

# The Brand to Demand Shift

Building Pipeline Before  
Buyers Are Ready

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# Table of Contents

Executive Summary	03
Introduction: Understanding the Brand and Demand Relationship	04
The Market Timing Problem: Why Most Buyers Aren't Ready	06
Comprehending Brand to Demand Marketing	09
The Research Foundation	13
The Modern B2B Buying Process	18
Budget Allocation Considerations	22
Execution Framework: The Three Pillars	23
Technology and Platform Requirements	29
Implementation Approach	30
Measurement Framework	31
Breaking the Start–Stop Cycle in Brand Marketing	33
References	34

# Executive Summary

This whitepaper examines the strategic integration of brand marketing and demand generation activities. The central argument is straightforward: Potential B2B customers are not always actively looking to buy at any given moment, yet most B2B marketing budgets focus primarily on capturing those who are. This mismatch between buyer behavior and marketing investment creates two interconnected problems. First, there is a competitive problem: every vendor in your category is fighting for attention from the same small pool of active buyers, driving up costs and reducing efficiency. Second, there is a strategic problem: by focusing exclusively on today's buyers, organizations neglect the much larger group of future buyers—allowing competitors to build relationships and mindshare before the purchase process even begins.

## Key research findings supporting this approach

Research from the Ehrenberg-Bass Institute, in collaboration with the LinkedIn B2B Institute, suggests approximately 95% of business buyers are not in-market at any given time.<sup>1</sup>

Analysis from the Institute of Practitioners in Advertising (IPA) shows that campaigns combining brand-building and sales activation outperform activation-only campaigns.<sup>2</sup>

Research by Les Binet and Peter Field suggests B2B companies may benefit from allocating closer to 50% of budget to brand activities.<sup>3</sup>

This whitepaper synthesizes these findings into a practical framework covering channels, technology, and organizational approaches that account for both brand and demand impact.

# Introduction

## Understanding the Brand and Demand Relationship

### Moving Past the False Dichotomy

The framing of "brand vs. demand" as separate forces is counterproductive.

Historically, marketing meant reaching potential customers through advertising, direct mail, trade shows, and sales support—without rigid distinctions.

The rise of digital marketing and automation platforms introduced granular attribution. While valuable, this created an unintended consequence:

Activities that were easier to measure gained budget priority over those that weren't.

Over time, B2B organizations shifted spend toward measurable demand activities and away from brand-building.

### The Problem This Creates

#### Competing for a small pool

When marketing focuses exclusively on capturing active buyers, it fights over the same limited group that every competitor is also targeting. This drives up advertising costs, saturates content channels, and reduces response rates to outbound outreach. The result is a market environment where reaching in-market buyers becomes progressively more expensive.

#### Starting from zero

Without brand awareness, vendors must establish credibility during the evaluation process itself—often against competitors who already feel familiar to the buyer. This is a significant disadvantage. Buyers have limited time and attention. They are more likely to engage deeply with vendors they recognize than with vendors they are encountering for the first time.

#### Rising costs

More competition for the same audience drives up CPCs, CPMs, and outbound costs. Organizations often respond by increasing demand budgets further, which temporarily maintains lead volume but accelerates the underlying cost inflation. This creates a cycle where marketing efficiency declines even as spending increases.

## Diminishing returns

Demand efficiency depends partly on the foundation of awareness that exists in the market. Early demand campaigns often perform well because they reach prospects who have some existing familiarity with the brand—from past exposure, word of mouth, or industry presence. As that reservoir of awareness depletes without replenishment, demand campaigns must work harder to achieve the same results. Without sustained brand investment, demand performance erodes over time.

# The Market Timing Problem

Why Most Buyers Aren't Ready

## The Ehrenberg-Bass Research

Research from the Ehrenberg-Bass Institute for Marketing Science shows:

At any given time, approximately 95% of business buyers are not actively in the market.<sup>1</sup>

Professor John Dawes and colleagues, in collaboration with the LinkedIn B2B Institute, examined B2B buying patterns and timing to arrive at this finding.

## Understanding the 95:5 Finding

### This does not mean:

- 95% of businesses will never buy
- 95% of your target market is uninterested
- Only 5% of businesses are worth marketing to

### It means:

- At any specific point in time, most potential buyers are not actively evaluating solutions in your category.

## The Math Behind Market Timing

Consider a B2B product with:

- Average purchase cycle: Once every 3 years (36 months)
- Active evaluation period: 3 months

A customer is in-market for 8.3% of the time. For longer purchase cycles, the percentage drops further.

## Implications for Marketing Strategy

### Demand addresses a fraction of opportunity

Demand-only campaigns reach a small portion of total buyers.

### Future buyers are forming impressions now

Pre-purchase exposure shapes future shortlists.

### Being known early matters

Buyers often build shortlists before formal searches.

### Competition for active buyers is intense

All vendors chase the same 5%, increasing costs and saturation.

## Mental Availability

The Ehrenberg-Bass Institute defines mental availability as the likelihood a buyer thinks of a brand when a need arises.<sup>4</sup>

It is built through:

- Reach
- Consistency
- Relevance
- Distinctiveness

**Strategic takeaway:** Building memory with the 95% creates advantage when they become the 5%.

## Category Entry Points: The Triggers That Activate Buyer Memory

Mental availability is built through Category Entry Points (CEPs)—another core concept from the Ehrenberg-Bass Institute that operationalizes how brands become mentally available. CEPs are the specific situations, needs, or cues that trigger a buyer to think about your category in the first place.

For example, in the context of a marketing automation platform, CEPs might include:

- ***We're scaling and our current tools can't handle the volume.***
- ***We just lost a deal because our follow-up was too slow.***
- ***We're entering a new market and need to build pipeline fast.***

Each of these is a mental trigger—a moment when a buyer enters the category and begins thinking about potential solutions. The brands that are linked to these triggers in the buyer's memory are the ones that get considered.

Building brand associations with relevant CEPs is how mental availability actually gets built. **It is not enough to be known in a general sense; brands must be linked to the specific situations that prompt purchase consideration.** This has direct implications for messaging strategy: effective brand marketing does not just communicate what a product does, but connects the brand to the moments when buyers realize they need it.

Research suggests that brands should identify 6–8 priority CEPs relevant to their category and systematically build associations with each through consistent messaging across touchpoints.<sup>4</sup> **This turns abstract awareness into concrete, actionable memory structures that activate when buying triggers occur.**

# Comprehending Brand to Demand Marketing

## A Working Definition

Brand to Demand Marketing integrates brand-building (long-term awareness and reputation) with demand generation (conversion of active buyers) within a single strategy.

The "to" signals movement—not separation.

## It recognizes that:



Buyers move through stages, often non-linearly, from unaware to aware to interested to evaluating to purchasing.



Different marketing tactics serve different stages effectively—what works for awareness differs from what works for conversion.



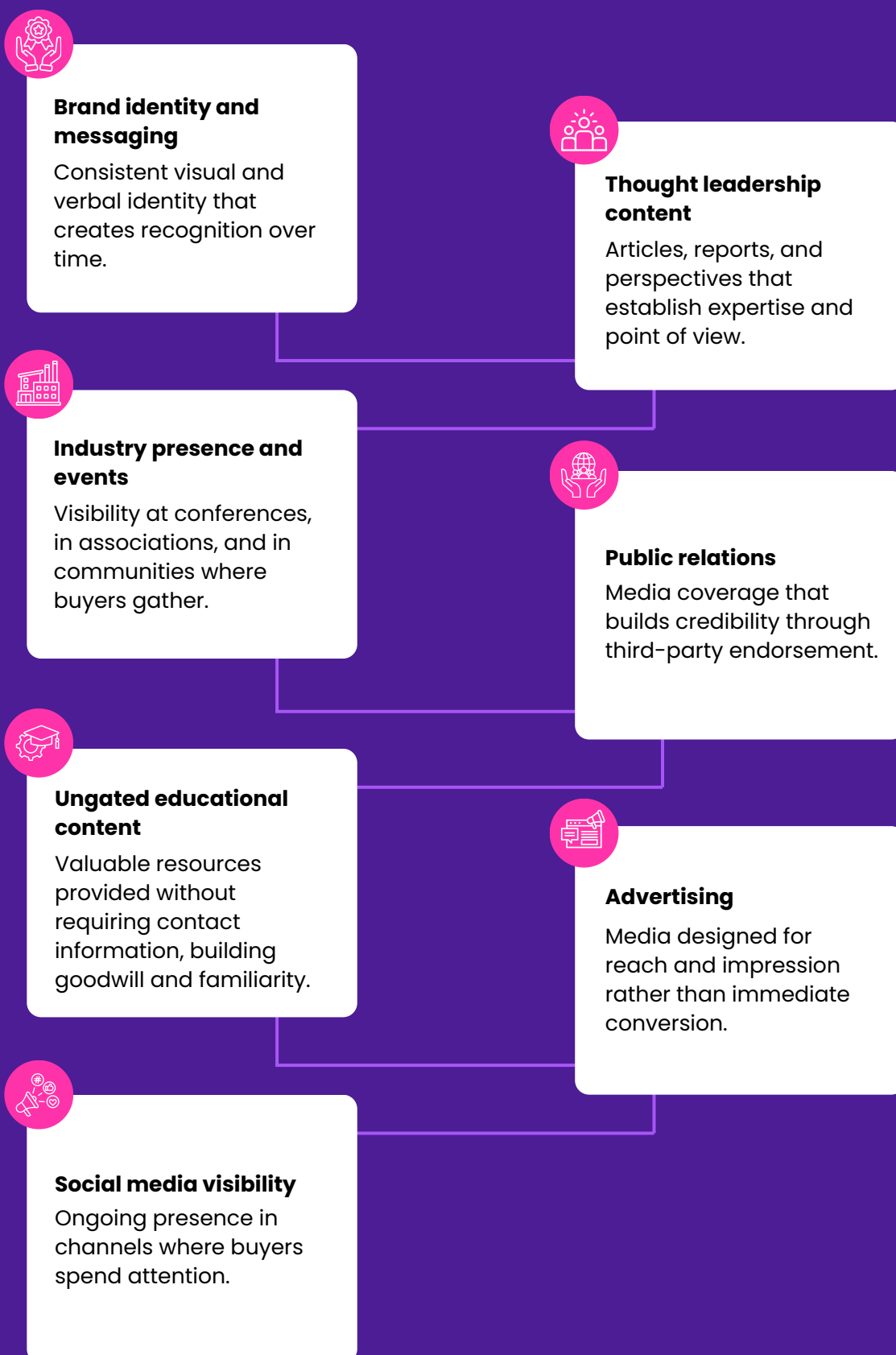
The journey should feel connected to the buyer, not fragmented into disconnected campaigns.



Data and insights should flow across activities, informing both brand strategy and demand execution.

## What Brand Marketing Includes

In a Brand to Demand framework, brand marketing encompasses the activities designed to build awareness, establish reputation, and create mental availability among potential buyers—including the 95% who are not currently in-market.



*Brand activities prioritize reach and impression over immediate response. They invest in the future pipeline rather than this quarter's leads. The return on this investment is real but delayed—manifesting as improved demand efficiency, higher conversion rates, and stronger competitive position over time.*

## What Demand Generation Includes

Demand generation encompasses the activities designed to identify, engage, and convert buyers who are actively evaluating solutions—those who are in-market.



*Demand activities prioritize conversion and attribution.* They aim to produce measurable leads, pipeline, and revenue that can be tracked and reported. The return on demand investment is more immediate and more visible—which is both its strength and the reason for its prioritization.

## Integration Points

The critical integration points include:

**1**

### Audiences

The same target accounts and personas should be addressed across brand and demand activities, creating cumulative impact rather than fragmented exposure.

**2**

### Messaging

Brand story and value proposition should thread through demand content, maintaining consistency as buyers move through stages.

**3**

### Data

Brand engagement (content views, ad exposure, event attendance) should inform demand targeting; demand data (conversion patterns, sales feedback) should inform brand strategy.

**4**

### Journeys

Deliberate paths should connect brand touchpoints to demand activation, triggered by behavior and intent signals.

**5**

### Budget decisions

Allocation should be flexible and responsive, adjusting based on market conditions, pipeline health, and performance data.

When these integration points are functioning, Brand to Demand becomes an operating model that shapes how marketing plans, executes, measures, and optimizes.

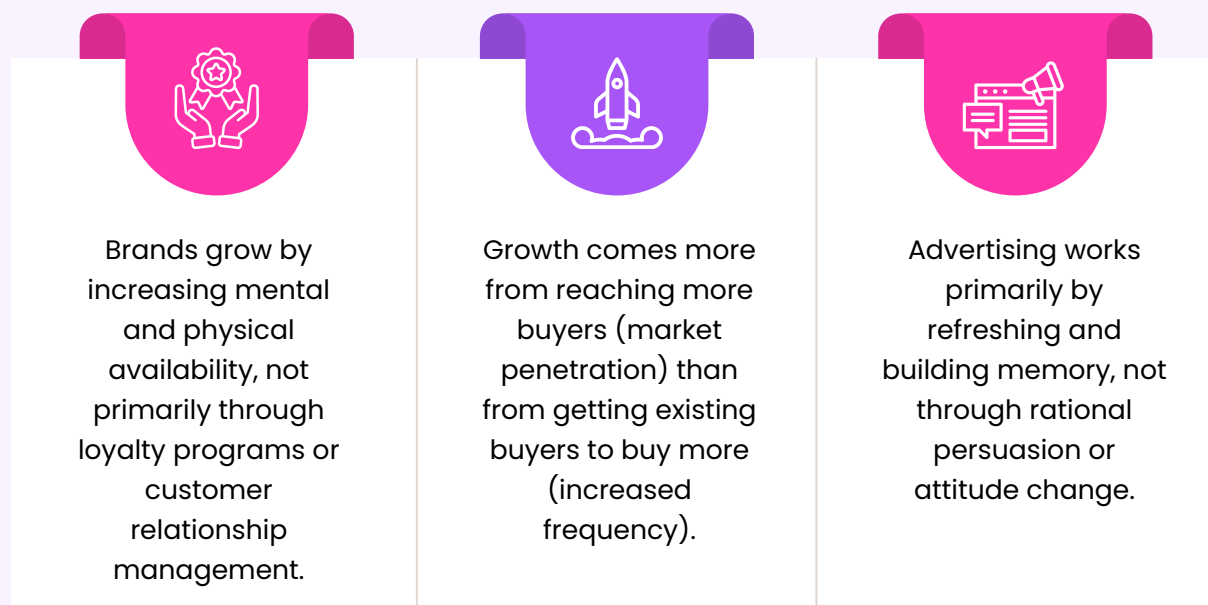
# The Research Foundation

Brand to Demand marketing is not a new idea. It is grounded in decades of advertising effectiveness research, adapted for modern B2B buying behavior.

## The Ehrenberg-Bass Institute

The Ehrenberg-Bass Institute for Marketing Science, based at the University of South Australia, is one of the world's leading research centers focused on how brands actually grow. Founded on the work of Andrew Ehrenberg and now led by Professor Byron Sharp and colleagues, the Institute has analyzed buying behavior across categories and markets for decades.

**Its core principles challenge much of conventional marketing wisdom:**



These principles were developed primarily through consumer research, but their application to B2B has been increasingly validated. In B2B, purchase cycles are longer, stakes are higher, and buying processes are more complex—but the fundamental mechanism of memory-driven consideration remains unchanged. Buyers consider vendors they remember and recognize. The work of marketing is to build that memory.

## The 95–5 Rule

The "95–5 Rule," popularized by the LinkedIn B2B Institute in partnership with Ehrenberg-Bass, highlights that:



Roughly 95% of buyers are out of market



Roughly 5% are in market at any given time

This reframes the role of marketing:



Brand marketing targets the 95%



Demand marketing captures the 5%



Both are necessary for sustainable growth

## Binet and Field: Long vs. Short-Term Effects

Les Binet and Peter Field have conducted the most comprehensive analysis of advertising effectiveness available, analyzing over 1,000 campaigns from the IPA Effectiveness Awards database. Their work, published across several influential reports, provides the empirical foundation for understanding how brand and demand activities interact.<sup>2 3</sup>

1

**Brand-building delivers long-term growth**

Campaigns focused on building memory, awareness, and emotional connection create effects that persist and compound over time. They raise the baseline level of demand.

2

**Sales activation delivers short-term results**

Campaigns focused on immediate response—promotions, offers, direct calls to action—generate measurable spikes but do not build lasting effects.

3

**The most effective strategies balance both**

Neither approach alone optimizes outcomes. Brand building without activation fails to capture value. Activation without brand building depletes the reservoir of awareness and eventually sees declining returns.

While their original work focused heavily on consumer categories, subsequent analysis—including their 2019 report "Effectiveness in Context"—examined B2B specifically.<sup>3</sup> They found similar dynamics at play, with the caveat that B2B effects often take longer to manifest due to extended purchase cycles. The implication is that B2B organizations need even more patience with brand investment, not less.

## The IPA Effectiveness Findings

The Institute of Practitioners in Advertising (IPA) has maintained a database of rigorously documented campaign case studies for decades. Analysis of this database has produced several findings directly relevant to Brand to Demand strategy:<sup>2</sup>

1

**Campaigns combining brand and activation are more effective than activation alone.** The multiplier effect of integration consistently outperforms single-focus approaches.

2

**Over-investment in short-term activation leads to declining effectiveness over time.**

Organizations that systematically under-invest in brand see their demand efficiency erode as awareness depletes.

3

**Share of Voice correlates with Share of Market.**

Brands that maintain advertising presence above their market share tend to grow; brands that cut below tend to shrink.<sup>5</sup>

The key takeaway is structural: short-term performance improves when long-term brand investment is present. Demand generation is more efficient when it operates within a context of brand awareness. The two are not competing priorities—they are complementary investments that reinforce each other.

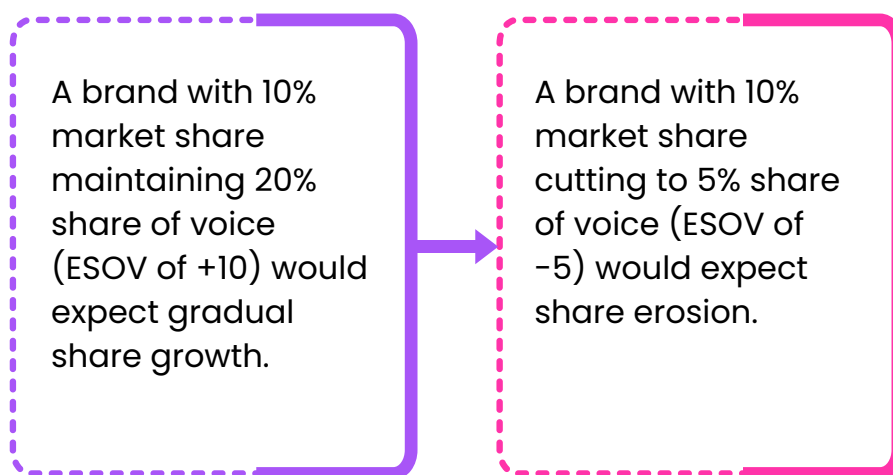
## Excess Share of Voice: A Formula for Growth Investment

The relationship between Share of Voice (SOV) and Share of Market (SOM) is one of the most robust findings in advertising effectiveness research. Binet and Field's analysis of the IPA database revealed a consistent pattern: brands that maintain SOV above their SOM tend to grow, while brands that allow SOV to fall below SOM tend to shrink.<sup>5 6</sup>

This relationship is captured in the concept of Excess Share of Voice (ESOV):  $ESOV = \text{Share of Voice} - \text{Share of Market}$

The research suggests a rough rule of thumb: for every 10 percentage points of ESOV maintained over a year, a brand can expect to gain approximately 0.5 percentage points of market share. While the exact multiplier varies by category, competitive intensity, and other factors, the directional relationship is consistent.

For example:



This provides a concrete benchmark for budget allocation decisions. Organizations seeking growth should target positive ESOV—investing in brand presence above their current market position. Organizations in maintenance mode might target ESOV near zero. Organizations systematically under-investing (negative ESOV) should expect competitive erosion over time.

The ESOV framework also helps justify brand investment to skeptical stakeholders. Rather than abstract arguments about "awareness," it provides a quantifiable relationship between investment levels and market outcomes. It shifts the conversation from "can we afford to invest in brand?" to "can we afford the market share loss from under-investing?"

# The Modern B2B Buying Process

## Buying Is Non-Linear

Traditional funnel models suggest that buyers move through sequential stages: awareness, consideration, evaluation, decision. In reality, modern B2B buying journeys are far messier.

Modern B2B buying journeys are:



### **Non-linear**

Buyers loop back, skip stages, revisit options, and change direction



### **Self-directed**

Buyers conduct extensive research before engaging vendors, often preferring to learn independently



### **Committee-based**

Multiple stakeholders with different priorities, concerns, and information needs are involved



### **Often invisible until late stages**

Much activity happens in channels that vendors cannot observe or measure

Buyers research anonymously, revisit categories over time, and loop back and forth between stages. They may reach out to sales, then go dark for months, then reengage with a different set of requirements. They may conduct deep research without ever filling out a form or clicking an ad.

This non-linearity has implications for Brand to Demand. It means that marketing cannot rely on linear nurture sequences alone. It must maintain presence across touchpoints, ready to engage buyers wherever they are in their journey—including the long stretches where they appear inactive but are actually forming impressions and preferences.

## The Role of Buying Committees

Most B2B decisions are not made by individuals. Research from Gartner indicates that complex B2B purchases involve 6–10 stakeholders, each with different roles, priorities, and criteria.<sup>7</sup>

These buying committees typically include:

- **Financial decision-makers** responsible for ROI, budget allocation, and overall business impact
- **Technical evaluators** who assess integration, architecture alignment, security, and feasibility
- **Operational or end users** who evaluate usability, workflows, and day-to-day practicality
- **Internal champions** who advocate for the solution and drive consensus across stakeholders
- **Risk and compliance stakeholders** who scrutinize security, governance, regulatory exposure, and potential disruption

Each of these roles has different content needs, different questions, and different evaluation criteria. A demand campaign targeting a single contact cannot address this complexity adequately.

Brand plays a crucial role in navigating buying committees. It creates shared familiarity across stakeholders—so that when the committee convenes, multiple members recognize and have positive associations with the vendor. This shared recognition reduces friction, accelerates consensus, and increases the likelihood that the vendor makes the final shortlist. Without brand presence across the committee, demand engagement with a single champion may not translate into organizational buy-in.

## Dark Funnel Behavior

A significant portion of critical buying activity happens outside measurable systems—in what is sometimes called the "dark funnel."

Dark funnel activities include:

- **Peer conversations:** Buyers asking colleagues, professional contacts etc. for recommendations.
- **Private communities:** Discussions in informal threads and private online forums.
- **Industry content:** Podcasts, newsletters, or social media content (like Youtube recommendations) consumed.
- **Events and conferences:** Conversations and impressions formed at industry gatherings.
- **Internal discussions:** Buying committee deliberations that happen entirely within the prospect organization.

These activities are often the most influential parts of the buying process—yet they are invisible to standard marketing attribution. A buyer may hear your company mentioned positively in a podcast, discuss it with a trusted peer, and arrive at your website already predisposed to engage—but your analytics will show only a "direct" visit with no prior touchpoints.

Brand investment influences the dark funnel even when attribution cannot capture it. The impressions formed through advertising, content, events, and PR shape what people say when asked for recommendations. The reputation built over time determines whether mentions are positive or negative. Organizations that ignore brand because it is hard to measure forfeit influence over some of the most important moments in the buying process.

## Emotional Resonance in B2B: Why Rational Isn't Enough

A persistent assumption in B2B marketing is that business buyers are fundamentally rational actors—that they evaluate options based on features, ROI calculations, and logical comparison. This assumption leads to marketing that emphasizes specifications, case studies, and rational value propositions above all else.

Research contradicts this assumption. A landmark study by Google and CEB (now Gartner) found that B2B buyers are not less emotional than B2C consumers—they are often more emotionally connected to their vendors.<sup>9</sup> The study surveyed thousands of B2B buyers across multiple categories and found that emotional connection with B2B brands was significantly higher than with consumer brands.

This makes sense when you consider the stakes involved:

- **Business risk:** A poor vendor choice can damage professional reputation, stall advancement, or even result in losses. Vendors are acutely aware that their name is attached to a recommendation.
- **Organizational impact:** B2B purchases often affect many people and processes. The buyer bears responsibility for those downstream effects.
- **Complexity and uncertainty:** B2B purchases frequently involve long implementation timelines and uncertain outcomes. Buyers must make decisions with available information and live with consequences for years.
- **Personal investment:** B2B buyers often invest significant time and effort in evaluation. The decision becomes personally meaningful, not just professionally relevant.

These factors create emotional intensity that exceeds typical consumer purchases. The question of "can I trust this vendor?" becomes deeply personal.

This has direct implications for Brand to Demand strategy. Brand is not merely about awareness—it is about risk reduction and trust-building. A familiar brand feels safer. A respected brand provides cover for the recommendation ("no one gets fired for buying IBM"). Thought leadership and reputation signal competence and reliability.

Marketing that speaks only to rational evaluation criteria misses the emotional undercurrent driving decisions. Effective brand building addresses both: establishing rational credibility while simultaneously building the emotional trust that enables confident decision-making. This is why brand investment matters even when buyers claim to decide based purely on features and price. The emotional layer influences which vendors get serious consideration and which get eliminated early—often before rational evaluation even begins.

# Budget Allocation Considerations

One of the most practical questions in Brand to Demand strategy is budget allocation: how much should be invested in brand versus demand? While there is no universal answer, research provides useful guidance and principles. Research suggests that most B2B organizations would benefit from shifting allocation toward brand. The specific ratios recommended vary by source, but the direction is consistent.

The exact ratio depends on multiple factors:

- **Market maturity:** In established categories with strong incumbents, challengers may need more brand to break through. In emerging categories, education and activation can take priority.
- **Brand strength:** Organizations with already-strong awareness can lean more toward demand. Those with weak awareness need to invest in building it.
- **Deal size:** Larger deals with longer cycles and bigger committees may benefit from more brand investment.
- **Sales cycle length:** Longer cycles mean more time for brand to influence outcomes.
- **Competition:** Highly competitive markets may require more differentiation through brand.

The ESOV framework discussed in Section 5.5 provides a concrete starting point for these decisions. Organizations can benchmark their current Share of Voice against market share and determine whether their investment level supports their growth ambitions. A brand seeking significant growth should target positive ESOV; a brand accepting gradual erosion can cut below. The choice should be intentional and aligned with strategic objectives.

Brand to Demand allocation should not be set annually and forgotten. It should be responsive to changing conditions and performance data. The goal is a dynamic allocation that responds to the business environment rather than a fixed split that ignores changing conditions.

# Execution Framework:

## The Three Pillars

Brand to Demand marketing rests on three operational pillars that work together as an integrated system. Each pillar serves both brand and demand objectives, with the balance shifting based on buyer readiness and intent signals.

### Pillar One: Programmatic Advertising

Programmatic advertising serves as the foundation for both sustained brand presence and precision demand capture. A unified programmatic approach reaches potential buyers across their entire journey—from initial awareness through active evaluation.

#### Serving Brand Building

For out-of-market buyers, programmatic advertising builds the awareness and memory that will influence future purchase decisions:

- **Continuous display and native advertising:** Maintain persistent visibility across premium publisher environments where target buyers spend time.
- **Connected TV (CTV):** Deliver high-impact brand messaging through streaming platforms, reaching decision-makers in engaged viewing contexts.
- **Industry and persona-based targeting:** Ensure relevant reach across target segments without requiring active buying signals.
- **Frequency management:** Optimize exposure levels to build memory without oversaturation.

The goal is consistent presence—ensuring that when buyers eventually enter the market, your brand is already familiar.

#### Serving Demand

For in-market buyers showing active intent, programmatic shifts to conversion focus:

- **Intent-driven retargeting:** Re-engage accounts demonstrating buying signals with solution-focused messaging.
- **Account-based advertising:** Concentrate resources on priority accounts with coordinated, personalized campaigns.
- **Buying group coverage:** Extend reach across multiple stakeholders within target accounts, not just known contacts.
- **Conversion-focused creative:** Deliver messaging designed to drive specific actions –demo requests, content downloads, sales conversations.

The transition between brand and demand programmatic should be seamless. Buyers should experience consistent visual identity and messaging, with the focus and call-to-action evolving based on their readiness.

## Pillar Two: Content Syndication

Content syndication serves dual purposes: distributing thought leadership to build credibility with the broader market, and capturing qualified leads from prospects showing engagement.

### Serving Brand Building

For building awareness and establishing expertise:

- **Thought leadership distribution:** Place perspective-driven content across channels where target buyers discover new ideas.
- **Industry publication presence:** Syndicate content through respected trade media and industry platforms.
- **Educational content reach:** Distribute ungated resources that provide value without requiring immediate exchange.
- **Brand narrative amplification:** Extend core messaging and positioning through third-party channels.

This brand-focused syndication establishes your organization as a credible voice in the category—shaping perceptions long before active evaluation begins.

## Serving Demand

For capturing and qualifying active interest:

- **Gated content lead capture:** Offer high-value assets that warrant contact information exchange.
- **Intent-qualified lead generation:** Target syndication toward accounts already showing relevant buying signals
- **Qualification and verification:** Ensure captured leads meet firmographic and role criteria, with validated contact information
- **Buying group discovery:** Identify multiple engaged contacts within target accounts, expanding beyond single-threaded relationships.

Content syndication bridges brand and demand naturally. The same content that builds thought leadership with the 95% captures leads from the 5% who are ready to engage more directly.

## Pillar Three: AI-Powered GTM Orchestration

AI agents provide the orchestration layer that connects brand exposure to demand conversion. They detect signals, coordinate engagement, and automate the transitions that would otherwise require manual intervention at scale. For example:

### GTM Agent Capabilities

A GTM Agent monitors and orchestrates across the full journey:

- **Signal detection:** Identify intent indicators across channels—website behavior, content engagement, third-party research signals, competitive evaluation activity.
- **Buying group mapping:** Recognize and track multiple stakeholders within accounts, understanding committee composition.
- **Journey-stage personalization:** Adapt engagement approach based on where accounts and contacts sit in their buying process.
- **Multi-channel sequence orchestration:** Coordinate advertising, content, email, and outreach into coherent experiences rather than disconnected touches.

## SDR Agent Capabilities

An SDR Agent handles direct prospect engagement at scale:

- **High-intent prospect engagement:** Initiate conversations with accounts showing strong buying signals.
- **Automated meeting scheduling:** Book qualified meetings directly, reducing friction and response time.
- **Multi-channel outreach:** Engage prospects across email, LinkedIn, and messaging platforms based on preference and responsiveness.
- **Real-time conversation management:** Handle initial inquiries, answer common questions, and route complex discussions appropriately.

Together, these AI capabilities enable the personalized orchestration that Brand to Demand requires—without proportional headcount increases.

## The Unified Journey in Practice

The three pillars work together to create a seamless progression from initial awareness through closed business. Understanding how they connect clarifies the operational model.

1

### Stage 1: Awareness and Recognition

The journey begins with broad reach. Programmatic display and CTV advertising build brand awareness with those not currently in-market. Content syndication establishes thought leadership through industry publications and educational resources. The goal is memory creation—ensuring the brand registers and is associated with relevant needs.

2

### Stage 2: Intent Detection

As buyers move closer to the market, signals emerge. AI Agents monitor indicators: website visits to high-intent pages, content downloads on solution-relevant topics, third-party research activity, competitive evaluation signals. First-party engagement data combines with third-party intent data to identify accounts transitioning from out-of-market to in-market.

3

### Stage 3: Demand Activation

When intent signals cross defined thresholds, demand activation begins. Programmatic shifts to retargeting with conversion-focused messaging. Content recommendations become more solution-specific. Buying group expansion identifies additional stakeholders within the account. The full demand toolkit engages coordinated around the detected opportunity.

4

### Stage 4: AI-Powered Engagement

AI Agents initiates personalized outreach based on detected intent topics and engagement patterns. They handle direct conversations—responding to inquiries across email, LinkedIn, and messaging channels, answering questions, overcoming initial objections, and scheduling meetings with qualified prospects. Automation ensures rapid response and consistent engagement quality.

5

### Stage 5: Pipeline and Revenue

Qualified meetings flow to sales with full journey context. The unified platform provides visibility from first brand impression through opportunity creation and deal close. This complete picture enables true attribution—understanding how brand investment contributed to demand outcomes and optimizing future allocation accordingly.

## Implementation Framework

Organizations adopting Brand to Demand can follow a structured approach to implementation.

1

### Step 1: Audit Current State

Begin with honest assessment:

- Map existing brand and demand activities, including budgets, teams, and metrics.
- Identify gaps in the buyer journey—where are prospects dropping off or failing to progress?
- Assess technology stack integration—are systems connected or siloed?
- Evaluate data quality and flow between platforms.

This audit establishes the baseline and identifies the highest-priority improvement opportunities.

## 2

## Step 2: Define Unified Messaging

Develop messaging architecture that works across the full journey:

- Create a cohesive brand narrative that threads through all touchpoints.
- Develop stage-specific variations—awareness messaging differs from consideration differs from decision.
- Ensure voice and visual consistency across programmatic, content, and direct outreach.
- Document messaging guidelines that both brand and demand teams can execute against.

Incorporate Category Entry Point mapping into messaging development. Identify the 6–8 priority CEPs for your category and ensure messaging systematically builds associations between your brand and these buying triggers.

Messaging consistency is essential. Without it, buyers experience fragmentation rather than a coherent journey.

## 3

## Step 3: Implement Unified Platform Capabilities

Deploy the technology infrastructure for integrated execution:

- Enable programmatic advertising that supports both always-on brand and intent-triggered demand.
- Activate content syndication for thought leadership distribution and qualified lead capture.
- Implement AI agents for orchestration, signal detection, and automated engagement.

Platform unification may be achieved through a single integrated solution or through connected point solutions—but the integration must be real, not nominal.

## 4

## Step 4: Establish Unified Metrics

Implement measurement that values both brand and demand contributions:

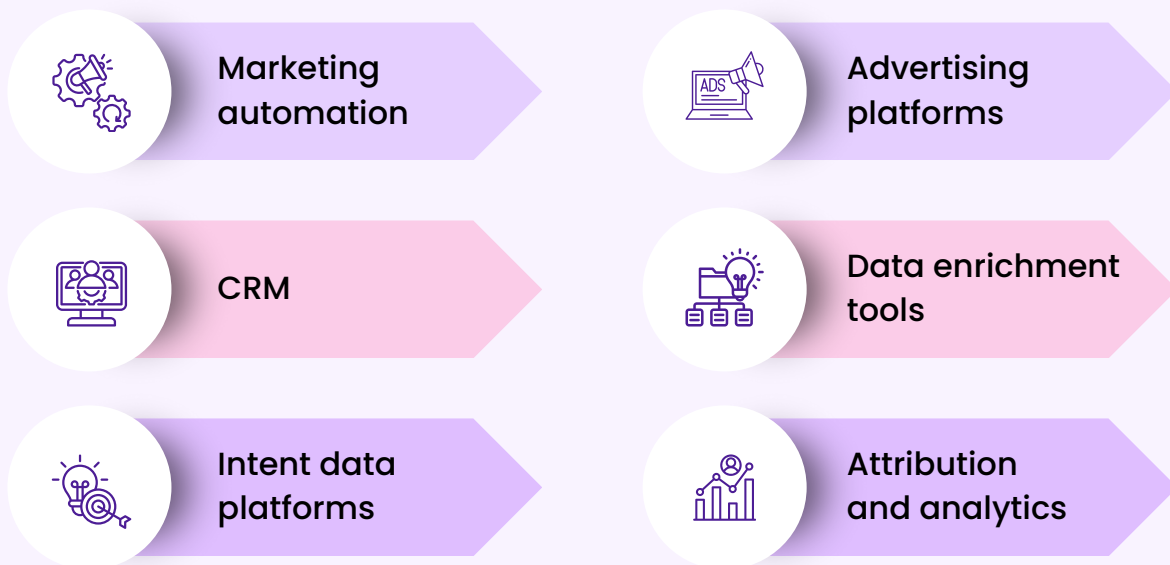
- Track brand metrics: reach, frequency, brand lift, share of voice.
- Track demand metrics: leads, pipeline, revenue, conversion rates.
- Implement multi-touch attribution that credits touchpoints across the full journey.
- Report on unified metrics: blended CAC, marketing-influenced pipeline, full-funnel conversion.

Resist the temptation to measure only what is easy. Brand measurement requires investment but is essential for optimizing allocation and demonstrating impact.

# Technology and Platform Requirements

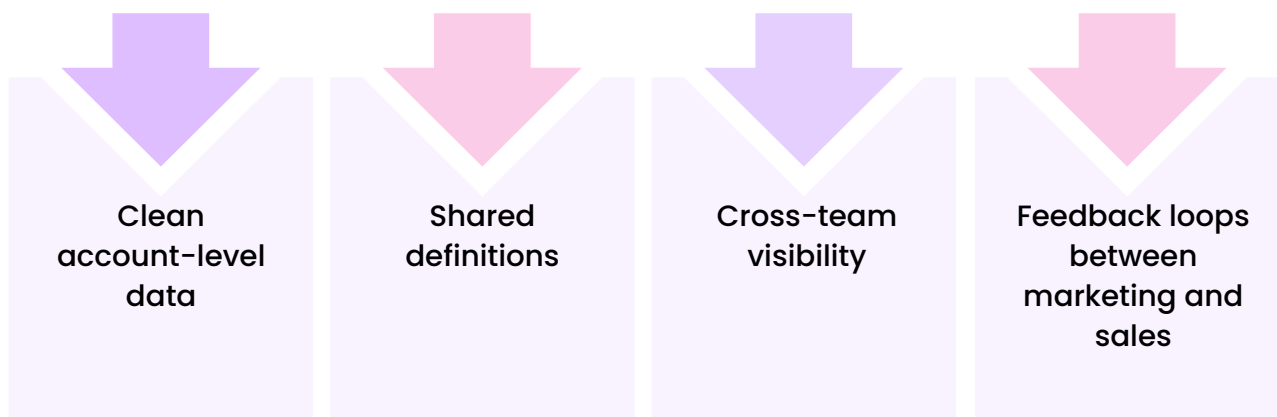
Brand to Demand execution requires coordination across systems.

## Core Technology Categories



## Data Flow Matters More Than Tools

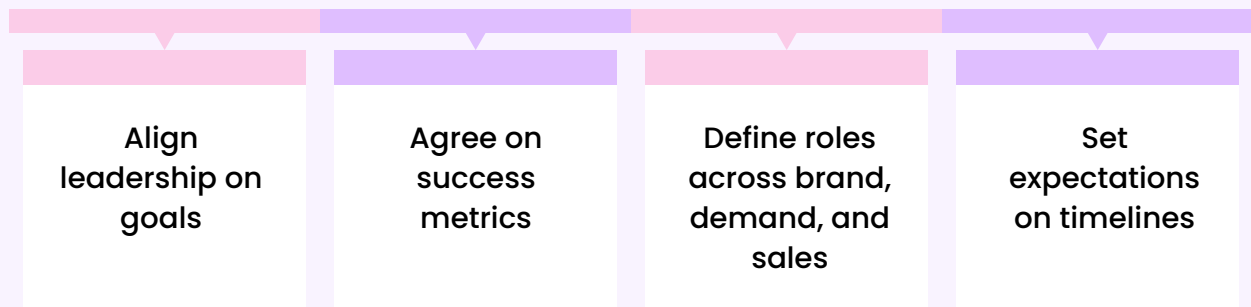
Success depends less on tool count and more on:



# Implementation Approach

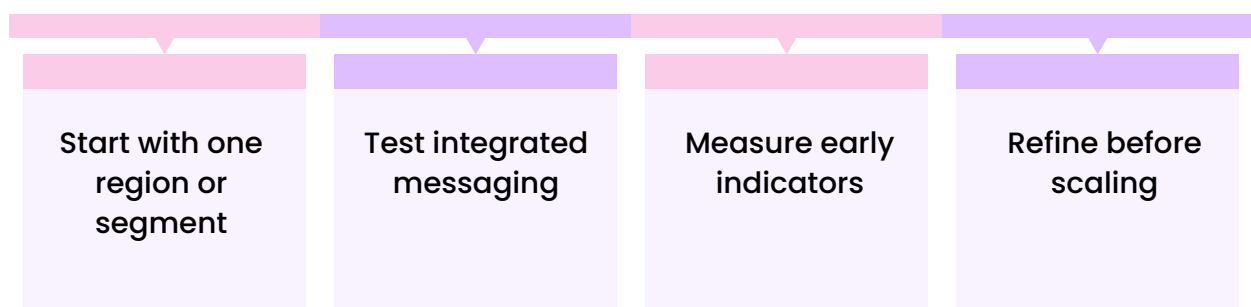
## Start With Alignment

Before launching campaigns:



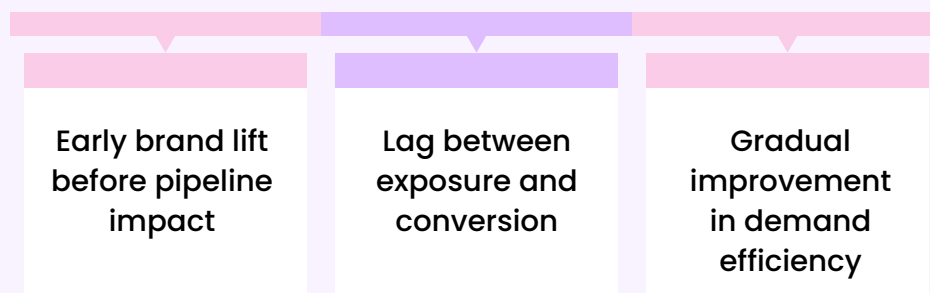
## Pilot Before Scaling

Effective organizations:



## Build Institutional Patience

Brand impact compounds over time. Expect:



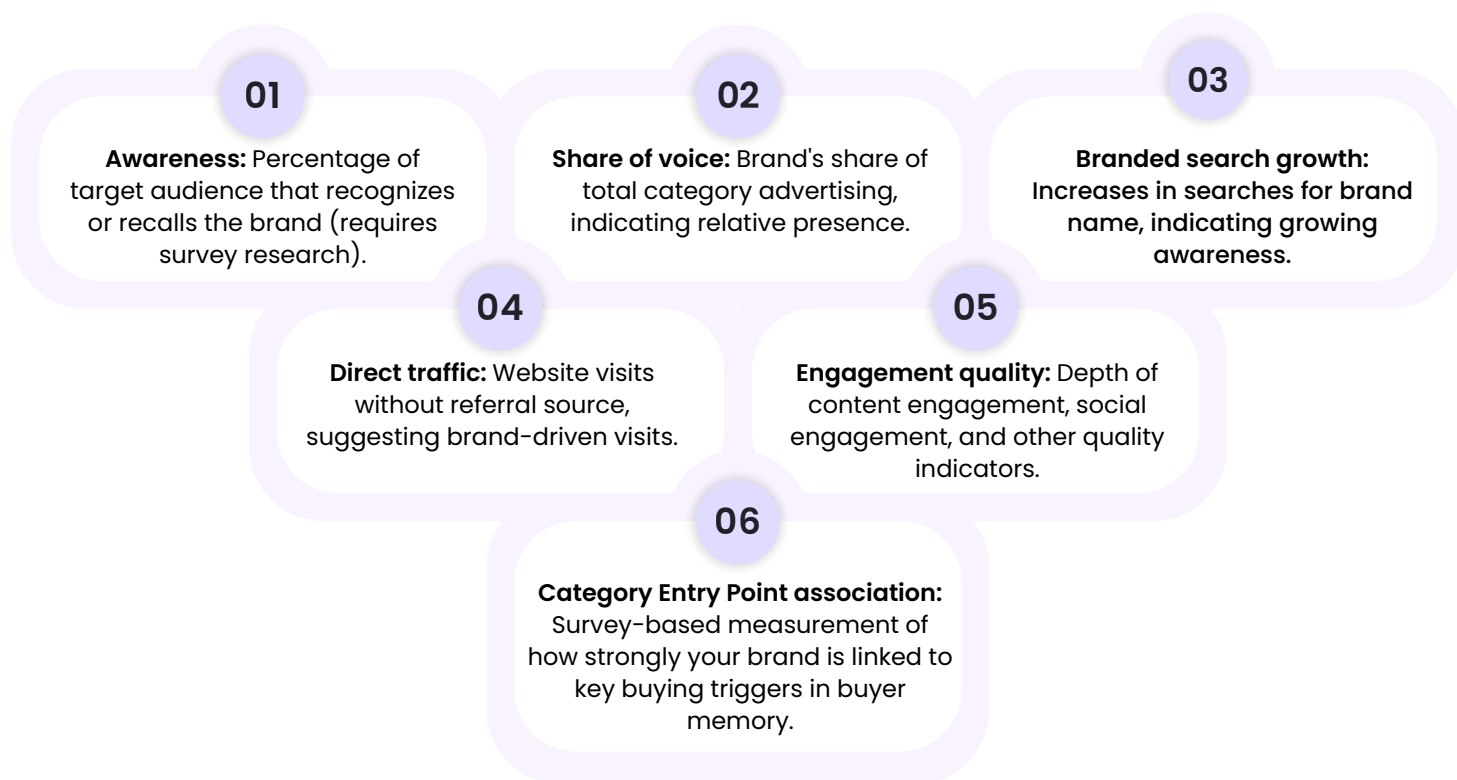
# Measurement Framework

Measurement is often the most challenging aspect of Brand to Demand. Traditional marketing measurement focuses on demand metrics; brand metrics require different approaches and often dedicated investment.

## Measuring Brand Impact

Brand measurement differs from demand measurement in several ways. Effects are delayed, attribution is indirect, and measurement often requires primary research rather than system data.

Brand metrics may include:

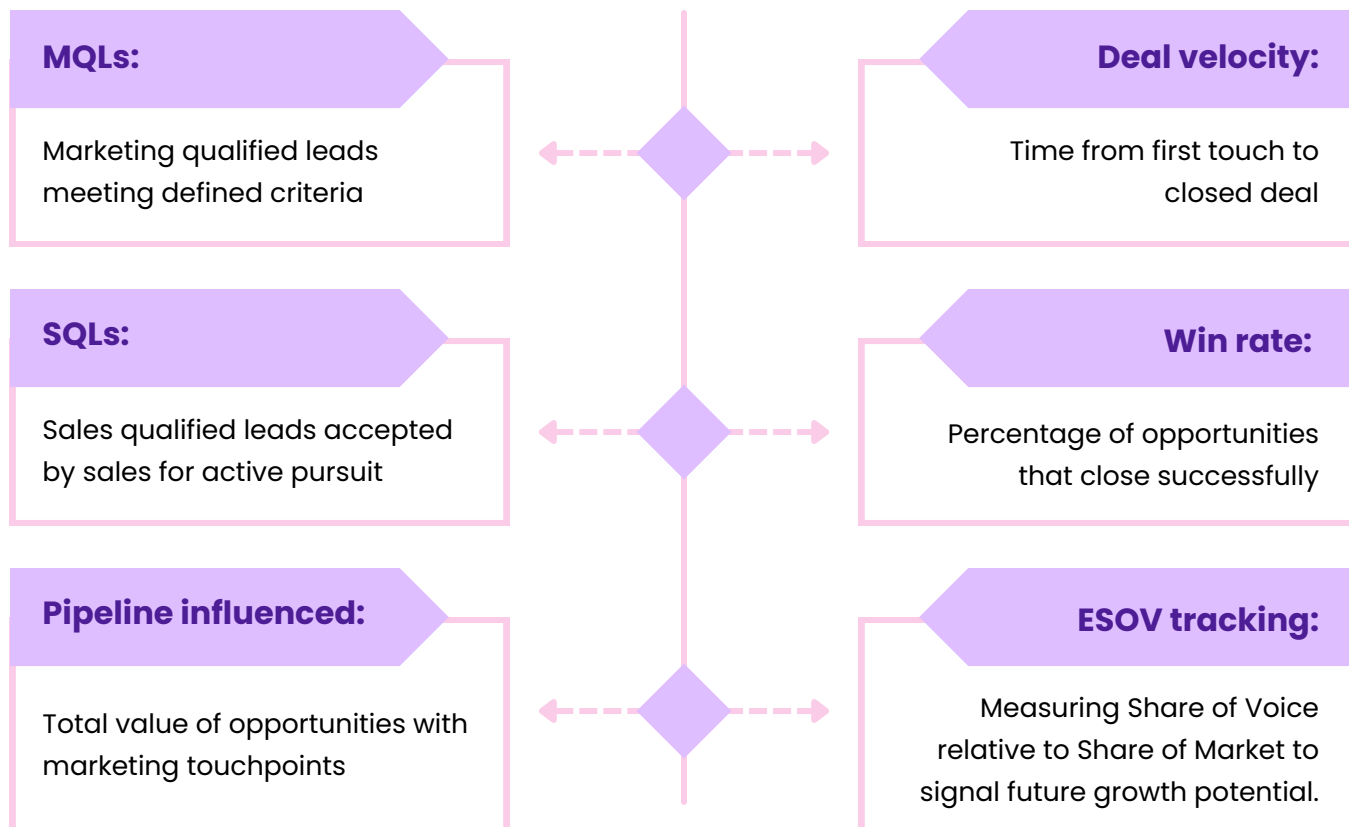


These metrics are leading indicators. They show whether brand investment is building awareness and engagement—the preconditions for eventual demand improvement. Organizations that do not track brand metrics cannot assess whether brand investment is working and cannot justify continued or increased investment.

## Measuring Demand Impact

Demand metrics are more familiar to most marketing organizations and typically available through existing systems.

Demand metrics include:



These metrics help answer the key question: is brand investment improving demand outcomes? If brand and demand are well-integrated, demand efficiency metrics should improve over time as brand awareness grows. If they are not improving, the integration or the execution needs adjustment.

# Breaking the Start–Stop Cycle in Brand Marketing

Brand building requires consistency over extended time periods. This consistency is difficult to maintain in organizations with quarterly pressures, frequent leadership changes, and competing priorities.

Brand building fails when:



Building institutional commitment to consistency is as important as developing the right strategy. This means socializing the research foundation, setting appropriate expectations, and creating measurement systems that track progress over longer time horizons.

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