets in the past 12 months and/or in the next 12 months



## INTEGRATED BRAND AND DEMAND

Both a mindset and a practice. Brand and demand are not thought of as separate disciplines, but as working together to amplify each other. Every touch point has an element of brand and an element of driving short-term performance, and marketing teams are set up to be hardwired to connect the two.



While most senior marketers now recognize the need for integrated capabilities, questions persist about the best way to build the brand-demand relationship. Our research seeks to provide those answers. Specifically, we wanted to know how marketing leaders instill brand-demand synergy into budgeting and investment decisions, everyday operations, the organizational culture, and both internal and external partnerships.

# Money doesn't buy love.

The conversation around brand and demand needs to move beyond budgeting

## SPENDING PATTERNS ARE EVENLY SPLIT ACROSS BRAND AND DEMAND

Our survey findings confirm that despite the increasing pressure for short-term results over the last few years, most marketers still believe in brand-demand love. Few CMOs are choosing either brand or demand at the exclusion of the other, but rather work continuously to refine and recalibrate the balance in line with business needs.

In fact, CMOs are allocating the same amount of their resources (roughly a third) to integrated activities as they are to brand and demand individually. Integrated activities typically include holistic full-funnel campaigns designed to both build awareness and drive immediate action.

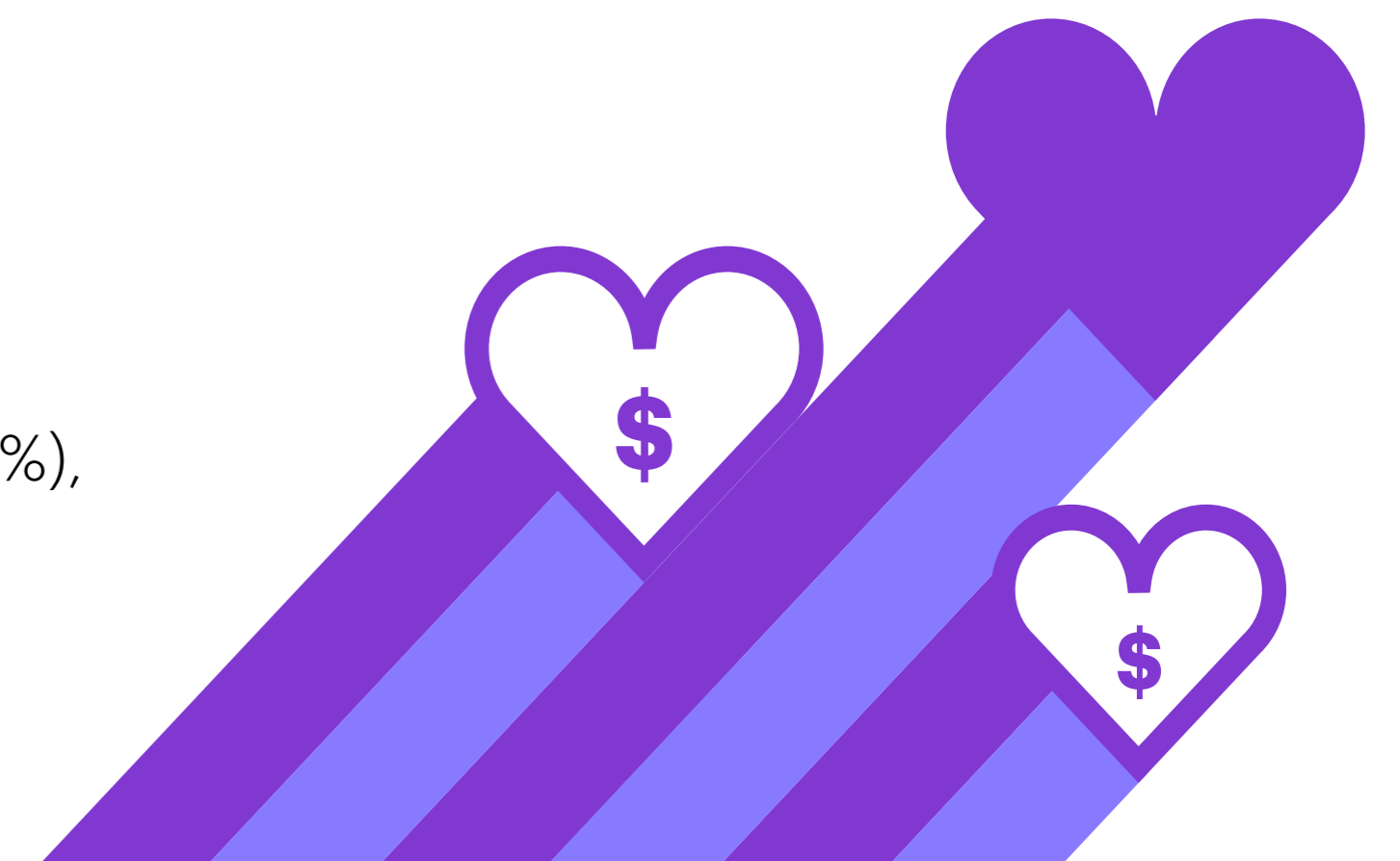
## BUDGET DISTRIBUTION IS NOT LINKED TO BETTER OUTCOMES

What did surprise us was that there was no difference in the reported distribution of spend between those that overperformed competition vs. those that did not. Across the board spend was roughly one third for brand, demand and integrated activities.

The only difference we noted was a directional, but not significant, preference in how leading marketers prioritized spending across the full customer journey.

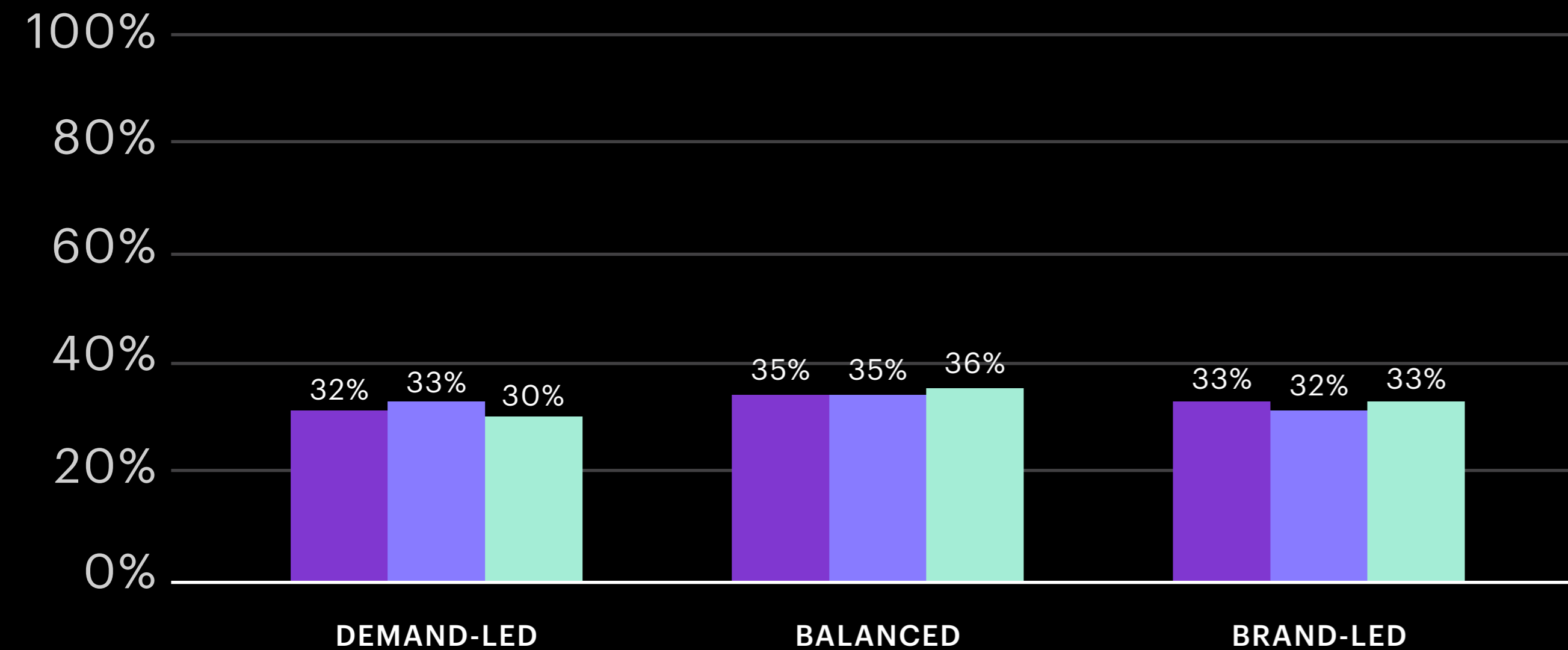
Leading marketers are slightly more likely to prioritize traditionally brand-led moments, such as awareness (76% vs 63%), and loyalty (68% vs 54%), while laggards have a directional bias to selling and conversion (58% vs 47%).

In other words, simply allocating spend across brand and demand objectives is not enough.

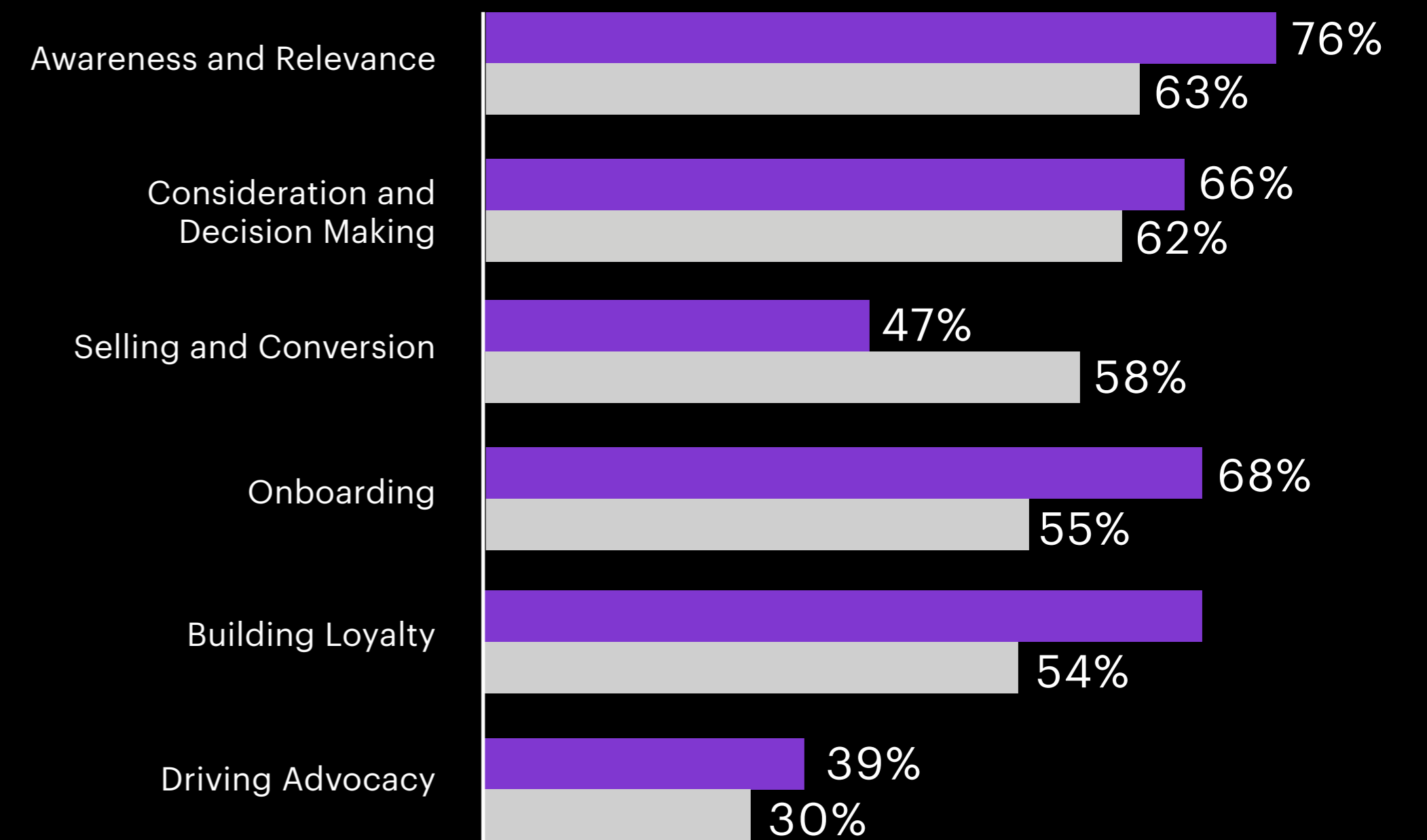


# Leading marketers and lagging marketers show a similar distribution of spend

All respondents reported an even split between brand, demand and balanced spend



Overperformers reported a directional focus on more brand-led objectives (AWARENESS AND LOYALTY)



- Total Sample
- Outperform Competition
- Parity or Underperform Competition

Q: Please indicate how much investment is aimed at brand and demand by allocating a percentage 0-100%

- Leading Marketers
- Lagging Marketers

# Marrying brand and demand *wins*

These connected, integrated organizations know that the love (and value) comes from how they use strategy, brand positioning, customer data and insight to ensure brand and demand are delivering against the same outcomes.

They know that building brilliant teams, setting clear expectations and continuously driving change will create an environment for brand and demand to work closely together.

And they know that they must hardwire collaboration within their teams and across the organization, with key rituals such as integrated planning.

.The deeper the commitment to integration, the more brand-demand love, the stronger the outcomes. Both immediately and for the long-term.

## WHAT CMOS SAY:

“Organizations need to ensure they build and optimize the brand to demand muscle, to capture the full value of their investments and resources.”

**ANNIE MCBRIDE**

CMO, PointClickCare

“The biggest success has been from not talking about the brand and demand budget separately...Otherwise, we cut brand and spend on demand.”

**TOM BERRY**

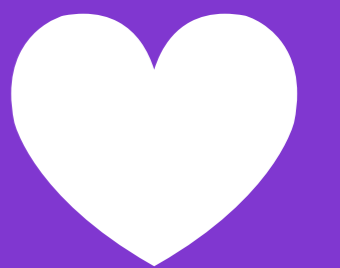
CMO, CFA Institute

# The Brand and Demand Relationship Guide

We have established that marketing organizations that are outperforming their competition have moved beyond balancing brand and demand to a marriage of two equal partners.

We set out to understand what drives this love story.

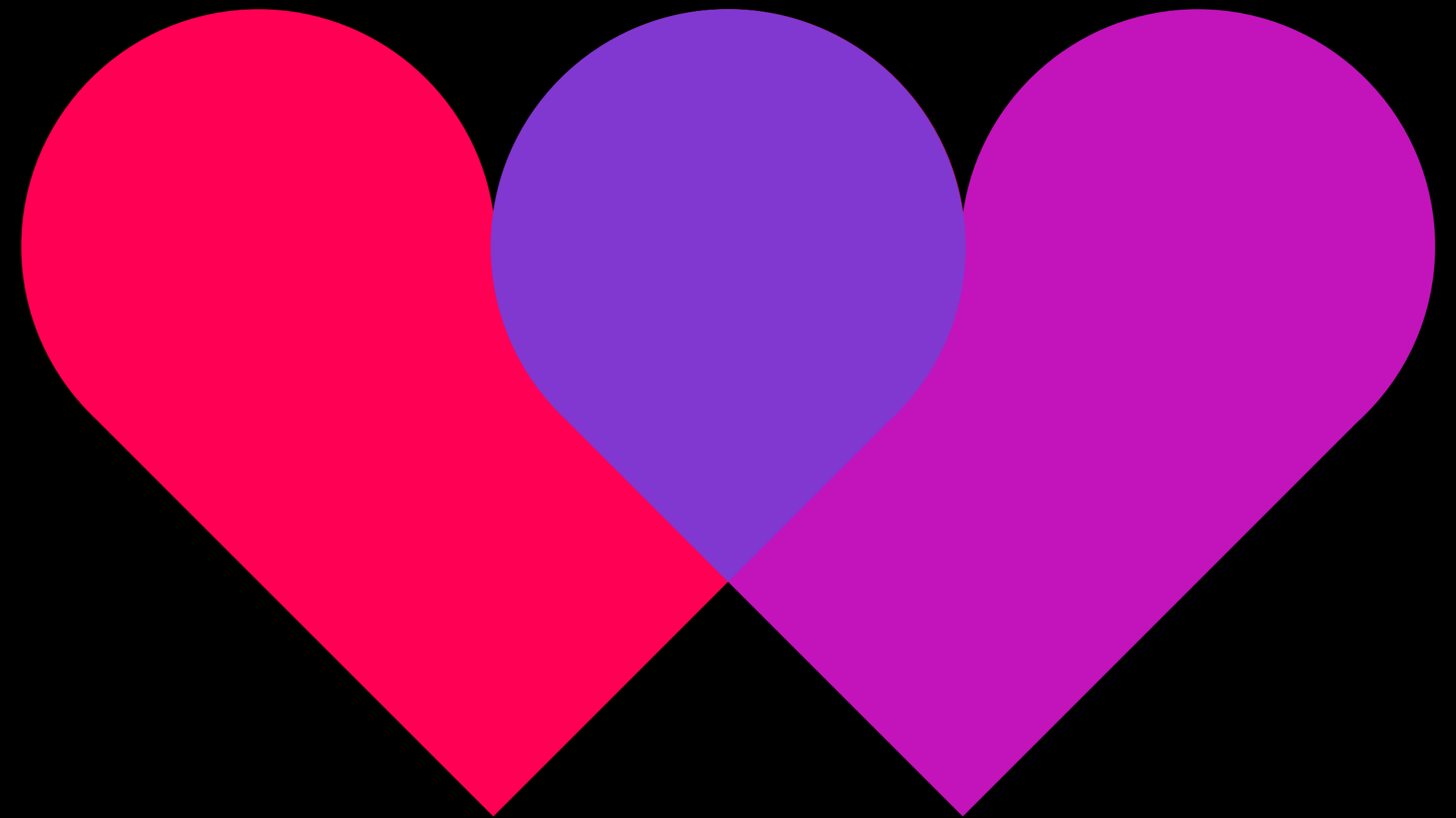
These high performers took up the top tercile of our data set. This relationship guide identifies the hallmarks of their success.



01

In strong relationships,  
partners share the  
same goals.

Winning organizations ensure that brand  
and demand **have shared strategy,**  
**business goals and incentives.**







To survive beyond the first flush of excitement and grow into lasting love, partners need to agree on goals and destinations (e.g., family, career, lifestyle). In the same way, our research shows that winning organizations know where they are going and have common views about how to get there.



89%

of leading marketing organizations say they have a clear growth strategy and brand strategy

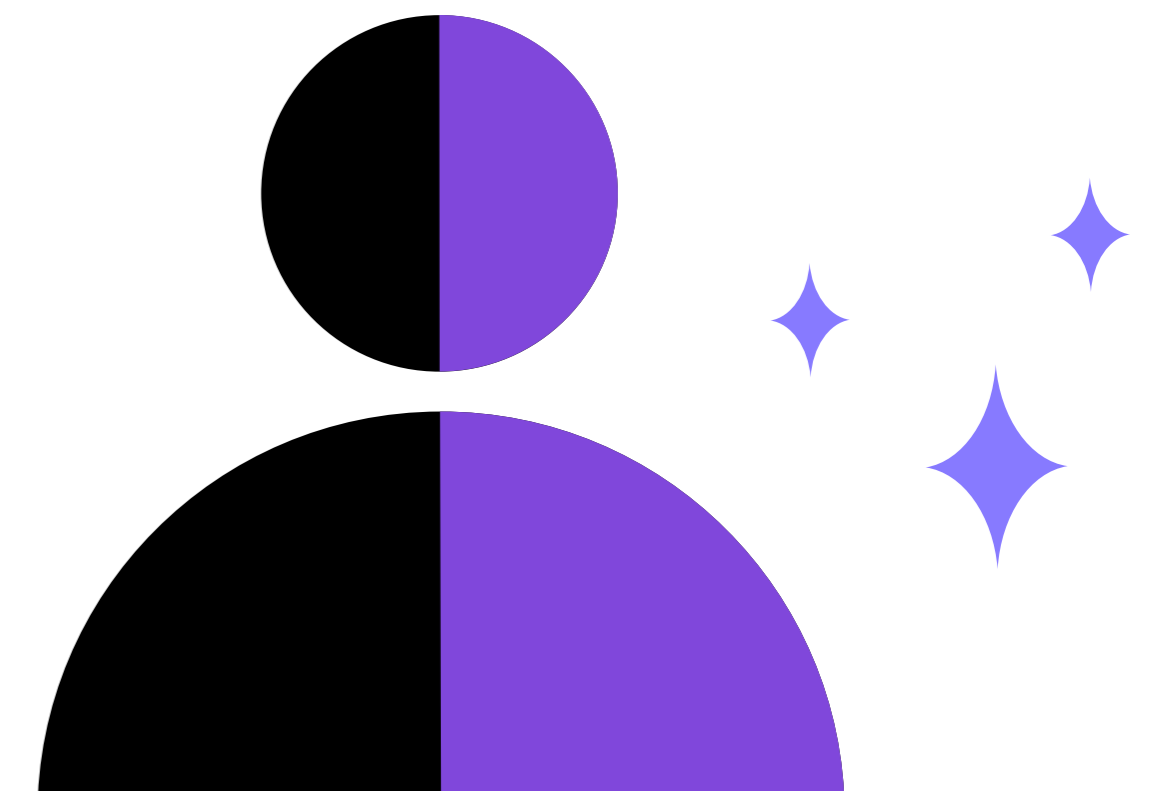
Leading marketers go farther by explicitly tying marketing goals to business goals, a linkage that promotes integration. While marketing KPIs may vary between brand and demand, business KPIs can provide holistic and comprehensive views of all marketing activities and investments.

79% of leading organizations say that commercial performance is an important part of their goals

“I have an active seat at the table, and work to shape Marketing’s role in response to our overall enterprise goals and help shape our commercial deliverables. Marketing needs to be equally accountable for revenue we are generating.”

**ALICIA TILLMAN**

CMO, Delta Air Lines



# Connecting brand and demand with aligned growth strategy

Three elements—growth strategy, brand strategy and marketing plans—directly linked to commercial goals can serve as a compass for key decisions about where to place resources (and where not to) and how to keep brands relevant, cohesive and connected across all touchpoints.

Growth Strategy + Brand Strategy + Marketing Plans

# Relationship Advice

Articulate a growth strategy the entire team can own by defining:

- ☑ **WHO**  
is our target customer?
- ☑ **WHAT**  
products, services and experiences should we offer?
- ☑ **WHY**  
should customers care about our products, brand and purpose?
- ☑ **HOW**  
do they perceive the value we offer?
- ☑ **WHERE AND WHEN**  
should we engage customers—via which channels, ecosystems, platforms and partnerships?
- ☑ **HOW**  
will we capture value?

Learn more about strategies for [driving uncommon growth](#).

02

# Connection comes from a shared world-view.

A common passion for customers is the glue that helps to guide decisions for brand and demand teams to agree on what's important.



For the best marketing organizations, serving customers is the north star.

Couples that have a common purpose or passion and similar worldviews are more likely to stick together and feel satisfied in their relationship. They can also make better short- and long-term decisions faster and more easily, because they already agree on what's important.

When it comes to brand-demand relationships, what's important are customers — engaging them, satisfying them, and keeping them happy.

Our research shows that brand-demand integrators are just WAY more enthusiastic about their customers:

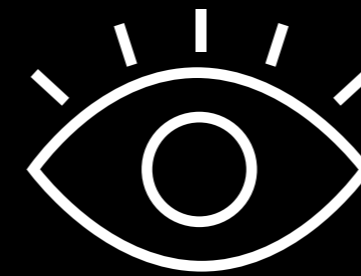
86%

have a shared understanding of the customer across the entire organization and invest in, and apply customer insights across all parts of the marketing discipline, compared to only 63% of lagging marketers.



Winning brand and demand integrators invest way more time understanding their customers and brand

INSIGHTS



CUSTOMER DATA



MARKETING TEAMS...

- |  |  |
|--|--|
| <p>✓ Are responsible for customer insights (86% vs 50%)</p>                              | <p>✓ Invest behind customer data, leveraging across processes (82% vs 55%)</p>       |
| <p>✓ Regularly leverage customer insights (82% vs 56%)</p>                               | <p>✓ Tie customer data and insights to measurable business outcomes (82% vs 59%)</p> |
| <p>✓ Use customer insights for brand positioning and value propositions (87% vs 66%)</p> | <p>✓ Own insights, segmentation and targeting (95% vs 77%)</p>                       |

\*Leading organizations vs lagging organizations

## WORKING TOWARDS THE SAME GOALS

This isn't news: customer centricity has always been essential to strong marketing. And it's the heart of what marketers do every day – from identifying needs and building relevance, to championing the voice of the customer across the organization, to ensuring messaging resonates and offers click.

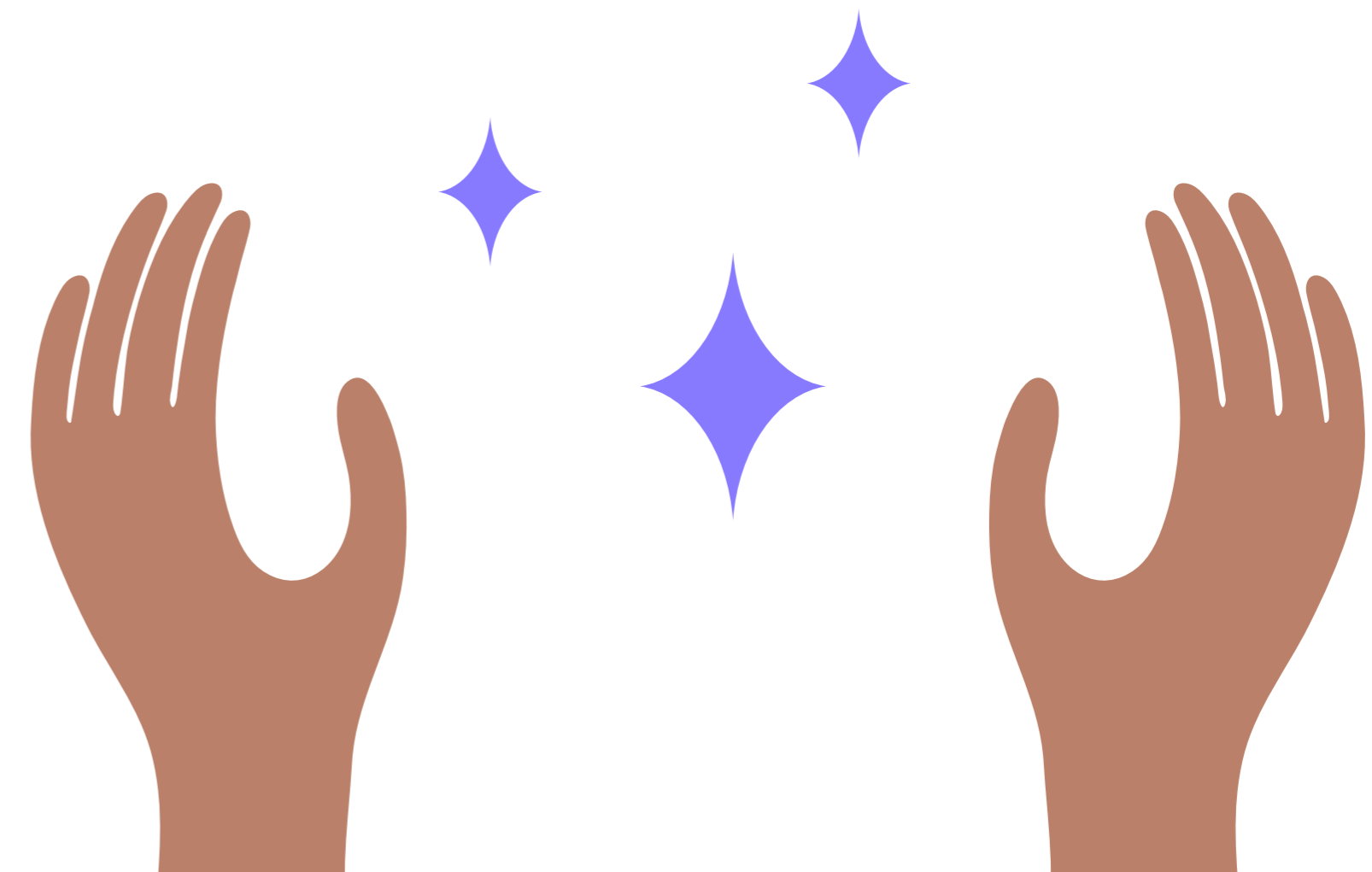
Segmentation and audience personas clarify who customers are and what they want, informing the definition of compelling value propositions and messaging in both brand and demand contexts. These insights can also factor into spending decisions, how to balance brand and demand investments and when to pivot or recalibrate.

## WHAT CMOS SAY:

“We've started to open our business partners' eyes to the value that can come from thinking about customers and society as a whole.”

**CLAIRE BURNS**

CMO, The Hartford





# Relationship Advice

Shape strategies and plans around customer needs and goals

- ✓ Build brands and value propositions that are insights-based, balancing broad universal truths and specific persona needs
- ✓ Create clear customer personas and segments that are findable, know them intimately, and determine how, when and where to target them most effectively
- ✓ Use customer journeys as an anchor canvas to tie brand, demand and product experience activities together ([see Choose-Use Loop](#))
- ✓ Tie customer insights to measurable business outcomes, setting shared, quantifiable goals around changing customer behavior
- ✓ Have specific metrics on how many customers we need across the big three objectives—attracting new customers, getting current customers to buy more frequently, and boosting cross-selling and upselling

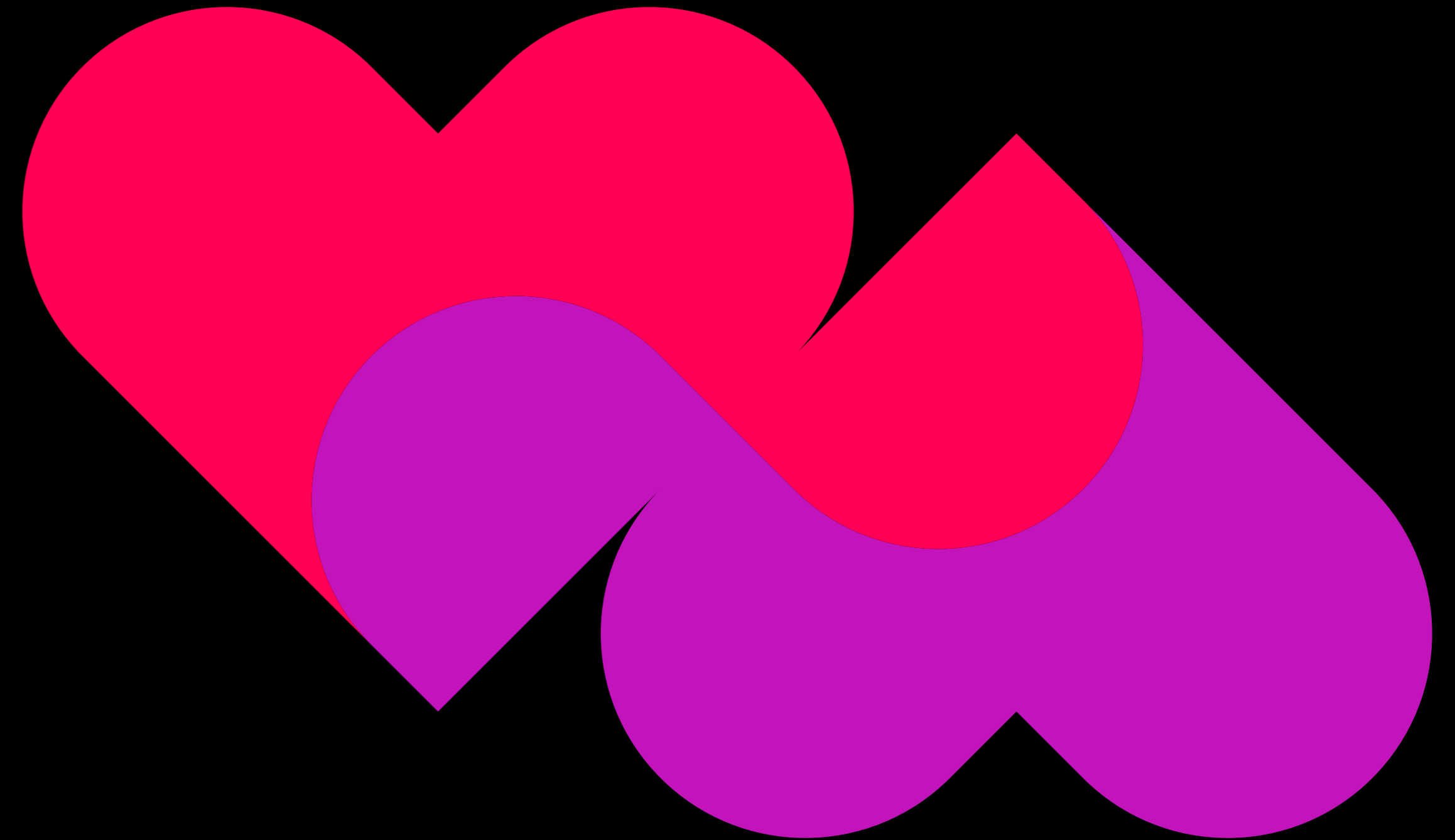
Own, invest in, and champion customer centricity

- ✓ Find ways for the whole organization to be accountable for customer insight and delight—marketing can and should lead by example
- ✓ Hardwire data and insights into all marketing activities, embedding into strategy formation and planning, creative processes and all sorts of decision-making

03

# Thriving couples embrace (and celebrate) their differences

Integration is not about compromise, but about “bothism” and being great at brand AND demand. Winning organizations harness the [power of logic and creativity](#) in a culture of respect and trust.



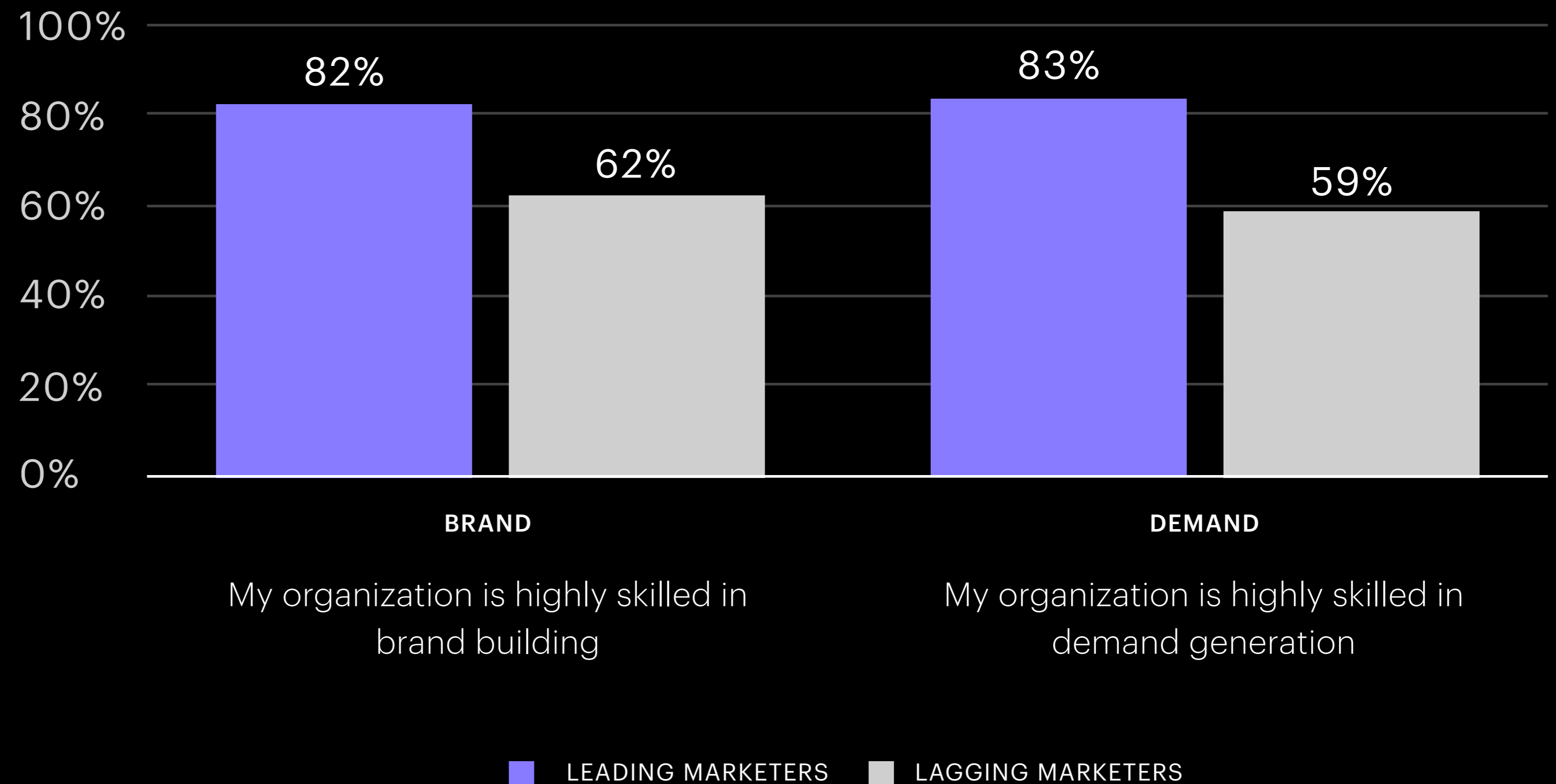
Beyond mutual goals and shared purpose, the strongest brand-demand unions bring out the best of each discipline individually, based on a foundation of mutual understanding, respect and trust.

The top-performing marketers do not integrate by compromising on either brand or demand capabilities. Instead, they apply something we like to call **“bothism”**— equally valuing and striving for excellence in both disciplines. That means investing in talent and technology, developing key skills and working collaboratively.

Leading marketers are significantly more confident in both their brand (+30%) and demand (+40%) capabilities, as well more likely to say they have the right capabilities to deliver in both areas (87% vs 56%).

# Being brilliant at both brand and demand

Winning across brand and demand means winning in both brand and demand



Historically, creative thinking and ideation have been associated primarily with brand building and data-driven thinking with performance marketing. But leading marketers transcend these limiting, binary views, recognizing how effective marketing is both uniquely creative and objectively fact-based.

# 79%

of top performing marketing leaders said their favorite part of marketing is the ability to contribute magic and logic and to apply both data and creativity.

“I love that marketing is at the center. I feel like I run a business, but I also get to do the human touch and the creative side.”

**CAROLINE CHULICK**

SVP Global Growth & Innovation, Hill's Pet Nutrition



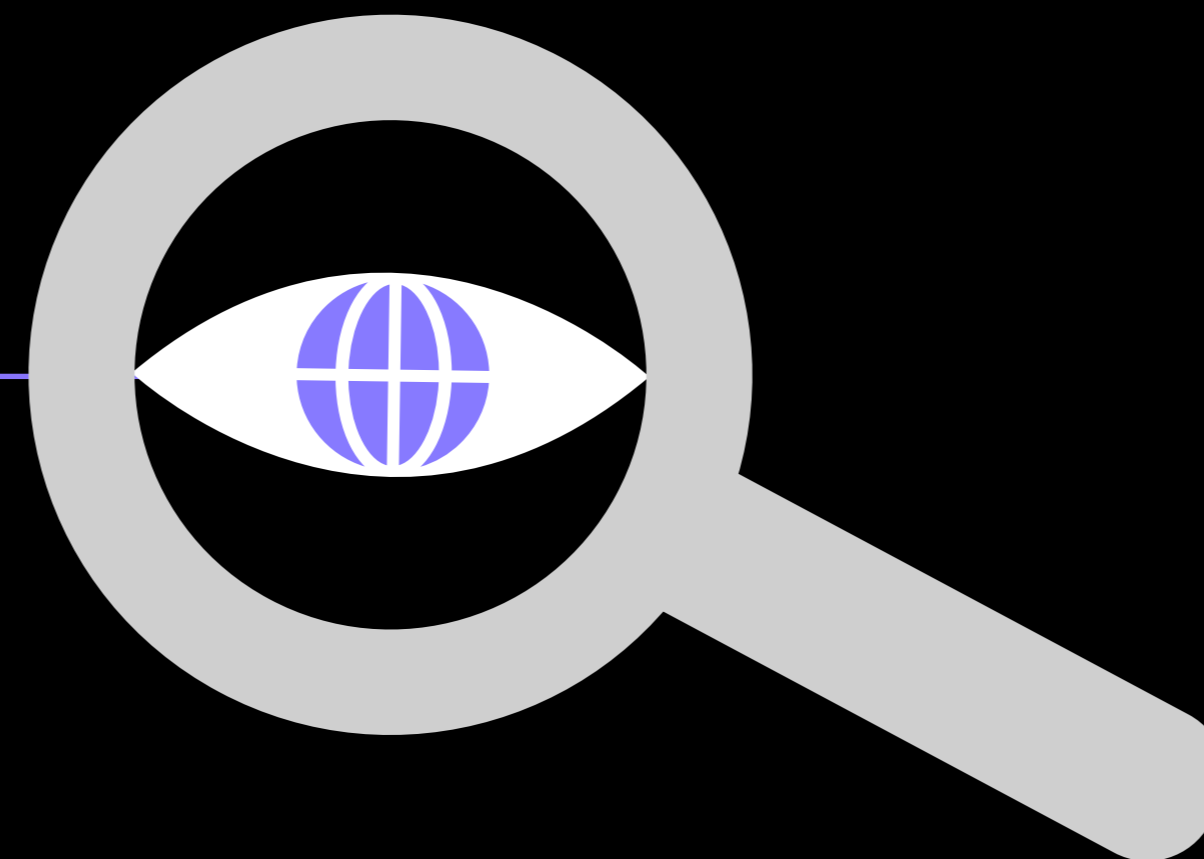
Opposites attract of course, and such magnetism ignites many passionate love stories. Our research shows they can also live happily ever after, too. Specifically, the most effective organizations enable their teams to:

Maximize both creativity and data

87% vs 58%\*

Manage both emotional and rational cues across brand building and demand gen

76% vs 58%\*



Dynamic cultures and inclusive leadership are the difference makers here. It's especially important to ensure that the organization does not unconsciously favor one or the other discipline. Communicating transparently, promoting collaboration, information sharing, breaking down organizational barriers, acknowledging what works, and celebrating successes – that's how winning CMOs can show their appreciation for both the art and science of marketing.

\*Leading vs lagging organizations

# Relationship Advice

## Aspire to build brilliant team capabilities

- ✓ Invest in training, talent and tooling from A (AI and analytics) to Z (the needs of Gen Z, the cultural zeitgeist)
- ✓ Encourage and incentivize continuous learning for the entire team
- ✓ Build depth of expertise in critical areas—strategy, insight, data, brand, performance, digital, go-to-market execution—and ensure everyone is “t-shaped,” with a baseline understanding of every marketing function

## Communicate via a common love language

- ✓ Be vigilant in avoiding subconscious bias toward either brand or demand
- ✓ Find ways to elevate and recognize both creativity and data, magic and logic
- ✓ Establish a formal process for tracking and incorporating industry best practices (e.g., creativity)
- ✓ Share organizational awards and honors to recognize and promote the best work

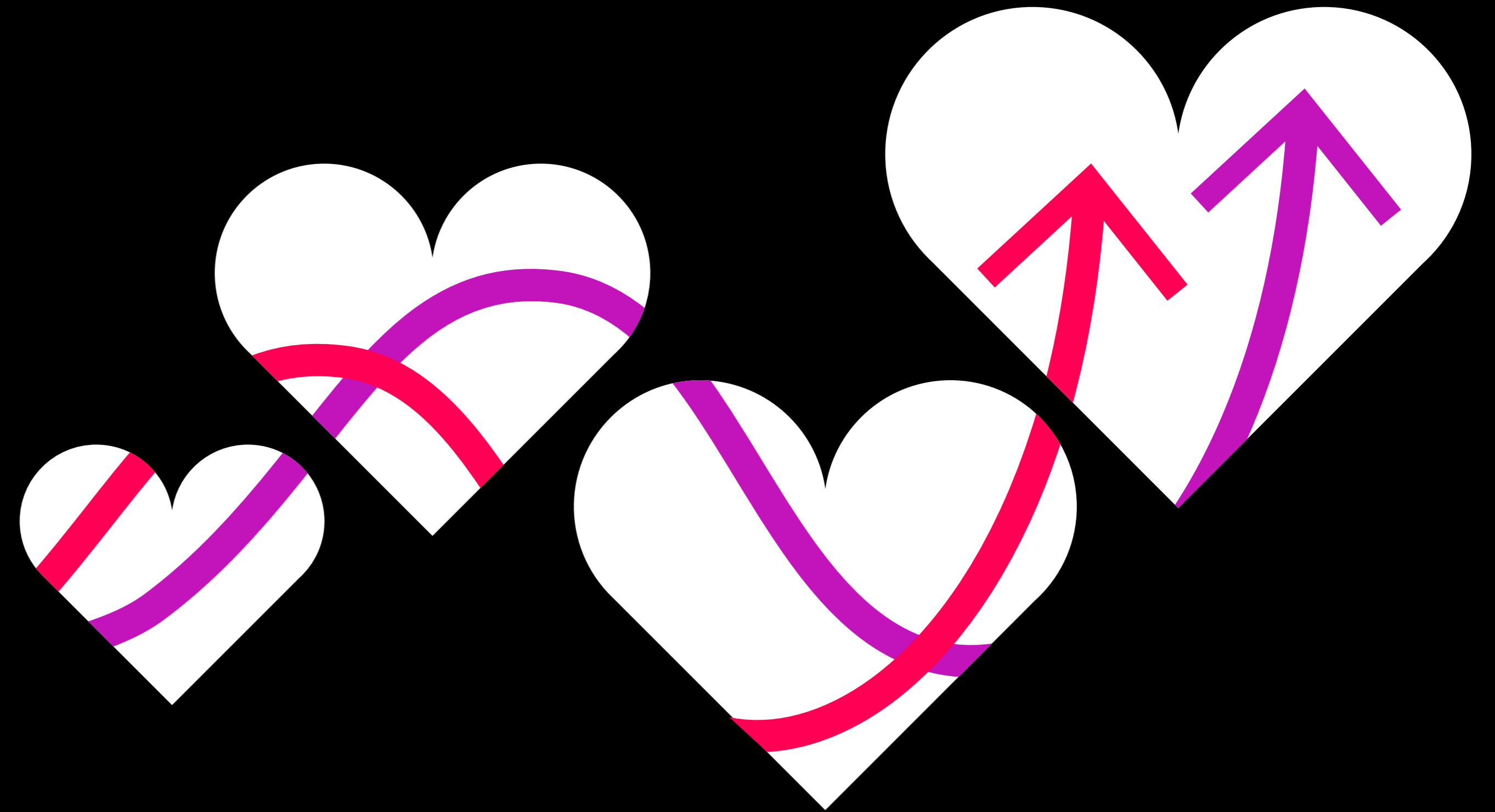
## Build a celebratory structure and culture

- ✓ Codify what great looks like in terms of strategy, growth and brand, demand and integrated activities
- ✓ Share best-in-class examples and communicate wins and learnings in regular town halls or via other venues and channels
- ✓ Create a shared playbook of leading practices within a few anchor processes

04

For better or worse,  
love must adapt for  
change.

The best organizations know that the journey won't be easy. They expect to fail sometimes. They take action to not only survive constant change, but to **thrive on it**.



Because life rarely goes as planned, strong relationships need to be ready for highs and lows, for moments when one partner's needs outweigh the other's. A commitment to constantly evolve and share the workload sees couples through the hard times.

The same is true of world-class marketing.

Macroeconomic uncertainty, culture wars, fickle consumers, media fragmentation, shrinking resources, increasingly complex tech and data and the rise of generative AI (GenAI) all make CMOs jobs harder as well as more exciting and dynamic.

The brand and demand integration challenge sits at the center of this change.

A seismic shift in tech and data driven personalized marketing have necessitated hyper-specialization, and new ways of working.

These must be blended with best practices in driving brand relevance in a world of cultural and media shifts.

Interestingly, those marketing leaders who are already outperforming competition and integrating their brand and demand efforts seem both most attuned to the difficulties of this bottom to top transformation and perhaps, as a result, most willing and equipped to embrace the challenge.

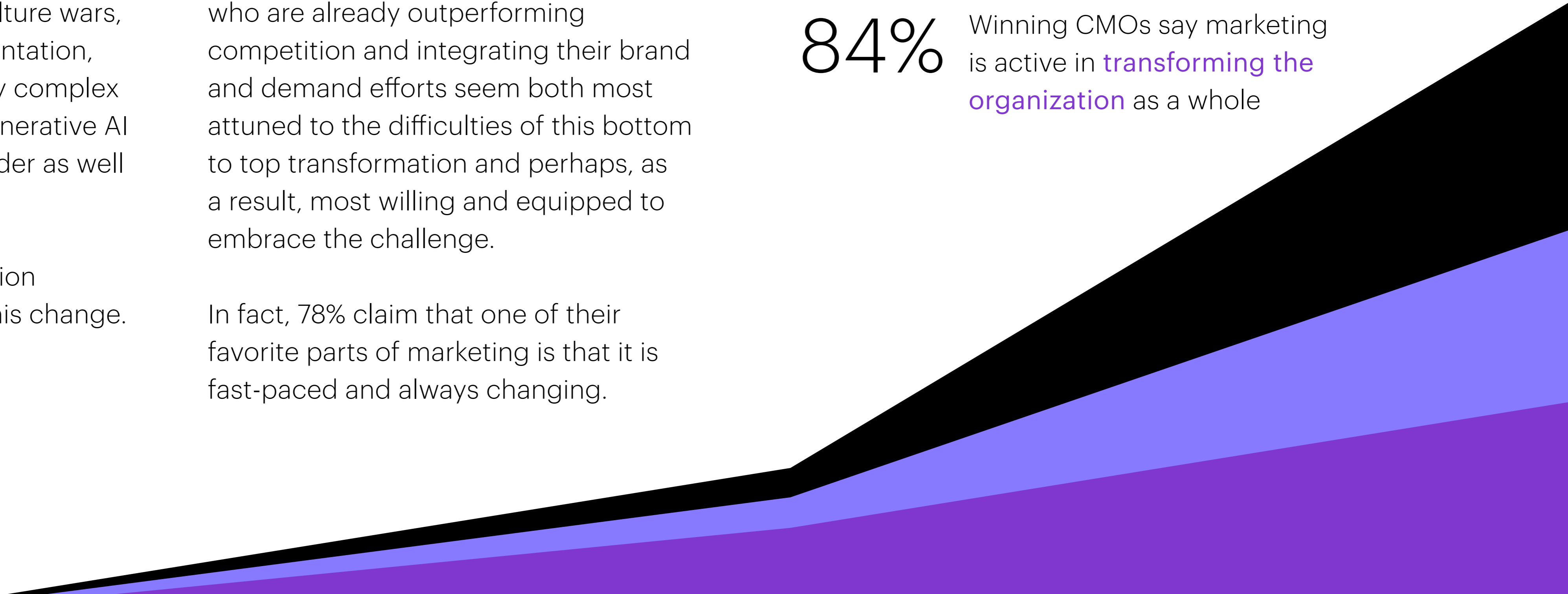
In fact, 78% claim that one of their favorite parts of marketing is that it is fast-paced and always changing.

Top performers know that building a connected organization isn't easy, but they are ready to do things differently in pursuit of better outcomes

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**58%** Winning CMOs are more likely to say that they find it **hard to keep up with the changes in marketing**

**84%** Winning CMOs say marketing is active in **transforming the organization** as a whole

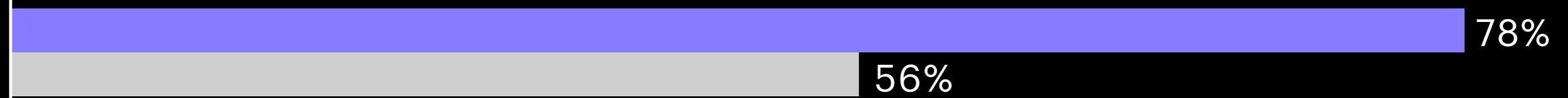




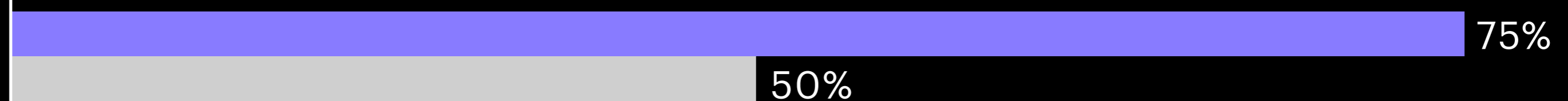
LEADING MARKETERS HAVE A GROWTH MINDSET

# Winning CMOs embrace and thrive in change

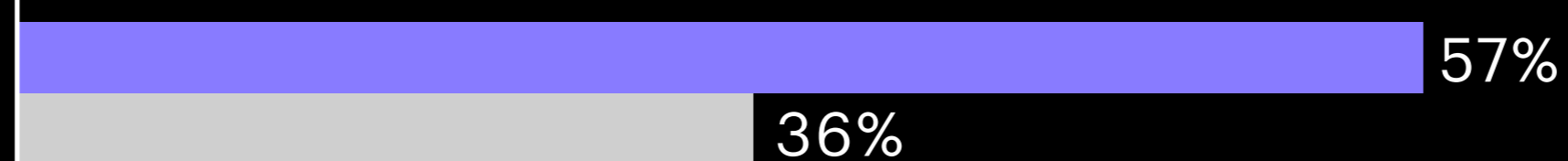
I love that marketing is fast paced and always changing



I'm planning for my areas of the business to have setbacks



I find it hard to keep up with the changing marketing landscape

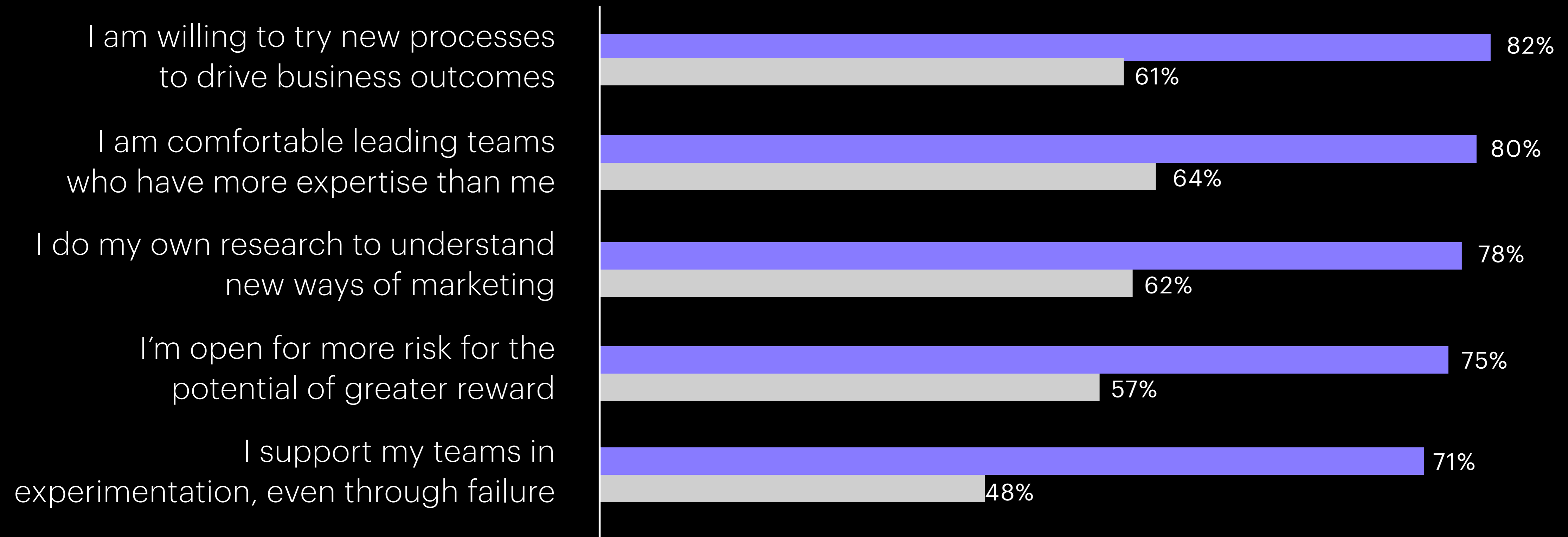


Marketing is active in transforming the organization as a whole



BRAND AND DEMAND INTEGRATION TAKES A GROWTH MINDSET

# They are courageous and life learners



## A GROWTH MINDSET MEANS COURAGE AND COMMITMENT

One insurance CMO told us how marketing has moved from being viewed as primarily a sales support function to one with a broader and more strategic remit. In fact, the marketing unit was renamed as “enterprise growth.” Tactically, the emphasis is now on retention, because profitability requires long-term customer relationships. Another CMO highlighted a similar shift, from “pushing products” to “building engagement, loyalty and advocacy.”

Flexibility and agility helps explain why winning marketing groups seem more willing and able to take calculated risks and experiment when necessary. According to our research, top performers are significantly more willing to try a new process or way of working if there is a chance it will improve business outcomes.

The bottom line is that CMOs who integrate brand and demand capabilities are better prepared to navigate the unique challenges of marketing today and succeed in good times and bad, in sickness and in health—and then do what it takes to keep up with consumers and produce value for their organizations.

## WHAT CMOS SAY:

“We experiment to win. If you’re not failing, you’re not pushing and growing.”

### CAROLINE CHULICK

SVP Global Growth & Innovation, Hill’s Pet Nutrition

“Consumer behavior is shifting so fast that sales flatline and we go off scrambling to figure out why; dually, budgets are tighter despite greater demands. There’s a sense that rules are being rewritten in real-time so every day, I’m doing a high wire act integrating brand and demand without compromising on either.”

### MICHAEL FERRARA

CMO, HairUWear

“The Marketing organization is hyper-collaborative and fits together as a continuum - the market research team provides the insight, the brand team provides the inspiration, the CX team reimagines the experience and identifies key opportunities to build around, the consumer engagement team activates the initiatives through campaigns, and then the commercial teams bring it all together to our prospects, partners and customers.”

**TIMOTHY DONOVAN**

SVP, Consumer Engagement and Brand, Synchrony

# Relationship Advice

## Go beyond early adoption to get ahead of the curve

- ✓ Ensure the fully integrated brand and demand system is centered in data driven personalization
- ✓ Think about transformation from the most disruptive technology outwards
- ✓ Assign team members to get proficient in new technologies and explore new use cases
- ✓ Promote a culture of continuous learning and knowledge sharing among specialists and generalists

## Exhibit courageous and humble leadership styles

- ✓ Set an example by embracing change and promoting a “no fear” attitude toward transformation
- ✓ Do your own research to understand new technologies and collaboration techniques
- ✓ Test new processes with an eye on their impact on business outcomes
- ✓ Get comfortable leading teams that includes experts in things that you aren't

## Codify an experimental approach

- ✓ Conduct scenario planning at macro and micro levels, identifying the most likely what-if scenarios
- ✓ Create action plans and priorities for more than one outcome
- ✓ Establish a process for quick, agile decision-making, based on access to real-time leading indicators and clear criteria

05

Happily ever after takes commitment, consistency and intentionality.

What gets measured, gets managed. Winning CMOs think long and short-term at the same time. They are confident in managing immediate and sustained metrics and confident in proving this value to their stakeholders



Outperforming brand and demand integrators confidently **measure and manage the long and short-term** simultaneously

84%

Top performers can manage short-term and long-term KPIs effectively, compared to only 57% of all respondents.

Marriages are designed to be long-term partnerships, but too often couples get caught up in the day to day of household management, getting kids to soccer practice and just trying to get to the end of a busy work week.

While counselors advise against keeping score, they do advise in a constant investment in the long-term health of the relationship, including building routines such as date night.

Similarly, in order to have a fully integrated approach to brand and demand, marketers need to think about long and short-term at the same time. They need systems to monitor both the immediate and sustained effects of all marketing efforts.

For marketers this means measurement. Crucially, in a world where we can measure anything, at any time, winning marketers are able to ensure all stakeholders are aligned on measurement philosophy- building a common understanding of which metrics matter, how and when to read them, and how to apply them to strategic decisions.

One CMO we spoke with taught her team to think of short-term media metrics as “signals” and long-term equity building as “trends.” This neatly lined up performance and brand as one continuum rather than as competitors.

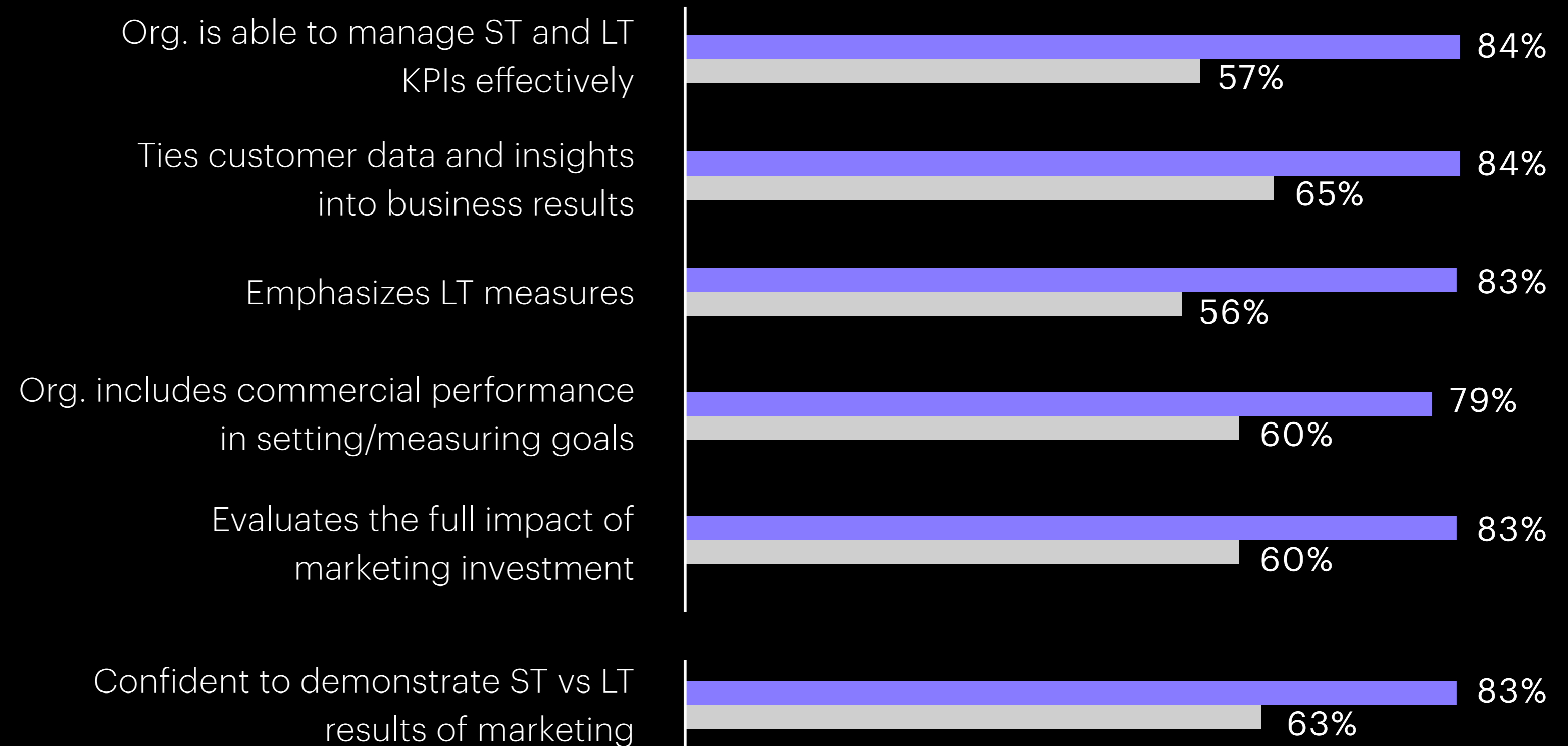
Winning CMOs build out scorecards of leading and lagging metrics—which include an emphasis on long-term measures, integrating both customer and business outcomes and confidence in demonstrating the long and short-term impact to key stakeholders.

To deliver against this goal, marketers need to be able demystify the metrics environment, which has become complex.

Building capabilities, alignment, rituals and a common language both within the marketing team and with senior (and increasingly impatient) stakeholders, can help the marketing organization get smarter over time. This, in turn leads to better decision-making and clearer understanding of marketing’s value.

# Winning organizations confidently integrate long and short-term measures

(% SELECTED)



■ LEADING MARKETERS ■ LAGGING MARKETERS

Q: Please tell us to what extent you agree or disagree with the following statements:





“Striking the right balance between long-term brand vision and immediate business needs is crucial for any marketing organization’s success.

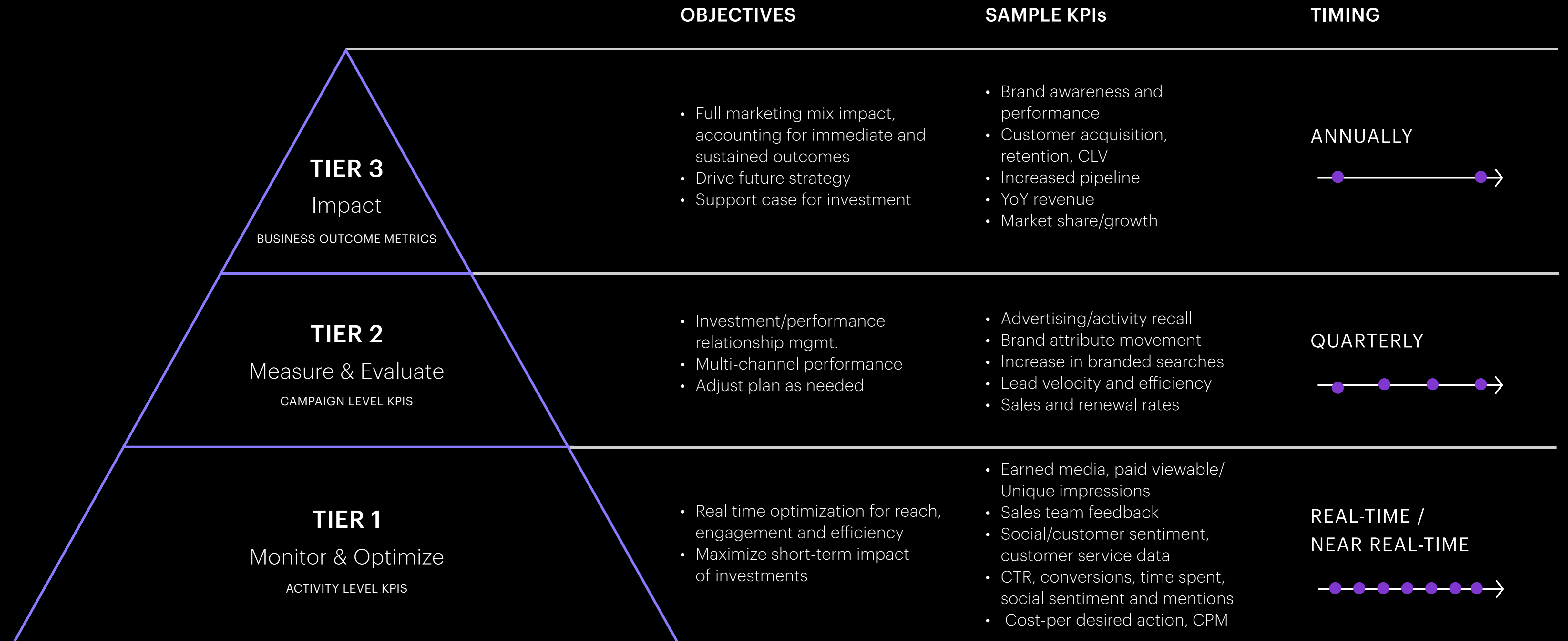
As brand leaders, our focus should be on aligning our strategic goals, brand positioning, and vision while remaining agile enough to respond to the urgent demands of the market.

The balance is not a conflict but a synergy—where our long-term aspirations guide us and our short-term actions drive immediate results.”

**AMANDINE ROBIN-CAPLAN**

Chief Brand, Communication & Digital Officer Travel & Leisure

# Holistic System for Measuring and Optimizing Brand & Demand Impact



**WHAT CMOS SAY:**

The idea of the “and”  
and the “both” is critical.

There is no long-  
term without the  
short-term.”

**COLIN WESTCOTT-PITT**

Global Chief Brand Officer, Glanbia Performance Nutrition

“Brand and performance teams must align on metrics to drive sales. The challenge is that as we become more reliant and precise on specific measures, we don’t pay as much attention to what people are thinking and feeling so we need to rely on factors such as behavioral economics and other signals. It’s not just brand and performance...it’s more than that.”

**FRANCESCO LAGUTAINE**

CMO, USAA

“Marketing needs better integration in ways that provide clear pathways, integrated storytelling, journeys, and measurement—enabling marketers to have a more robust ROI conversation for the business.”

**ANGELA STARK**

SVP Brand Experience, Dayforce

# Relationship Advice

Build muscle on modern marketing metrics and adopt a “metrics that matter” mindset

- ✓ Define the differences between KPIs and diagnostic measures like FYIs vs. CYAs
- ✓ Review all available data for decision support
- ✓ Apply metrics for more precise customer segmentation and journey modeling and as the basis for refreshing the culture or refining the operating model
- ✓ Educate marketing, finance and C-suite colleagues on best-in-class approaches
- ✓ Leverage tooling and dashboarding to ensure accuracy, speed and ease of metrics tracking and reporting

Align on a leading and lagging scoreboard

- ✓ Build out a scorecard that enables a direct line between immediate and longer-term metrics
- ✓ Gain a clear understanding of the time it takes from a “signal” metric to the full impacts of marketing activities
- ✓ Align marketing objectives to changes in customer behavior to deliver outcomes (e.g, acquisition, retention, upsell, cross sell) and layer metrics that ladder to these goals
- ✓ Balance customer-centric and business-driven KPIs for both brand building and demand generation

Align and remind on measurement cadence and expectation

- ✓ Establish monthly, quarterly and annual rituals to review metrics
- ✓ Proactively engage and partner with business leads in both the creation and execution of measurement programs
- ✓ Openly share and apply insights in the strategic decision-making process

06

# Flourishing means extended family harmony.

Marketers live inside of, and are core drivers of, complex organizational ecosystems. Leading CMOs are connectors and orchestrators, working with multiple departments and stakeholders



# Love exists beyond the bounds of any one couple

Every relationship exists within a complex network of other relationships (e.g., extended family, new and old friend groups). So does every brand-demand power couple. That's why leading marketers prioritize building strong connections within their own teams, with their peers and colleagues in other functions, and external partners. In fact, top CMOs see themselves as [facilitators](#), [orchestrators](#) and [teachers](#).

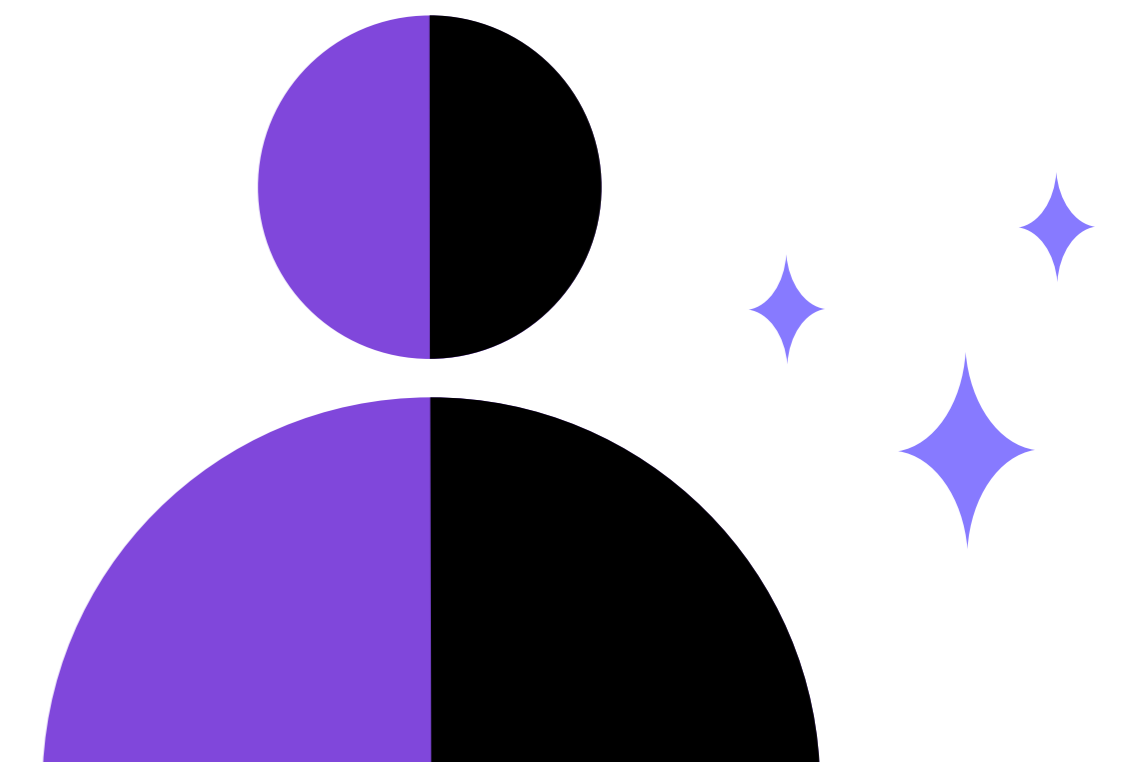
# 84%

of winning brand and demand leaders see themselves as organizational orchestrators—connecting the dots across different functions in service of customer needs (84% vs 61%)

Excellence in brand and demand “bothism” only works when silos are broken down. Ideally, they’d never exist in the first place; winning teams are structured to ensure connectivity and include rituals that bring people together.

The best CMOs also build cultures that celebrate and maximize many diverse strengths. That’s how veteran generalists can learn from Gen Z social natives. Or a finance-oriented CMO can pick up new ideas from design teams.

Similarly, we found that the best CMOs focus on cross-functional relationships. Marketing leaders understand the importance of communicating in the language of the business as they interact with their peers; in fact, they view it as a requirement, alongside gaining a deep and nuanced understanding of the business.

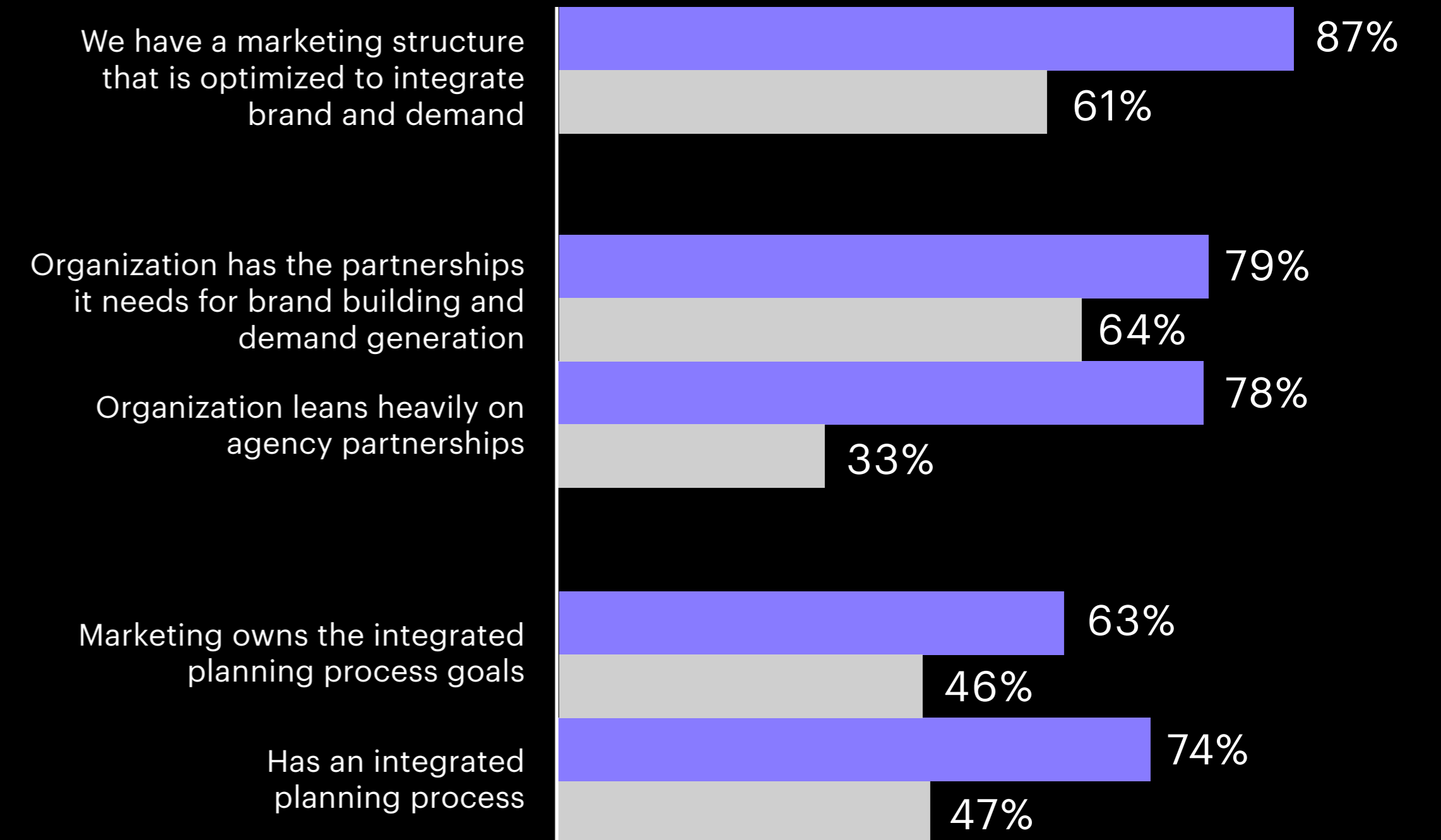


# A modern, connected marketing organization

Top CMOs prioritize a structure that hardwires ways to integrate brand and demand. This includes both formal structures and processes but also with tactics like colocation, agile-based project teaming and job rotations.

They also rely heavily on their external agencies and other partners to bring fresh perspectives and additional skills; 78% of leading marketers say they do this, vs only 33% of lagging performers. Our research shows considerable variety in the use of external agencies; some CMOs rely heavily on specialist agencies for specific tasks (e.g., customer research, implementation and production support) while others bring their agencies and consultants in for highly strategic and creative work.

One way that many organizations hardwire connection inside their own teams and across functions is via annual planning rituals. Winning marketers see this as an important driver of brand and demand connection (74% vs 47%).





# Integrated planning is a must-have ritual

Some suggest that in a constantly changing world, we should do away with annual planning.

We believe that an integrated planning cycle is a critical part of ensuring connectivity and collaboration. While plans may change across a year, and quarterly routines to assess and pivot are encouraged, we think that the ritual of common ownership in setting vision, direction and priorities is essential. These events should not just bring marketers together, but also stakeholders from product, sales, IT, finance and even HR.

When led by marketing teams, integrated planning exercises can ensure customer-based business goals and that plans span the full customer journey. The Choose-Use loop can be a useful tool in guiding these discussions, especially in terms of demonstrating when to lean into brand or demand and how integrated activities drive different outcomes at different stages the journey.

Much like holiday rituals or annual trips for families, integrated, cross-functional planning sessions can become the glue that binds all brand and demand pieces, and a touchstone moment to bring all parties together.



# Brand and demand integrators prioritize cross functional relationships

**FINANCE**

**IT**

**PRODUCT**

+66%

+71%

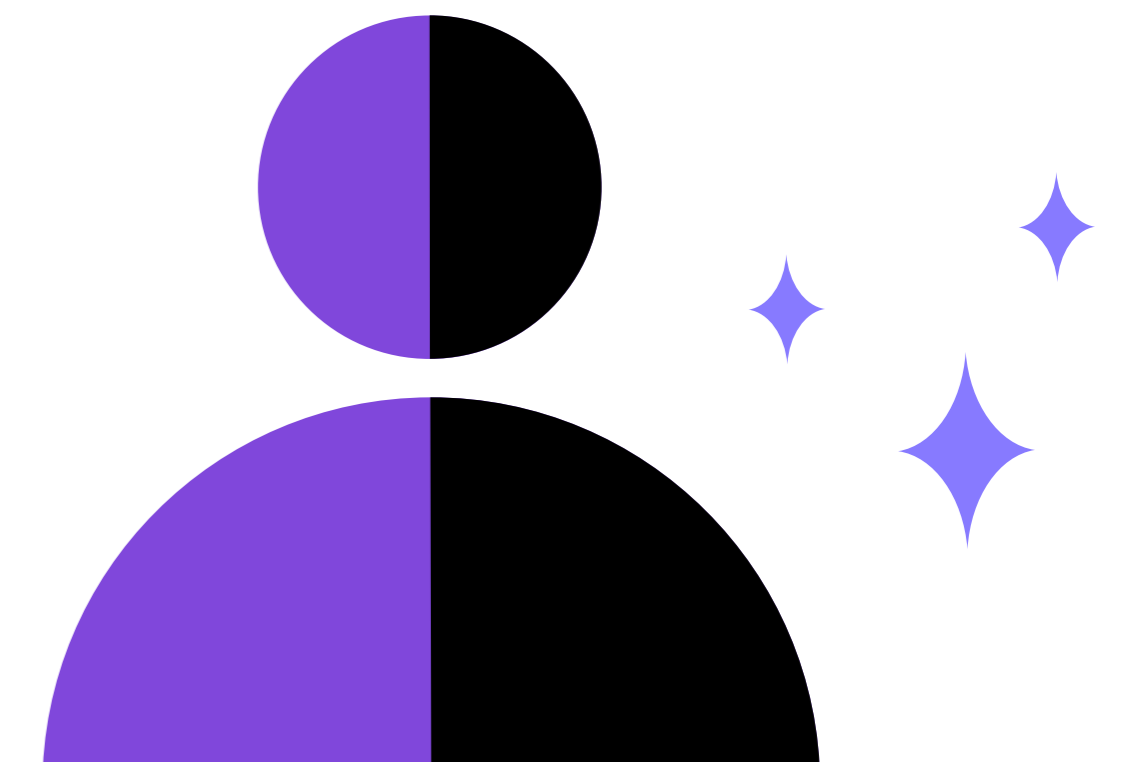
+41%

Overperforming brand and demand integrations are more likely to state that they have a [strong collaborative partnership](#) with these functions.

“We try to get away from this idea that the job of marketing is the brand and everyone else does their own job. We find that creates silos.”

**COLIN WESTCOTT-PITT**

Global Chief Brand Officer, Glanbia Performance Nutrition



The importance of the marketing-sales dynamic is well known. It is, in the best of cases, a mutually fulfilling love story. But we found that successful marketers over-index on their relationships with finance, IT and product. In budget negotiations with CFOs, transparency and accountability can help CMOs show their effective stewardship of company resources. Some CMOs proactively engage CFOs and finance teams in microplanning processes or in determining new metrics.

Similarly, given the importance of data and technology as critical enablers of the brand and demand connection, CMOs need to engage CIOs and CTOs. Emphasizing customer centricity means CMOs must concern themselves with product and experience delivery.

“We are building a strong partnership between our marketing and finance teams. When we are aligned, we move from potential misunderstanding to a place of mutual understanding and collaboration.”

**VICTOR REISS**

VP Consumerism & Insights, UNC Health

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“We are focused on bringing the organization on board and showing them what good looks like. In our case, we did the work in a small working group to get alignment and prove the case.”

**DIPTI KACHRU**

CMO, Broadridge

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“Sales teams are often one of the best barometers. Go and talk to your frontline and ask them – ‘is it getting easier to have conversations? Are people more open to connecting?’”

**ANGELA STARK**

SVP Brand Experience, Dayforce

# Relationship Advice

## Hardwire connections into marketing teams

- ✓ Seat marketing units together in open-plan office spaces
- ✓ Embrace agile teaming via “pods and squads”—pods are small teams focused on a customer segment or brand and squads provide key specialty skills
- ✓ Initiate annual, quarterly and monthly rituals to bring teams together—formally and informally

## Build bridges to the outside organization

- ✓ Prioritize relationships with IT, finance and product leaders—go deep to understand their goals, find common ground, identify how you can help them succeed, engage them outside formal updates
- ✓ Champion intrapreneurs and marketing generalists who can bring people together inside the marketing teams and across the organization

**FINAL THOUGHTS**

(Re) Connecting to  
the power of love

“I feel more empowered to have an impact, make change, set a vision, and chart a path than I ever have before.”

**TOM BERRY**  
CMO, CFA Institute

“The human tension and insight gets me out of the bed in the morning.”

**CAROLINE CHULICK**  
SVP Global Growth & Innovation, Hill's Pet Nutrition

# Love is an apt metaphor for marketing

## THE MOST HUMAN OF BUSINESS FUNCTIONS

From stories that inspire to experiences that engage to offers that click, marketing is fundamentally about human connection. And for the CMO role, which in the last decade has become the most embattled and fluid of all C-suite positions, the humanity of their job resonates.

In fact, our survey results reveal a direct link between embracing challenges and CMO motivation.

Nearly nine in 10 of top-performing CMOs said they feel most motivated when they see the impact of their work. That's a testament to the magical art of marketing

and the need for it to get ever smarter and more scientific. If you believe in love—and brand-demand love in particular—there's never been a better time to be a marketer.



### CONNECT WITH US

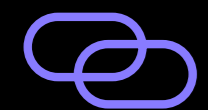
Have insights about brand-demand power relationship? Have an unforgettable love story to share? We want to hear from you as part of our ongoing work in this area.

[Get in touch.](#)



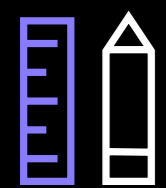
## WHERE TO START

# Four ways to rekindle the love



## INTEGRATED MARKETING PLANNING

Take your planning to the next level by working across silos, linking enterprise brand and product marketing or sales.



## INTEGRATED PERFORMANCE DASHBOARD

Measuring what matters, focused on business outcomes you can report on.



## MARKETING INVESTMENT ASSESSMENT

A look at how and where you spend and how 1+1 can equal 5.



## ORGANIZATION AND OPERATING MODEL DESIGN

Audit how you work and find opportunities to work smarter and together for more impact.

# Thank you!

## ACKNOWLEDGEMENTS

Thank you to the many organizations and individuals who have contributed to this research. We are grateful for your participation.

Additionally, we would like to recognize the many contributions from the global Prophet team including: Amanda Thurston, Andrew Marcum, Clare Conroy, Carolyn Lee, David Novak, Mat Zucker, Sarah Mier, Scott Davis



# Get in touch

Prophet is a growth and transformation consulting firm that helps leaders unlock uncommon growth. The type of growth that isn't just bigger, more profitable or faster. It's rich with possibility and aligns with where the world is now—and where it will be tomorrow.

With 15 global offices and 600+ strategists, data analysts, marketers, digital experts and creatives, Prophet has worked with the world's most successful companies, including CVS Health, Home Depot, Marriott, Netflix, Electrolux and UBS, partnering with them from strategy to in-market execution.

[Get in touch](#) with our team of brand and demand experts to help your organization uncover uncommon growth.



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A GLOBAL RESEARCH REPORT

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