Short-Term Sales or Long-Term Legacy?

3 ways Insights help Marketers win both

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Our Goal

Marketers are under a lot of pressure:

Not only must they build their Brand for the long term but are increasingly expected to drive immediate sales too.

The right Insights can help marketers win both.

Here we'll review

- Challenges faced
- 3 True underlying issues
- 3 Ways to manage using insights

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Challenges leaders face

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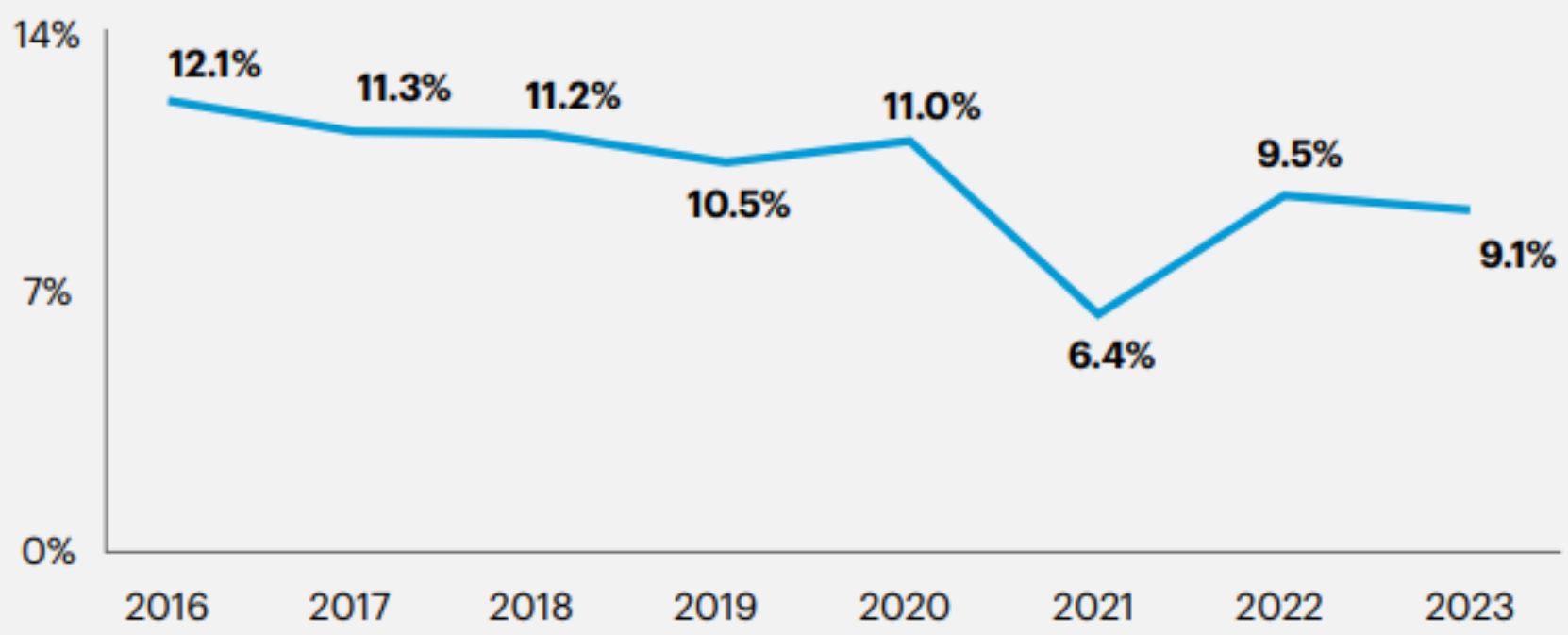
Marketers must do more with less …

Marketing budgets are tighter, and what it buys further curtailed by rising costs

75% CMOs
asked in 2023 to
do more with less

Majority readjusting commitments to marketing channels. resources and programs.

2023 marketing budget of % of total revenue
Mean percentage of budget shown



n = 410 CMOs (2023); 405 (2022); 400 (2021); 342 (2020); 342 (2019); 618 (2018); 350 (2017); 375 (2016), excluding "don't know"
Q. What percentage of your revenue is being allocated to your total marketing expense budget in 2023?
Source: 2023 Gartner CMO Spend and Strategy Survey

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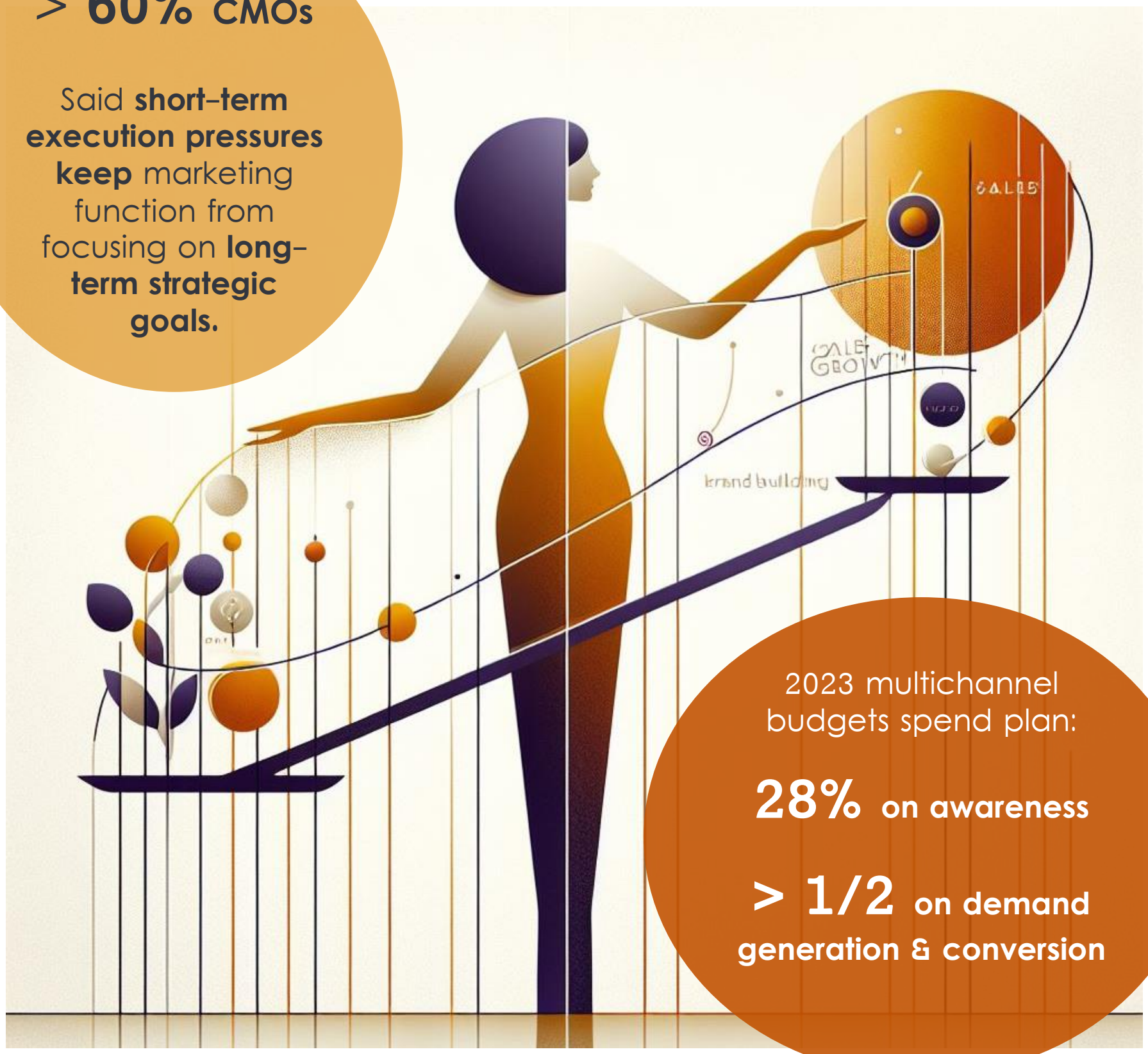
Gartner: The State of Marketing Budget and Strategy in 2023

Sales pressures drive imbalanced spend

> 60% CMOs

Said **short-term execution pressures keep** marketing function from focusing on **long-term strategic goals.**



2023 multichannel budgets spend plan:

28% on awareness

> 1/2 on demand generation & conversion

Gartner: The State of Marketing Budget and Strategy in 2023

* 2022 Gartner CMO Spend and Strategy Survey

Our POV:

Based on my experience leading insights at Samsung and Unilever…

Uzma Rauf

Khatanalytics Founder, CEO

"

Of course **sales are critical** for any business to survive, but **without a strong brand foundation, sales will inevitably decline** over time as we lose relevance to smarter competitors.

Marketing's impact is often not immediate nor tangible…

Sadly, I've too often heard our CMO being challenged on why the latest Ad is not delivering sales yet…

And in companies where business **leaders rotate jobs** every few years, the **accountability for long term results is often not realized** as they prioritize the short-term results they will be rewarded on

This all creates a **detrimental cycle of eroding brand equity** and ROI, which further fuels the focus on short-term gains.

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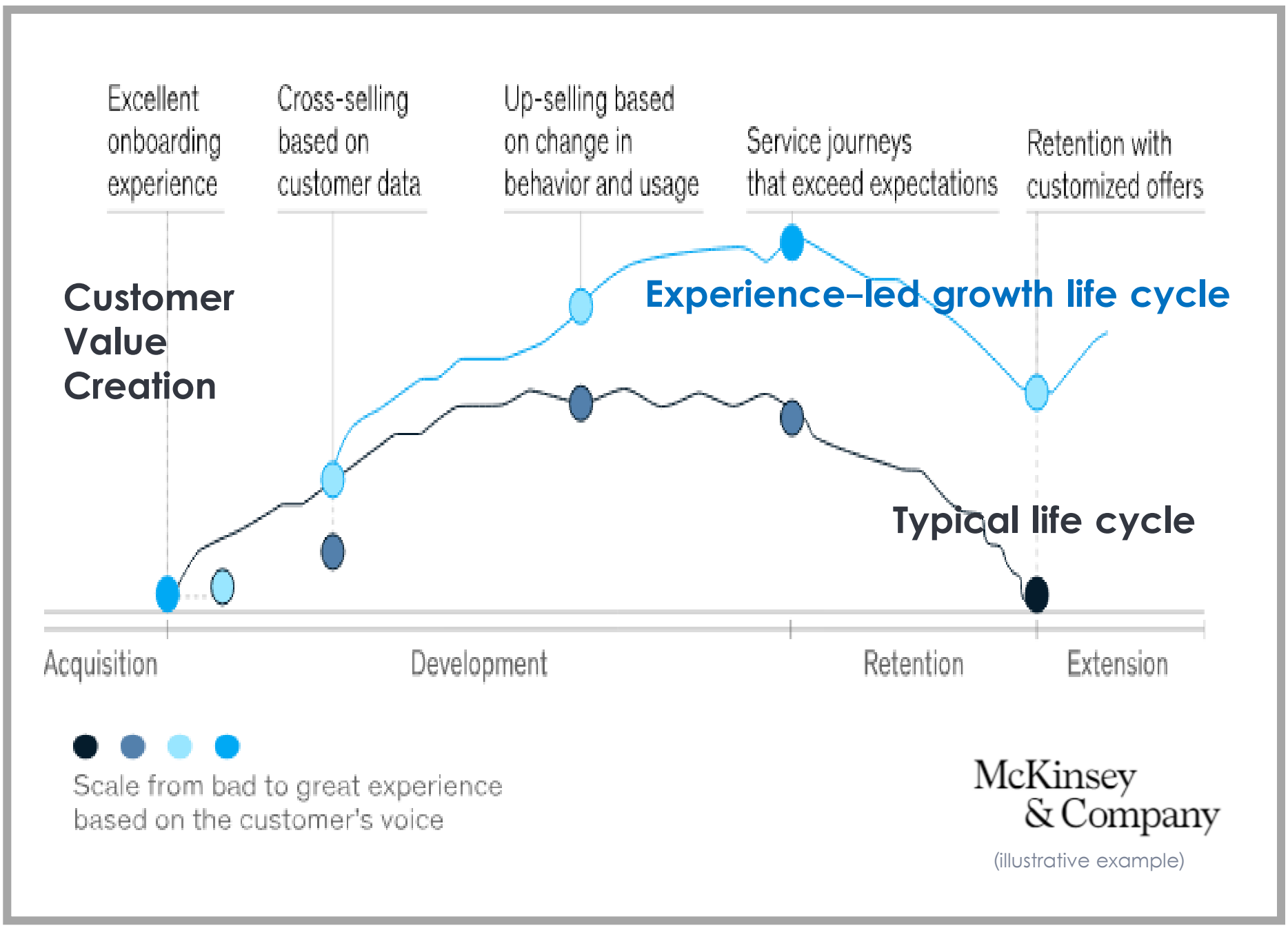
Balance is possible …

Brands can succeed in the short– & long–term by mastering the full consumer journey



McKinsey – Experience–led growth: A new way to create value March 23, 2023

3

Underlying Issues driving this

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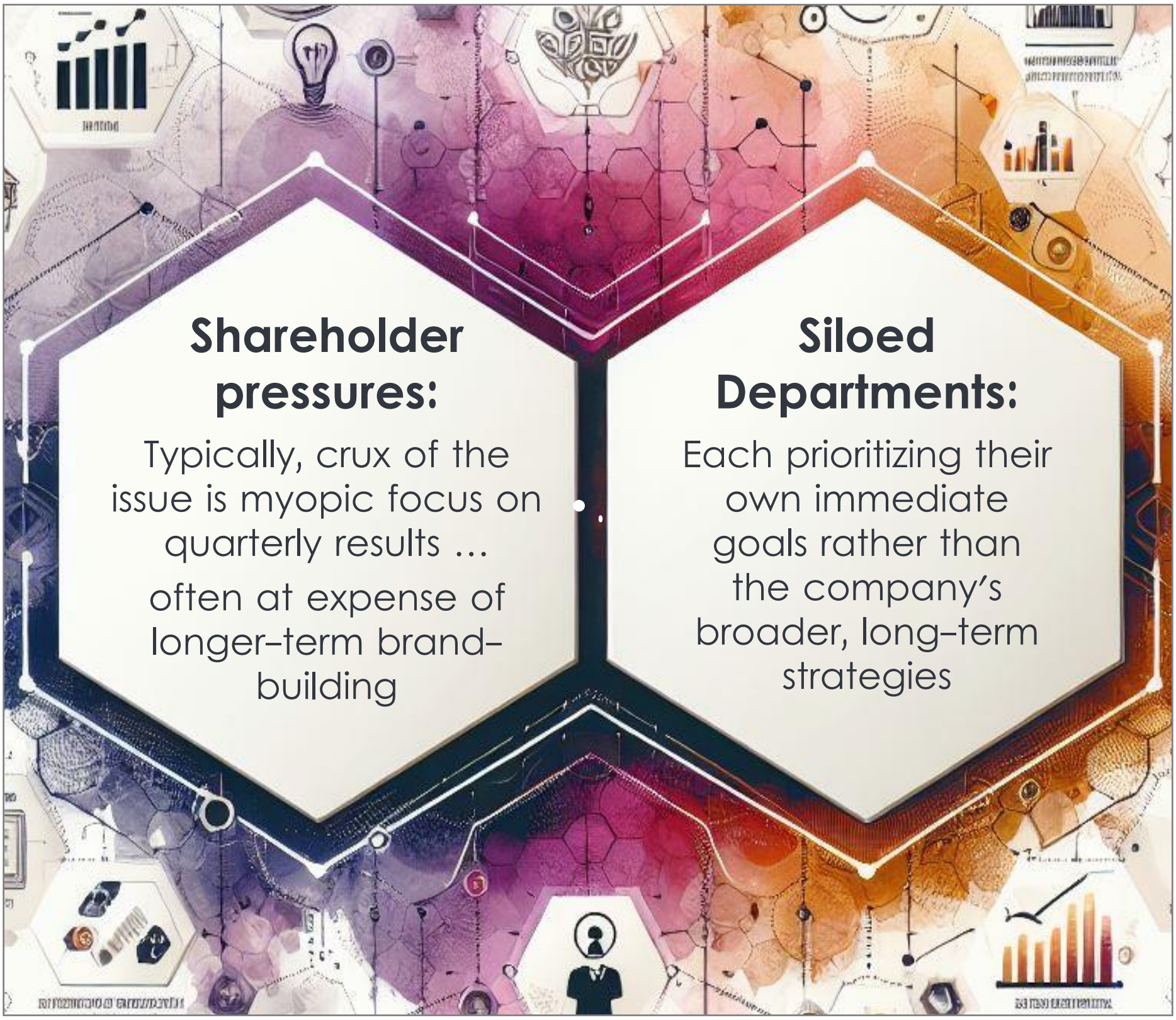
1. Organizational Priority on immediate results



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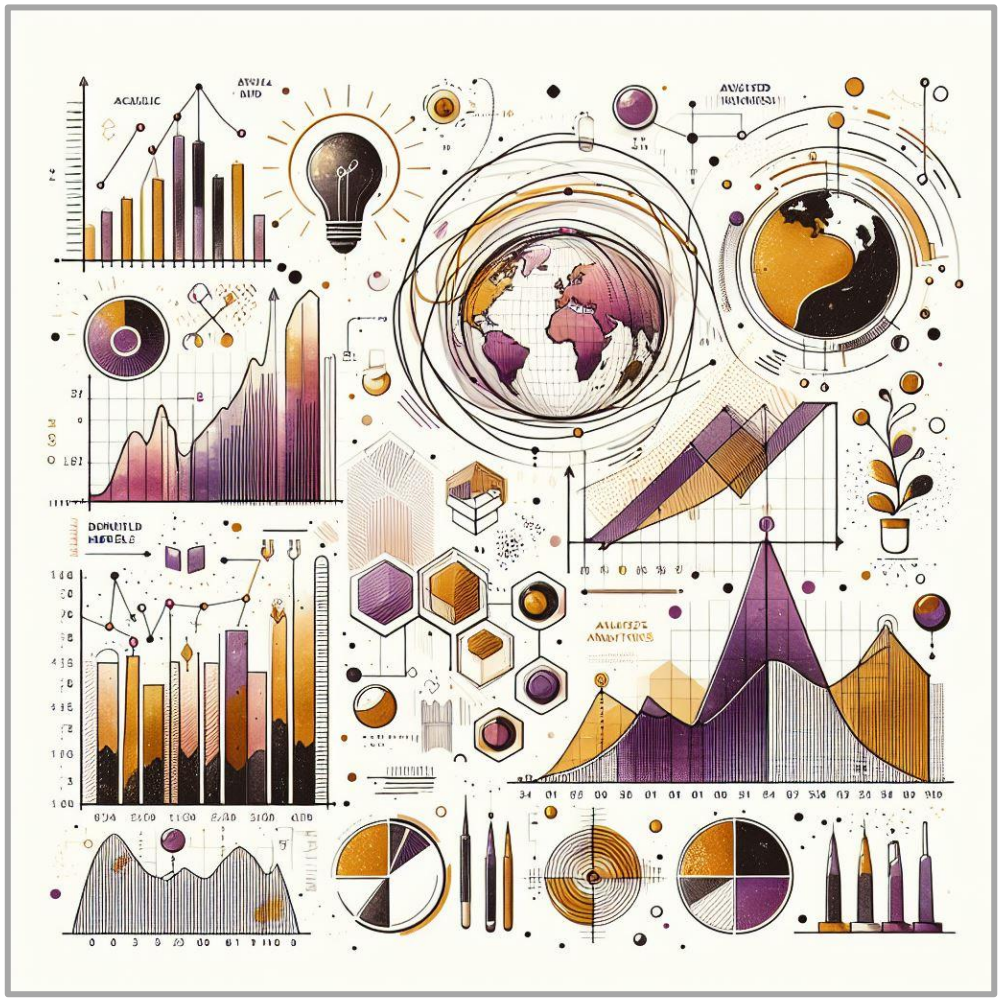
2. Inadequate Marketing Metrics

Challenges getting fast and reliable data on impact of investments results in poorly allocated budgets:

- **upper funnel** activities (like brand awareness, equity) are much harder to measure, so tend to get less $
- **lower funnel** tactics (like sales), have clearer performance metrics hence get undue emphasis for $

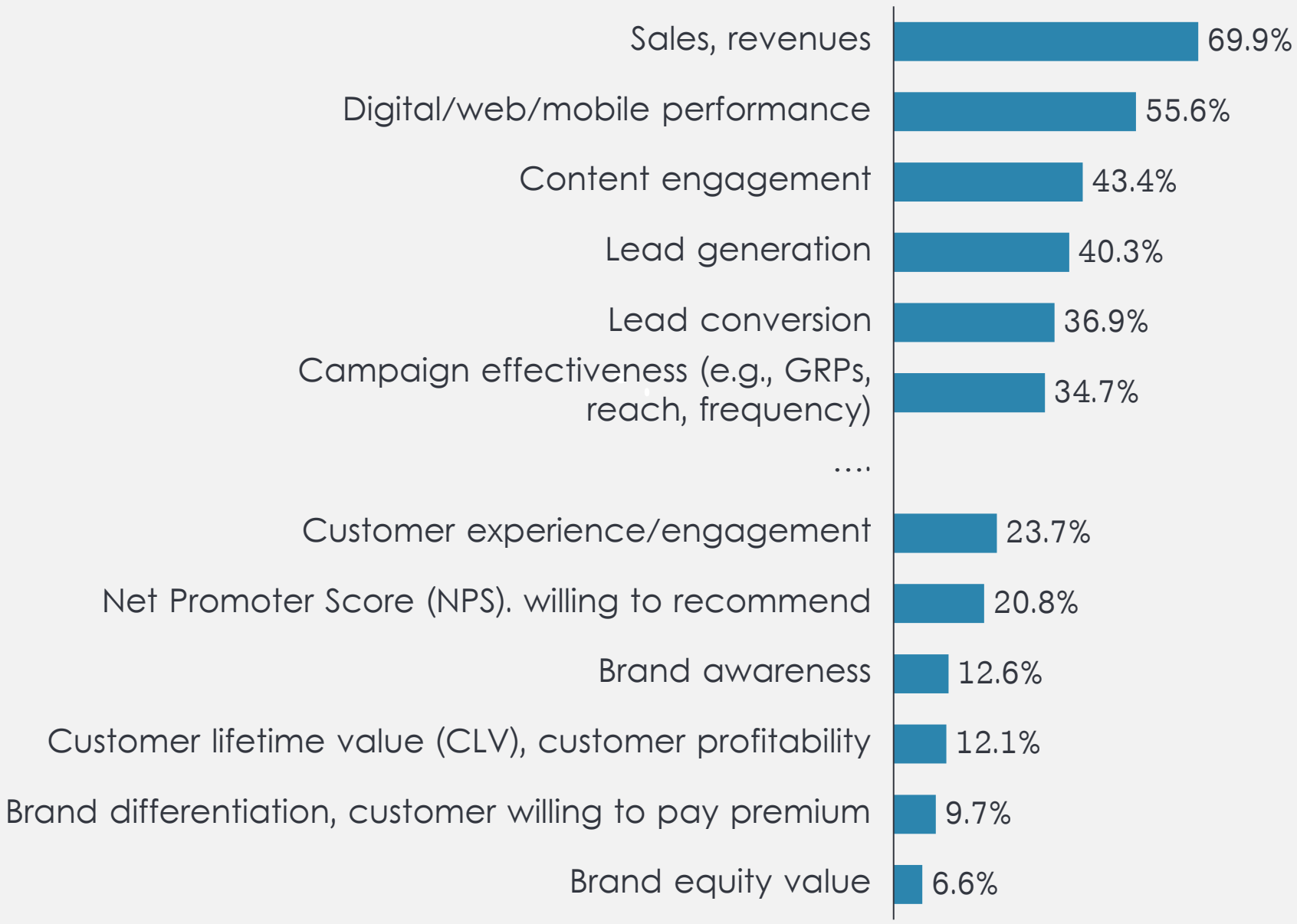


Short-Term KPIs dominate

While marketers use many metrics, most are short-term, tactical ones (like sales and leads), much less those related to brand or consumers

Measurement metrics used*

How consistently do you measure the following components of marketing?



***Note, not all metrics shown**

Source: Deloitte, "The CMO Survey," March 2023
https://deloitte.wsj.com/articles/cmo-survey-overall-marketing-budget-growth-slows-digital-spending-increases-5b905270

3. Consumer Journeys not fully understood

Many organizations concentrate on getting the sale, not realizing the **higher importance of post–purchase** stages in building brand loyalty and repeat purchase

Edelman Brand Trust

Which journey touch-points are critical for investment?

Consumers journeys can be complex. By not knowing which touchpoints in consumers end–to–end journey drive decisions, $ can be wasted on the wrong ones

Khatanalytics Consulting's
Consumer Experience Journey Learning Framework

PRE–PURCHASE → **PURCHASE** → **POST–PURCHASE**

Consumer Journey Phases

Initial Perceptions → Trig ger → Awareness & Perception Forming → Consideration & Evaluation → Decisio n → Purc hase → First time Use / On-boarding → Use & Satisfaction → Advocacy & Cross Purchase

Potential Consumer Touch–points

Brand | Mass Media | Digital – Computer | Digital – Mobile | In Store | Social Media | Friends & Family | Ratings & Reviews | Community | Expert Opinion | Price / Promo | Customer Service | Loyalty Program

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Learn about Khatanalytics approach here
Contact: info@khatanalytics.com

What To Do

3 Insights Led Opportunity Areas

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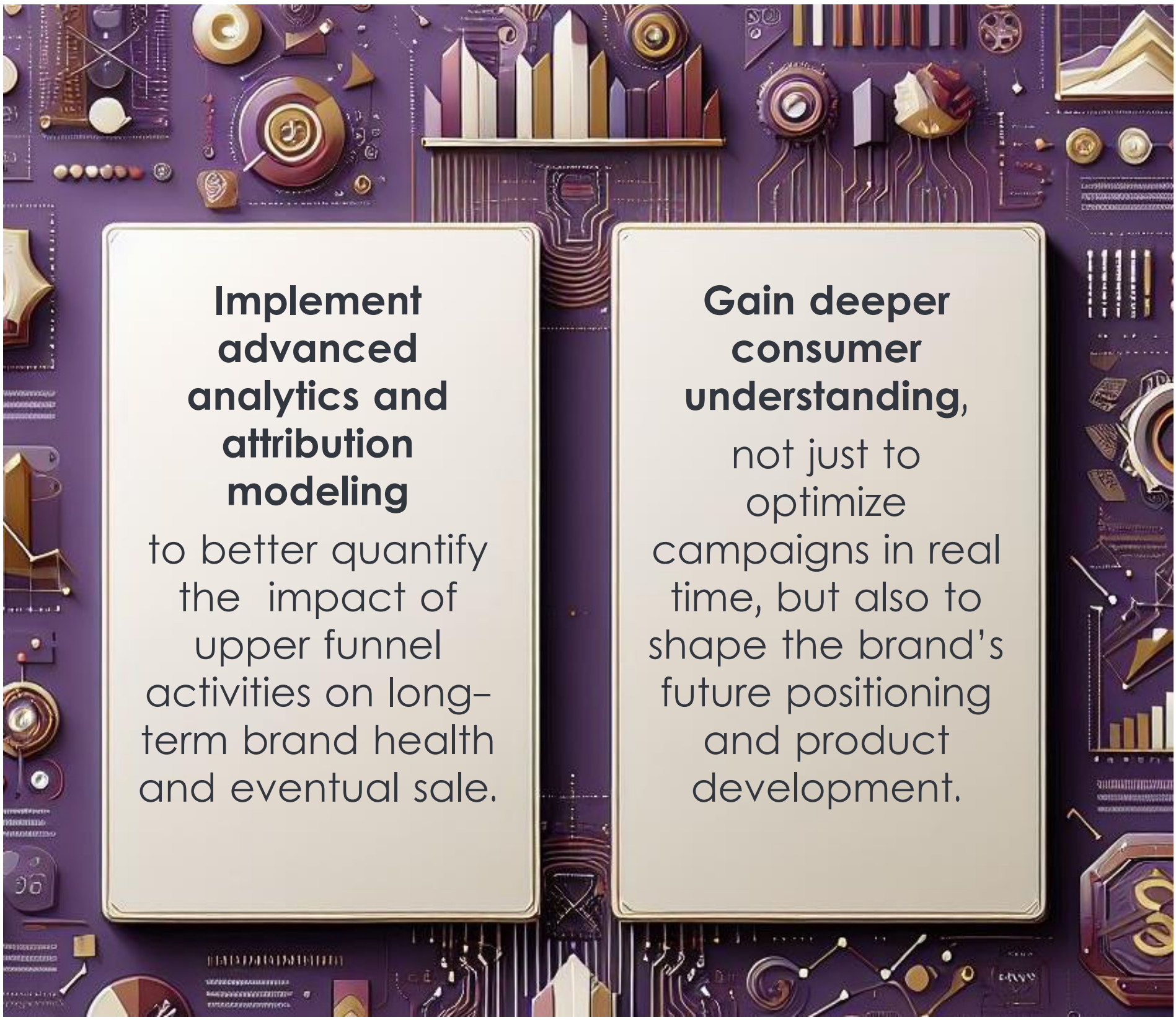
1. Enhance Measurement Capabilities

To enable more data-centric decision making:



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2. Adopt Full-Funnel Brand Equity Metrics

HBR article details metrics that can unify efforts across Brand (upper funnel) and Performance Marketing (lower funnel) teams, tying cohesively across the consumers' full journey.

DEVELOP 4 ROBUST BRAND EQUITY METRICS:

1. **Create and Connect Brand Positioning and Activation Metrics**:
   - Create strong positioning — capturing brand purpose, emotional attributes, functional benefits, experiential qualities
   - Evaluate activation levers — product, pricing, place, people, promotion — against the positioning.
2. **Develop a composite metric** for brand equity based on familiarity, regard, meaning, and uniqueness.
3. **Make brand equity a KPI** for Performance Marketers to ensure synergies with Brand Marketers
4. **Map brand metrics** to tangible financial revenue/ shareholder metrics

Get more specifics here

HBR: How Brand Building and Performance Marketing Can Work Together

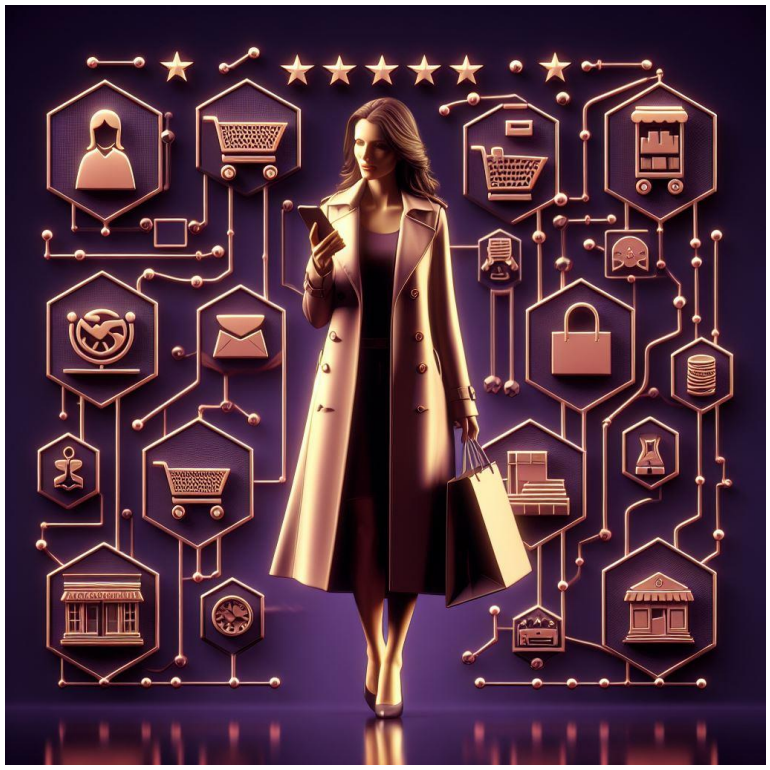
3. Optimize Experience across the Full Consumer Journey — Gain Deep Understanding

Map end–to–end Journeys for target consumers, identifying top touchpoints to invest in

I. **Conduct research** to holistically and deeply understand consumers and their journeys
   - **Deep Dive into**: needs, beliefs, preferences, behaviors, priority touchpoints used, attitudes, drivers / barriers + more. Cover shopping and product use.
   - **Research Approaches**: surveys, ethnographies, shop alongs, 1–1 interviews, focus groups, ++

II. Apply **advanced analytics to map** journeys —overall and for targets

III. **Uncover top touchpoints** that influence target consumers to build strategies.



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3. Optimize Experience across the Full Consumer Journey — Cross-Functionally

Break down silos to develop cohesive journey touchpoint strategies with Cross-Functional Teams ensuring any short-term tactics are aligned with the long-term vision.

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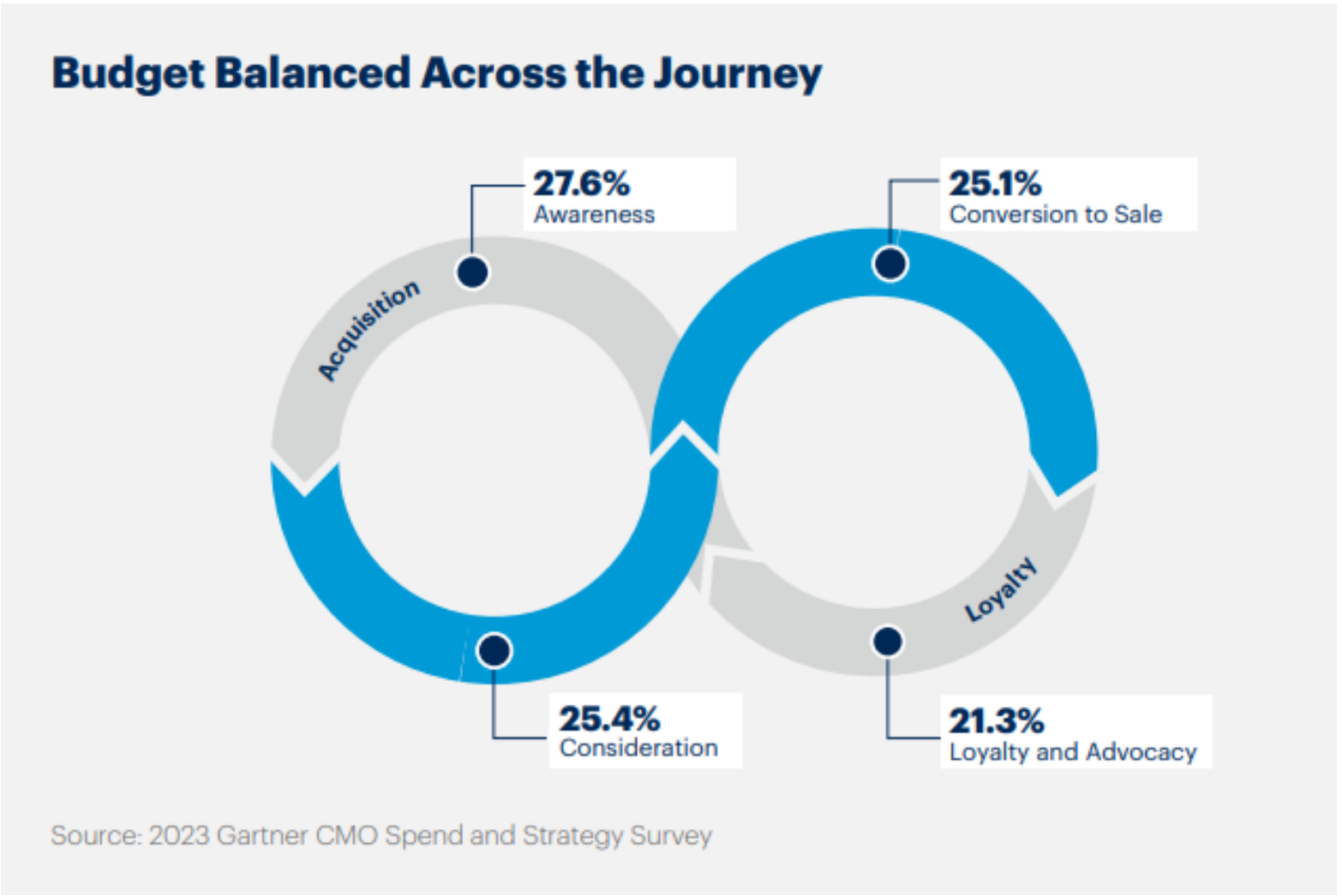
3. Optimize Experience across the Full Consumer Journey — Balance Budgets Better

Complex multichannel journey budgets can't be assigned by simple broad-brush benchmarks.

They require clarity on goals and which journey touchpoints enable their achievement to invest in.

Ask: is this the right allocation?



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Gartner: The State of Marketing Budget and Strategy in 2023

Summary

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Sales and branding need to be locked in a symbiotic dance

— Each sale is a branding opportunity, and a strong brand makes every sale easier.

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Balanced strategies enable sustainable market growth

With A Balanced Approach You'll get:

1. **Strategic Short– to Long–Term Equilibrium:**
   - Every initiative builds both immediate revenue and lasting brand value.
2. **Data–Driven Budget Optimization:**
   - Quantified marketing impact and ROI across the full consumer journey optimizes your spend.
3. **Enduring Brand Loyalty:**
   - Resonate with customers at each touchpoint with cohesive cross–functional experiences that grow sales with lasting loyalty.
4. **Meaningful Innovation:**
   - Consumer insights identifies white–space opportunities for relevant future innovation

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"*Leaders are owners.*

They think long term and don't sacrifice long-term value for short-term results.

They act on behalf of the entire company, beyond just their own team. They never say "that's not my job."

- Jeff Bezos

(An Amazon Leadership Principle)

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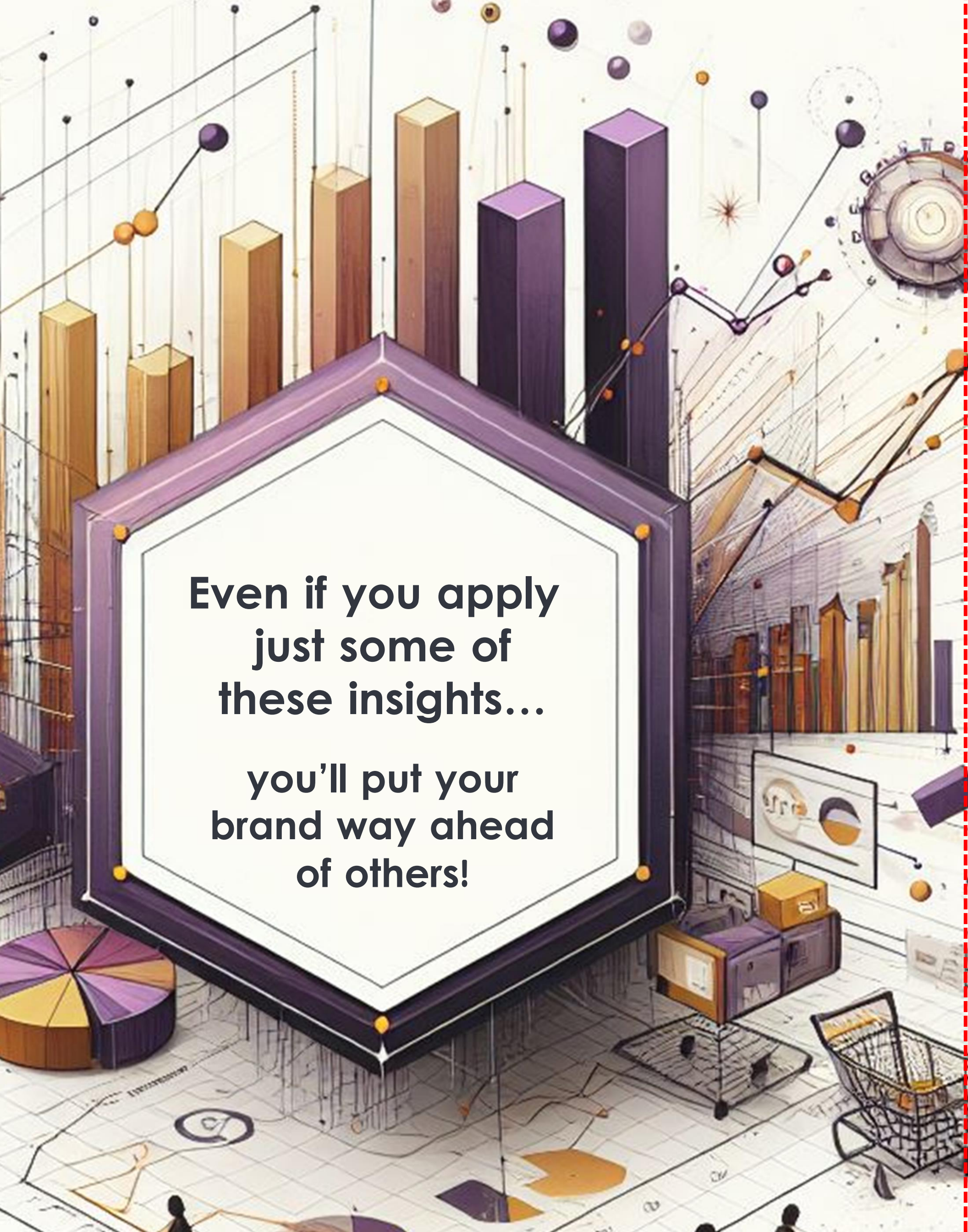
Even if you apply just some of these insights...
you'll put your brand way ahead of others!

Khatanalytics' Consumer Journey Learning Framework

Every touchpoint should guide your consumer toward a **Loyalty Loop**

By gathering crucial insights across all touchpoints throughout the full consumer journey,

we enable brands to boost retention and automate growth.

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Learn more about our approach here

Or contact us: info@khatanalytics.com

Work With Us

Are you a **Marketer** in a **Consumer Product Goods (CPG) or Electronics** organization wanting to **accelerate your brand growth?**

Book a Free 30–minute 1:1 call with me to discuss your needs and learning gaps

- Message me on LinkedIn
- Email me info@khatanalytics.com

SAMSUNG nielsen Unilever

Uzma Khatana Rauf

Khatanalytics **Founder & CEO**

Contact Now

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