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White paper

Unifying Brand to Demand:

Unlocking sustainable growth in B2B

Introduction to this report

In B2B marketing, brand campaigns and demand generation efforts have long lived – and often still do live – in separate worlds.

This fragmented approach is a barrier to building brand strength, and it makes demand campaigns less effective.

This report introduces a new framework for planning and executing a unified Brand-to-Demand Experience (BDX) strategy. It outlines the key components of the BDX model and the business rationale for moving from a fragmented approach to one that closely connects all stages of the marketing/sales funnel. Research from the WARC database provides support for the BDX concept.

The final chapter of the report covers the six pillars that support the BDX model. It guides B2B companies toward effectively unifying brand and demand to drive marketing effectiveness and growth.

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Foreword from WARC



Paul Stringer, PhD
Managing Editor,
Research & Advisory
WARC

In marketing, we like to frame the world in terms of binaries: brand versus demand, distinctiveness versus differentiation, digital versus traditional, upper funnel versus lower funnel, mass reach versus targeting.

These terms are helpful to the extent that they allow us to assign labels to things, to process complex ideas, and, of course, go to battle on LinkedIn as we argue for one side of the coin over the other.

But when it comes to actually doing the work, binaries can be unhelpful and even destructive to the process of marketing.

This is no more true than when we look at the classic binary of brand versus demand. It is not uncommon to see

entire marketing organizations divided along these lines, with budgets, teams, tactics, campaigns and channels managed in silos.

As a result, it becomes challenging to link marketing activities together; to understand the relationship between upper funnel brand metrics and lower funnel conversion metrics; to generate demand and harvest it at the same time; and create consistency across different marketing touchpoints.

This is arguably a bigger issue in B2B marketing, where buying decisions are more complex and brand marketing remains chronically undervalued.

What B2B businesses need is a unified approach. A model that enables them to effectively reach buyers across the

funnel, deliver consistent experiences, and strike a suitable balance between brand marketing and demand generation.

I'm really excited by the new framework we present in this report, which provides B2B marketers with a truly unified approach to planning and executing marketing activities from brand all the way through to demand.

In support of the framework, you'll also find plenty of evidence on what we know about brand and demand in B2B marketing, as well as examples of organizations that have benefited from committing to an integrated marketing approach.

I hope our readers find it valuable.

Foreword from Stein IAS



Marc Keating

Chief Innovation Officer
Stein IAS



Tom Stein

Chairman
Stein IAS

Brand. And demand. These have long been isolated in B2B, rather than joined together for better effect.

Why? Is it due to digital- and tech-driven performance marketing giving rise to a distinct demand function and siloed organizational structures? The strong lean to immediate results that contribute to quarterly sales targets? The challenge brand marketers have had making the case for investment?

The isolation of brand and demand has many roots. But this isolation comes at the expense of customer experience and marketing effectiveness. It's an issue that's on the radar of every B2B CMO today, given ample and growing evidence of the impact to be had when brand and demand are truly unified.

On February 29, 2024, the intensity around this issue came into full focus at the first-ever Brand-to-Demand Conference convened by

ANA, Stein IAS, LinkedIn and WARC. A showcase for principles, strategies and tactics that are breaking down silos, the event was galvanizing. It also was the launch point for this first-of-its-kind playbook.

What was clear from the conference and from insights gleaned from many senior B2B marketers is that brand and demand need to be better balanced, aligned and orchestrated. They need to work as one. With this unity comes a far better CX – as well as the dynamic, always-on ability to build future demand through brand investment and harvest short-term demand through aligned full funnel investment.

What also was clear was **the need for a Brand-to-Demand Experience (BDX) framework** that lays out the path to unified B2D marketing. With this landmark paper, that model has landed. Surely, it will evolve over time. But it is substantive, evidence-based, actionable and a marker for the progression of B2B marketing. We hope and trust it will be of value.

Summary by chapter

1 Successful B2B marketing requires a unified approach to brand and demand

In many B2B organizations, brand marketing and demand generation live in separate worlds.

In this chapter, we examine the external and internal forces that must be considered for unified and effective B2B marketing.

2 Introducing the Brand-to-Demand Experience (BDX) Model as a method for holistic B2B marketing

Integrating brand and demand requires a new go-to-market strategy.

This chapter introduces the Brand-to-Demand Experience (BDX) framework, an operating model to enable B2B marketing teams to unify brand and demand.

3 How to put the Brand-to-Demand Experience (BDX) Model to work for you

Implementing BDX requires across-the-board evolution.

In this chapter, we examine the six pillars that support the model: internal teams, investment planning, creative platforms, media, technology and measurement.

Senior marketers interviewed for this report



Toni Clayton Hine
Chief Marketing Officer
EY Americas



Marc Keating
Chief Innovation Officer
Stein IAS



Paolo Provinciali
VP – Marketing Growth
Performance, and Operations
LinkedIn



Nicole Huynh
Growth Marketing Leader
BNY Mellon



Elizabeth "Bess" Creech
Director of Digital
Americas & Brand Advertising
SAS



Sven Dellagnolo
Senior Director
Global Demand Generation &
Marketing Strategy
Lexmark



Mirko Mueller-Goolsbey
Director
Global Brand Marketing
SAS

Chapter 1

Successful B2B marketing requires a unified approach to brand and demand

The current situation

For many B2B companies, brand marketing and demand marketing live in separate worlds

When disconnected, marketing goals are inevitably misaligned and budgets weighted unevenly. The risk is that these two critical functions do not optimally realize a business's growth goals.

The two functions are often run in organizational silos that perpetuate this disconnect. While silos can enable focus and agility, they also can lead to an inconsistent brand-to-demand experience and an overemphasis on narrow, near-term goals (rather than long-term brand strength and pipeline encompassing both in-market and out-of-market buying groups). In reality, disjointed brand and demand marketing can lead to ineffective outcomes.

- **Disconnected functions and business structures can hamper momentum.** When different teams own aspects of brand and demand, it creates inconsistency, inefficiency and diminished effectiveness. This effect is

compounded when different teams are working on different product/service lines and verticals, or across geographies.

- **Audience overlap can lead to duplicated efforts.** When multiple sub-brands or product brands share the same audience, marketing efforts can collide, reducing individual campaign effectiveness. Conversely, when brand and demand campaigns do not overlap the same audience, effectiveness is diminished as well.
- **Disconnected and siloed campaigns can muddy marketing and the customer / prospect experience.** Different messaging delivered across multiple, different campaigns, all in-market at the same time, does not ladder up to building unified brand and demand strength.

What's required is a strategy for brand-to-demand consistency, cohesion and interconnection, as well as for shared goals and balanced investment.

Distinct business functions, audiences, touchpoints



The buyer landscape

B2B buyers form opinions about brands long before they enter the buying cycle

The vast majority of B2B buyers are not in-market at any given time. This group—amounting to 95% of all prospective buyers—represents future demand, revenue and cash flow.

The B2B buying group continues to expand, reaching an average of just over 9 individuals, according to a 2023 study by 6sense. With so many stakeholders involved, there's a strong need to build collective confidence around a clear and compelling customer promise—a need that must be initiated at the brand level and pulled through demand marketing at every funnel stage.

A significant portion of the buying process happens in a dark funnel. When evaluating B2B investments, buyers spend 70% of their time doing as much research online as they can

before having direct conversations with a sales rep. This period of anonymous research is called the dark funnel. Building and maintaining brand awareness and consideration is the key to influencing buyers in the dark funnel.

Once buyers enter a buying situation, they rely on existing memories and associations. These "Category Entry Points (CEPs)" the cues that help buyers form an initial list of options and determine a starting point for the buying process.

A significant opportunity exists before the buying process even begins. As buyers move from out-of-market to in-market, they often buy one of the options on their 'day 1' list – the list of vendors they already know. Brand strength and mental availability, sustained over time, are the keys to making it onto the 'day 1' list.



6Sense Research, "The 2023 6Sense B2B Buyer Experience Report: Out of Sight, Almost Out of Time," 2023.

The marketing imperative

B2B companies must unify brand and demand marketing in a single, connected experience

Brand-building is becoming a bigger priority for B2Bs, but it remains considerably under-invested and should be done in alignment with demand marketing.

Researchers Binet and Field posit that B2B companies should budget **46% of spend to brand and 54% to activation** (demand), but most are investing far beneath that level on brand.

Among global B2B marketers, **30% say branding and awareness objectives receive the largest portion of their marketing budget.** But 36% spend the most on lead generation and 20% on demand generation—indicators that brand spending still has ground to make up.

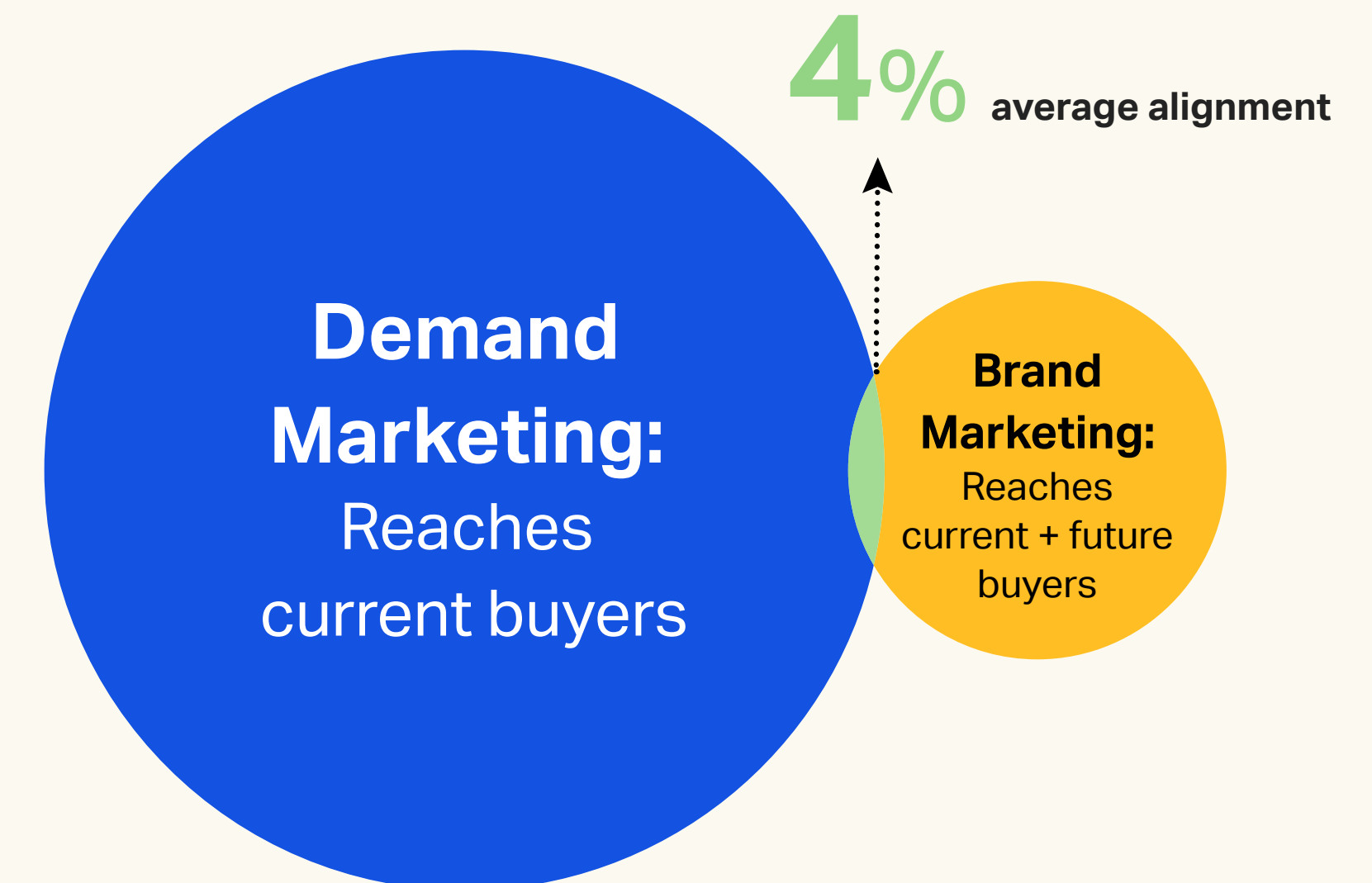
Even if B2B businesses are investing in brand marketing, they often **pursue branding goals separately from demand generation.** This approach undermines brand strength—

including consistency, trust, recognition and differentiation.

In the optimal scenario, demand harvesting should be targeted toward buyers who have already been exposed to brand marketing—an approach that can drive higher ROI vs. focusing only on the bottom of the funnel. The stark reality for most companies is that **there is only a 4% average alignment between brand and demand efforts**, in terms of the audiences targeted and reached by brand marketing vs. demand marketing.

Brand Finance has calculated that the top 100 **B2B brands have greater overall enterprise value than their B2C counterparts, but underperform in brand value against their B2C counterparts by 40%.** Closing that gap would translate into almost \$1 trillion in increased brand value for these B2B enterprises.

At most companies, brand and demand efforts are reaching different buyers



Source: LinkedIn Internal data, March-May 2024.
Brand defined as brand awareness campaign investment.
Based on companies on LinkedIn globally across 5 verticals (Technology, Professional services, Manufacturing, Financial services and Education). Minimum thresholds: 50,000 members reached with LinkedIn Marketing.

Industry point of view

Where we overlay demand audiences with brand audiences, the response to demand campaigns is exponentially higher, even if it's some brand work that may not have anything to do with the demand campaign. We're really trying to encourage demand teams to use as much of the brand audience as possible.

Elizabeth "Bess" Creech
Director of Digital
Americas & Brand Advertising
SAS



A brand creates a feeling, but a feeling means nothing if you don't create an action. And actions are quite useless if they don't create a transaction. We have to connect those dots and ladder up to a more holistic relationship.

Toni Clayton Hine
Chief Marketing Officer
EY Americas



I fundamentally look at the funnel as a continuum, not as a rigid thing that I own a part of and somebody else owns another part of. I own the accounts unless they're literally in the buying cycle, where the sales team has to be engaged.

Sven Dellagnolo
Senior Director, Global Demand
Generation & Marketing Strategy
Lexmark



When you're trying to establish a connected customer experience, where somebody engages with your brand and goes all the way through the customer journey, how do you ensure that what you're delivering to your ICP is seamless? It should feel connected, regardless of the channel or journey stage.

Marc Keating
Chief Innovation Officer
Stein IAS



Chapter takeaways

1 Focusing too heavily on demand marketing leaves invaluable future demand on the table

The vast majority of buyers are not currently in-market, but they're still doing research and forming opinions. Meeting the needs of tomorrow's buyers means investing in building a strong brand.

2 Better balancing brand and demand spend, and ensuring audience alignment and overlap, is B2B's necessary direction of travel

A growing body of data (and sources) indicates where B2Bs are falling short – and how they can create advantage through brand-to-demand balance and connectivity.

3 The imperative for B2B marketers: Unify brand and demand

While the case is strong to invest more in brand marketing, the key to success is to **move from a fragmented approach to a unified go-to-market model** that presents a coherent, consistent experience to buying groups from brand to demand, no matter where they are in the funnel.

Case study

SAS

Optimizing demand by dialing up brand



Strategy:

- Global analytic software provider SAS hit a performance wall with its demand-first campaign efforts, which alone couldn't solve for awareness and perception.
- SAS launched a \$5 million-plus campaign on LinkedIn that was aimed at creating both out-of-market (future) demand while lifting in-market demand conversion efforts. As part of the campaign, it introduced a layered brand strategy, focusing on a CVRF approach – Creativity, Video, Reach / Frequency.
- SAS followed key empirical principles for creative effectiveness and messaging consistency and built its creative portfolio to fit its media and channel strategy. Campaign spending followed a “spike and sustain” approach using sustained spending aimed at building and refreshing brand memories as well as spending spikes at key moments.

Outcome:

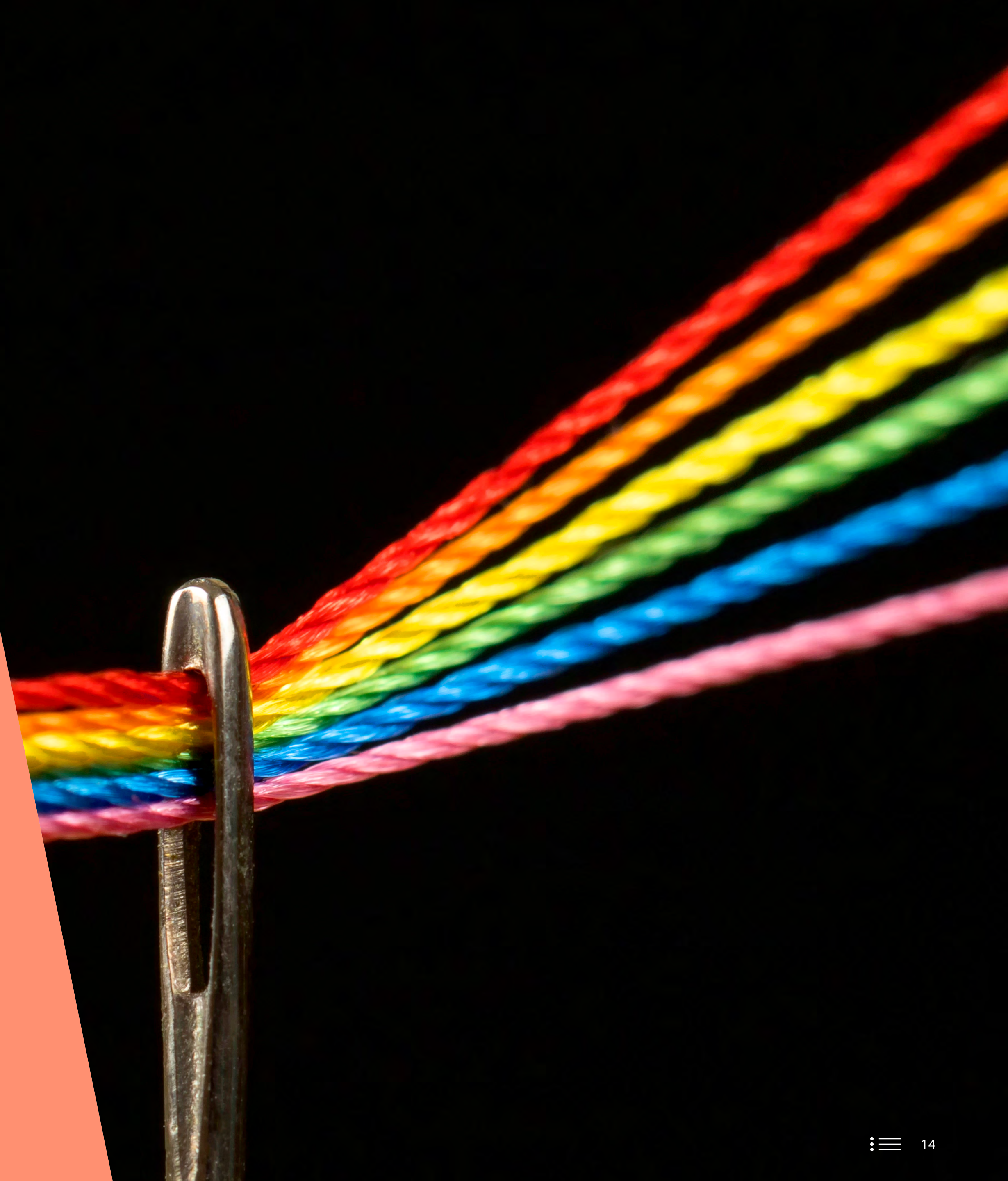
- With an optimized reach / frequency media strategy, SAS reached 9MM more LinkedIn members – representing a 200% increase in category audience reach.
- Google DV360 brand lift studies confirmed global progress. Notable examples for relative lifts: Awareness – US 17%, UK 14%; Favorability – Canada 20%, Germany 25%; Consideration – Australia 44%.
- During the first 6 months, organic searches for SAS Viya increased 302.5% in the US, 407.5% in the UK and 543.3% in Germany.
- Demand campaign audiences exposed to brand creative increased their CTR by 58%.
- LinkedIn Lead Gen form completions for audiences exposed to the brand campaign went up between 7% and 79% depending on offer and exposure recency.

Key takeaways:

- Resist the temptation and pressure of your stakeholders to over-interpret the data – brand works long and short. Collect brand marketing effectiveness data as well as in-market demand-lift effects; a myopic focus on demand lift will not provide a full picture of the brand marketing impact.
- Flex tactics, but stay on strategy. Aside from constant platform optimizations when placements or creative don't perform, be creative within the campaign tactics and inspire a test and learn mindset.
- Hold your platform partners accountable to helping you execute on your strategy – and do so with a deep sense of collaboration and transparency.

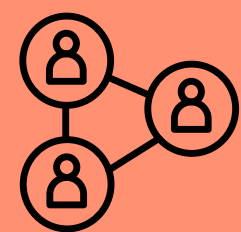
Chapter 2

Introducing the Brand-to-Demand Experience (BDX) Model as a method for holistic B2B marketing



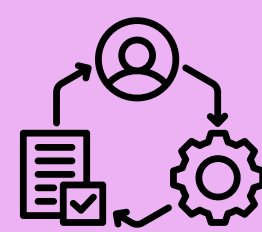
The opportunity

Bringing brand and demand together yields four benefits



Break down organizational silos

Breaking down silos leaves a business better equipped to offer buying groups a seamless experience across the entire customer journey. A more connected marketing organization is also better able to support a “whole of firm” approach, where all marketing ladders back to a core promise and builds collective confidence among the entire buying group.



Drive cost efficiencies

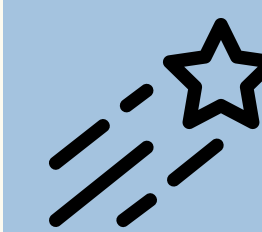
A unified approach drives marketing efficiency. It saves time and money because it reduces duplicate efforts, simplifies creative development and rolls up a multiplicity of media investments for greater reach, frequency, efficiency and impact.



Enhance customer experience

Buyers are becoming more demanding of prospective partners. They're also more likely to consider B2B marketing “boring” and “repetitive” than in the past.

A unified brand-to-demand approach that takes full advantage of available creative strategies allows companies to have more cohesive and compelling buyer interactions.



Improve funnel performance and revenue growth

Pitting brand building and performance marketing against each other in a competition for budget unnecessarily damages the effectiveness of both.

If they are guided by a single North Star metric for brand equity that is linked to current and long-term financial metrics, they in fact work better together.

The payoff

A stronger B2B brand drives stronger demand

Unifying brand and demand makes B2B brands stronger.

Marketers will be more effective at reaching their marketing goals. LinkedIn has found that customers exposed to both brand and acquisition messaging on its site are six times more likely to convert.

Businesses will be able to tap the power of emotion across the buyer journey. B2B marketers are much less likely to use emotion as a creative strategy than their B2C counterparts. But inspiring emotion is effective at multiple stages of the B2B buying journey, building brand, increasing demand and, most importantly, closing more deals.

Brands will be more mentally available to buyers. Mental availability—the extent to which a brand comes easily to mind in purchase consideration—is a powerful force in B2B marketing. Campaigns with the objective of “fame” (being talked about or shared) or awareness drive a greater number of business effects—such as profit, market share and growth—than campaigns with activation goals, per research by The B2B Institute, a LinkedIn think tank.



Audiences exposed to both brand and acquisition messages on LinkedIn are 6x more likely to convert

LinkedIn, “Brand to Demand: Harmonizing Long-term Brand Strategy with Short-term Activation Tactics,” 2021.

Introducing the BDX Model

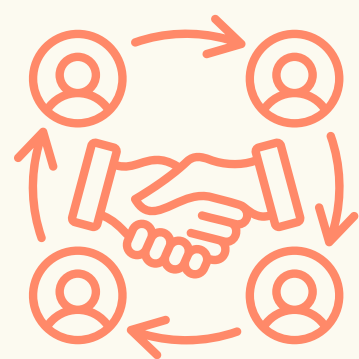
Unified Brand-to-Demand Experience (BDX) is the industry-first model to deliver connected, omni-channel, full-funnel experiences from brand to demand.

BDX enables seamless, intelligent, engaging and consistent experiences for every audience, at every

funnel stage. It knits together creative, content, messaging and media to deliver orchestrated, always-on engagement that is tech enabled and data driven. Successful BDX activation unlocks sustainable growth through GTM efficiencies, driving higher brand consideration together with more and better-quality pipeline opportunities.

To successfully implement BDX, teams should consider and adopt three core guiding principles:

1



BDX joins up brand marketing and demand marketing to effectively reach buyers across the purchase funnel as a united front

2



BDX systemizes touchpoints so all efforts drive toward a progressive funnel

3



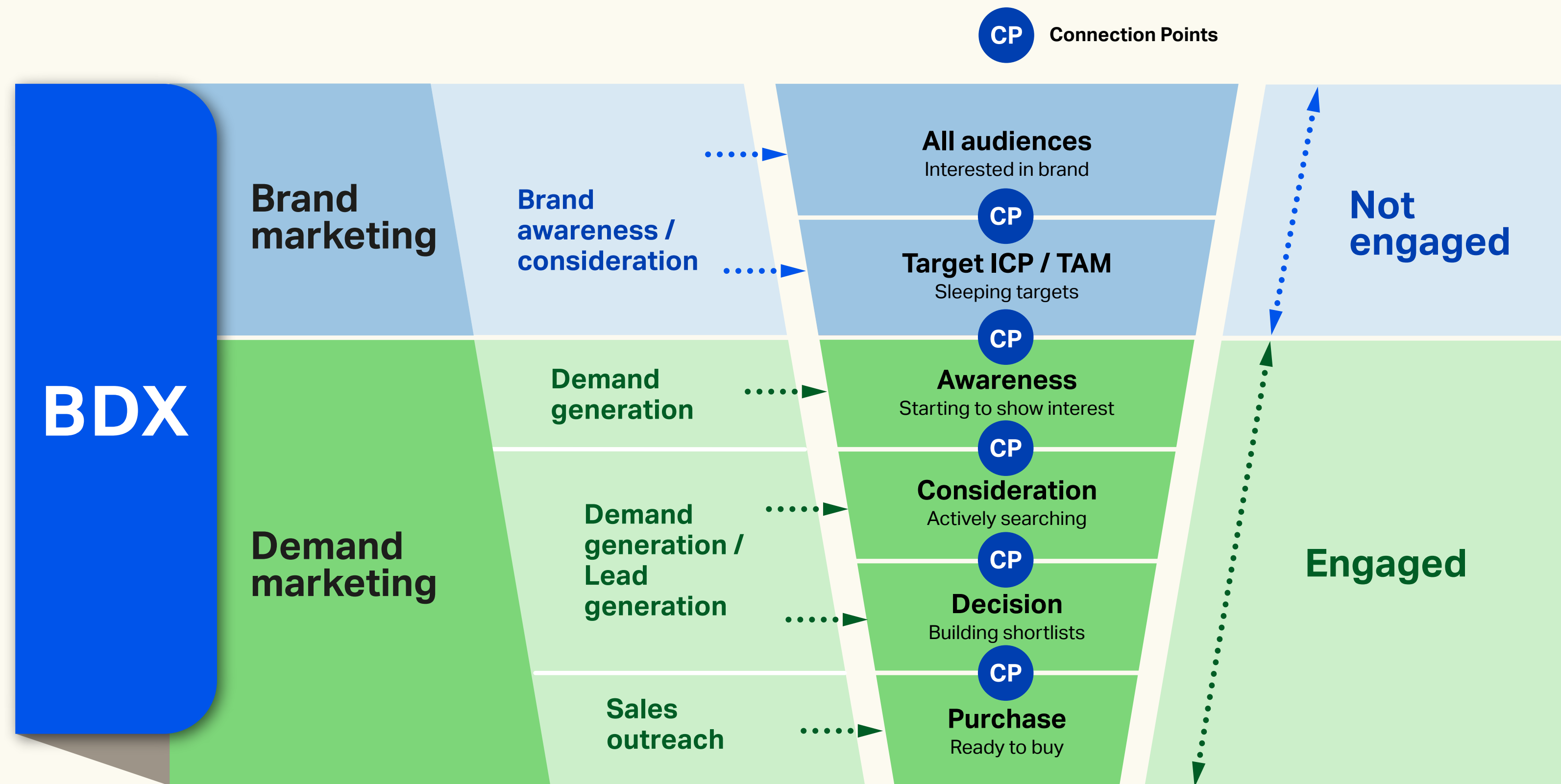
BDX integrates marketing efforts to create a consistent experience for buyers across all touchpoints

Introducing the BDX Model

BDX links brand and demand marketing to effectively reach buyers across the funnel in a joined-up, progressive experience

A BDX funnel is the foundation for everything. Cross functional teams should work together to agree on an integrated funnel that interlocks brand, demand and sales, so they have the core framework for building BDX, measuring success and deploying data-driven campaigns.

Defining roles, service level agreements, key performance indicators, and terminology at each funnel stage ensures teams are talking the same language and fully aligned. The model also helps define the points where brand and demand connect, essential for campaign planning and integration.

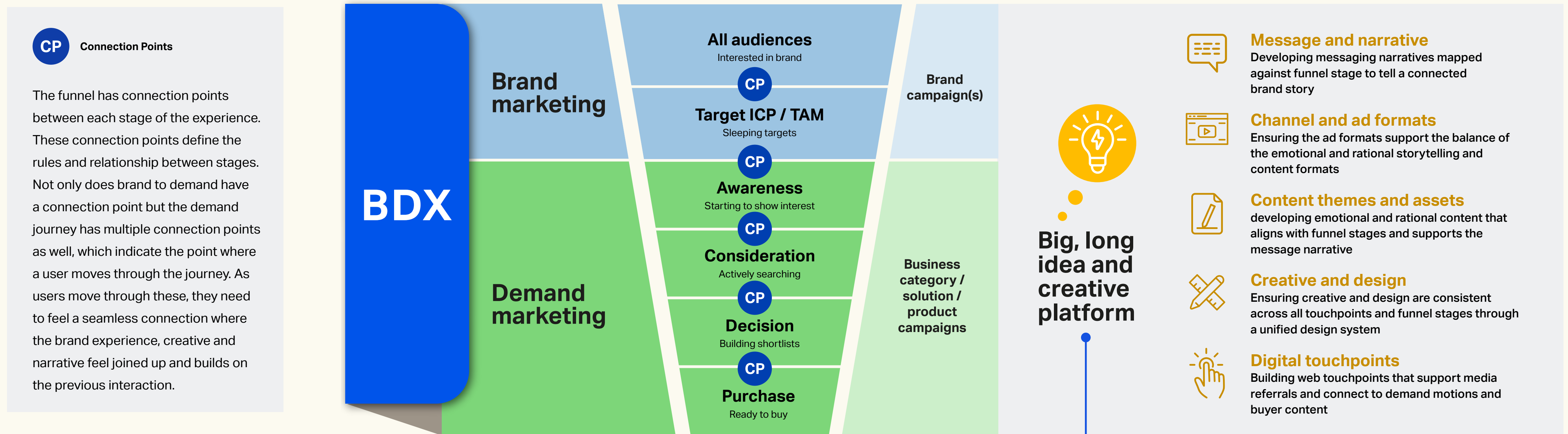


Stein IAS, "Unifying Brand to Demand: The Future Model," 2024.

Introducing the BDX Model

BDX strategically and tactically links touchpoints from the brand level through the funnel

The BDX Model comprises the different components that make up a typical campaign journey across funnel stages from brand to demand including message and narratives, channels and ad formats, content themes and assets, creative and design and digital touchpoints.



CP Connection Points

The funnel has connection points between each stage of the experience. These connection points define the rules and relationship between stages. Not only does brand to demand have a connection point but the demand journey has multiple connection points as well, which indicate the point where a user moves through the journey. As users move through these, they need to feel a seamless connection where the brand experience, creative and narrative feel joined up and builds on the previous interaction.

Stein IAS, "Unifying Brand to Demand: The Future Model," 2024.

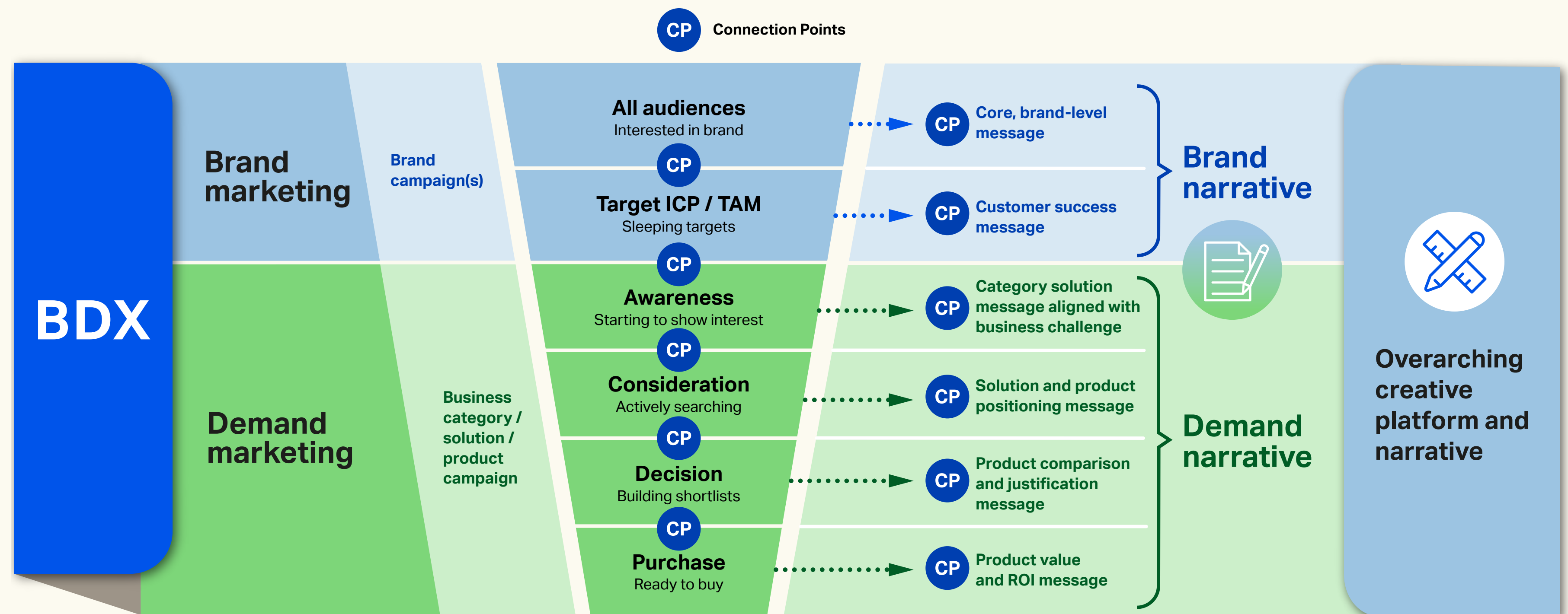
Outlined in *The Big Long Idea for Creative Effectiveness in B2B*, WARC & Stein IAS, 2022 the Big Long Idea is a methodology for developing brand building creative ideas that become strategic assets to business growth through iterable application in both brand and demand campaigns.

Introducing the BDX Model

BDX integrates marketing efforts to create a consistent experience for buyers across all touchpoints

There are several strategic elements that need to be considered when building a brand-to-demand experience.

They are the core parts of the experience that are present at each funnel stage and must be integrated seamlessly across all funnel stages to achieve a unified BDX. The creative platform, or Big Long Idea, provides the connective tissue and golden thread that tell a unified brand story through the funnel from first touch to conversion.



Stein IAS, "Unifying Brand to Demand: The Future Model," 2024.

Industry point of view

The real value lies in the audience data that we're building. Sales can't spend their time with all of this data across the entire ICP. They need to spend their time on those accounts that are in the market actively buying. The fact that marketing can keep the data growing and alive and keep the brand engaged means that



Sven Dellagnolo
Senior Director, Global Demand Generation & Marketing Strategy
Lexmark

we're everywhere sales isn't. To me, brand-to-demand is exactly about being present everywhere.

By investing in brand-to-demand and full-funnel marketing, we were able to show incremental ROI and increase the scale of our media efforts, which resulted in better deployment of our resources along with the ability to drive growth for our business.



Paolo Provinciali
VP - Marketing Growth, Performance, & Operations
LinkedIn

We're seeing better financial results within areas where we've been able to connect the dots [between brand and demand]. When we've been able to close a brand consideration gap in a particular segment, it translates into more consideration.



Toni Clayton Hine
Chief Marketing Officer
EY Americas

We're listening to a lot of audience signals and trying to sequence brand marketing messages and demand offers in ways that better allow us to detect the propensity of someone in-market to now be closer to a potential buying cycle. The interesting challenge for marketers is we also know that brand-level or corporate messaging become important again the closer your sales teams get to an actual contract conversation.



Mirko Mueller-Goolsbey
Director, Brand Marketing
SAS

Chapter takeaways

1 BDX is a framework for planning and executing a unified go-to-market strategy

BDX brings together brand strength and demand strength in one connected approach. It provides a consistent, coherent experience to buyers across funnel stages.

2 Implementing BDX leads to cost savings, improved customer experience and revenue growth

Businesses that link brand and demand see a wide range of benefits, including a more connected marketing organization and process, cost efficiencies and more cohesive buyer interactions. If brand marketing and demand marketing have a single North Star, they each work better and also work better together.

3 A strong brand drives stronger demand

LinkedIn has found that **customers exposed to both brand and acquisition marketing are six times more likely to convert.** Unifying brand and demand will improve B2B marketing effectiveness.

Case study

Juniper Networks

Brand investment yields triple-digit increase in MQL to SQL conversion and significant revenue growth



Strategy:

- Network technology leader Juniper's first major multichannel brand campaign—designed to leverage its new AI-powered networking technology and enter the enterprise space—wove together branding goals with its mature demand-gen capability.
- Media investment was tripled and included Juniper's first foray into linear and connected TV to drive brand salience. Formula 1 sponsorship attracted a disproportionate audience of C-suite decision makers.
- Juniper used humor and empathy for cut-through, likeability and relatability.

Outcome:

- With the campaign implemented from 2022-2023, Juniper's brand-to-demand strategy netted a 74% increase in brand sentiment and 69% increase in consideration.
- Strong brand metrics had a massive knock-on effect at all funnel stages, highlighted by a 73% overall increase in demand conversion rates and a 120% increase in MQL to SQL conversion.
- The combined brand-to-demand activity contributed to a 51% lift in enterprise revenue in 15 months. The success of the campaign has led to continued investment in brand, creative and media, culminating in a new set of commercials launching in 2024.

Key takeaways:

- Connecting brand investment to demand activity created a bigger, better funnel and drove downstream pipeline and revenue.
- Using humor created competitive distinction and cut-through.
- A video-first media approach created emotional engagement, and tie-ins with paid social and endemic digital venues drove high reach, frequency and conversion among ITDMs and the C-suite within ICP.

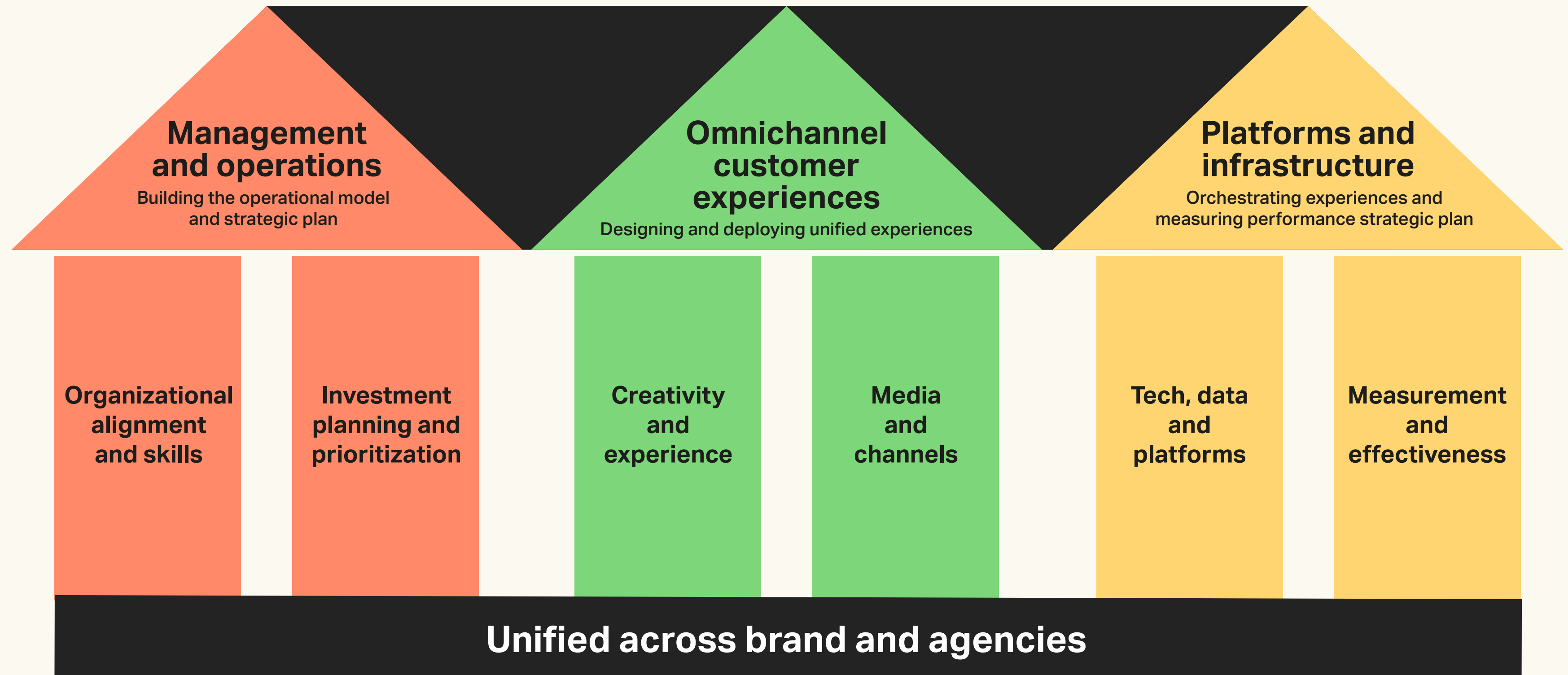
Chapter 3

How to put the Brand-to-Demand Experience (BDX) Model to work for you

Six pillars support the unified BDX model

Successfully implementing BDX requires the coordination and integration of key strategic areas including management and operations, the omnichannel customer experience, and platforms and infrastructure.

It also involves more than just the marketing department; close coordination among multiple business functions, ranging from sales to the C-suite, is a necessity.



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Stein IAS, "Unifying Brand to Demand: The Future Model," 2024.

Pillar 1

Organizational alignment and skills: Set the foundation for success

Moving to a BDX model requires close coordination between teams.

Here are some steps to take:

Break down silos to support integrated customer journeys and unify the organizational framework across both the marketer and agencies. This includes management/operations (which creates the operational model and plan), omnichannel customer experiences (which designs and deploys unified experiences), and platforms/infrastructure (which orchestrates experiences and measures performance).

Develop relationships with C-suite, finance and sales (CFO, CRO, CEO) via internal working groups that support BDX goals and demonstrate how BDX pays off. Using the VALUE framework can build trust in the C-suite. As further

support, research by McKinsey found that CEOs who leverage marketing and branding as top growth levers are about two times more likely to drive topline growth above 5%.

Use shared language with the CFO/finance team, focusing on robust proof points that minimize risk. Develop shared “money metrics” that prove the value of BDX to financial teams.

Find “one goal to rule them all” to unify marketing and sales teams toward a common approach. Close alignment can pay off; buyers exposed to marketing within 30 days before receiving sales outreach are much more likely to respond, according to research by the B2B Institute.

CEOs who **prioritize marketing** in their growth strategy are **twice as likely** to achieve annual growth of **more than 5 percent** compared to their peers.

Source: Drive outside growth with clear CEO–CMO partnerships, McKinsey, 2023.

Pillar 2

Investment planning and prioritization: Strike a balance between brand marketing and demand generation

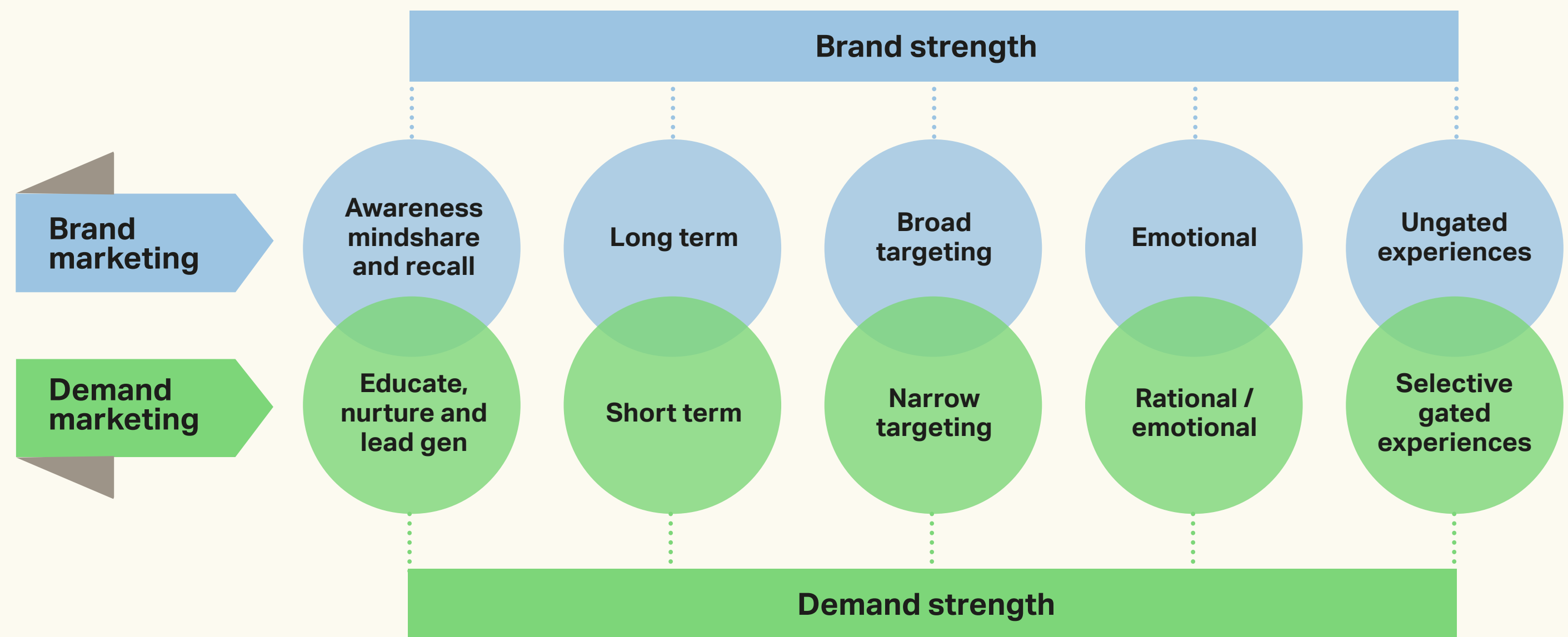
Alignment between branding and demand campaigns is critical. Key action steps include:

Unify brand and demand budgets. When brand spending and demand spending live in different parts of the organization, marketing effectiveness, return on ad spending (ROAS) and return on marketing investment (ROMI) are all reduced.

Invest in brand marketing to drive awareness, trust, consideration and share of voice. More than 6 in 10 B2B marketing leaders say their company has increased spending on brand awareness. Moreover, campaigns that carry a “Promise to the Customer” have been shown to correlate to increases in market penetration and market share.

Connect branding activities with demand-side initiatives. For example, brand marketing activities aimed at awareness, mindshare and recall should be synced with demand marketing that serves to generate and nurture account-qualified leads (AQLs).

Strike a balance between brand and demand



Stein IAS, "Unifying Brand to Demand: The Future Model," 2024.

Pillar 3

Creativity and experience: Tell a unified brand story across the funnel

To effectively reach both current and future customers, B2B marketers should tell a single connected brand-to-demand story. Here's how:

Connect the dots. Map messaging narratives against funnel stages, so there's consistency and flow as buyers move from awareness toward consideration and purchase.

Use a mix of emotional and rational content. Emotional strategies are effective across every stage of the B2B purchase journey, from increasing price premiums to closing deals. Moreover, 69% of B2B marketing leaders believe that B2B purchasing decisions are just as emotionally driven as B2C decisions.

Invest in a creative platform. This will ensure creative and design are unified across all touchpoints and will enable B2B companies to dynamically apply big-burst brand campaigns, always-on

"aircover" brand campaigns and always-on demand campaigns.

Use a "Big Long Idea" to guide creative across the funnel. A Big Long Idea is one that is big enough to communicate an offering—whether at the brand level, product level or vertical market level—to all audiences at all funnel stages.

Establish connection points. These links define the point where the journey and experience connect to the next stage, and they extend across message/narrative, channel/ad formats, content themes/assets, creative/design and digital touchpoints. They are the critical links from brand to demand (see page 19).

B2B marketing "creative confidence" soaring

82%

of B2B marketing leaders globally say B2B "creative confidence" is growing

81%

believe B2B brands are producing creative campaigns that rival consumer brands

69%

agree that B2B purchasing decisions are just as emotionally driven as B2C

LinkedIn, 2023

Pillar 4

Media and channels: Nurture current and future buyers with integrated brand-to-demand campaigns

Once the brand-to-demand story is unified, it's important to also integrate brand and demand campaigns across channels and touchpoints.

Here are some key considerations:

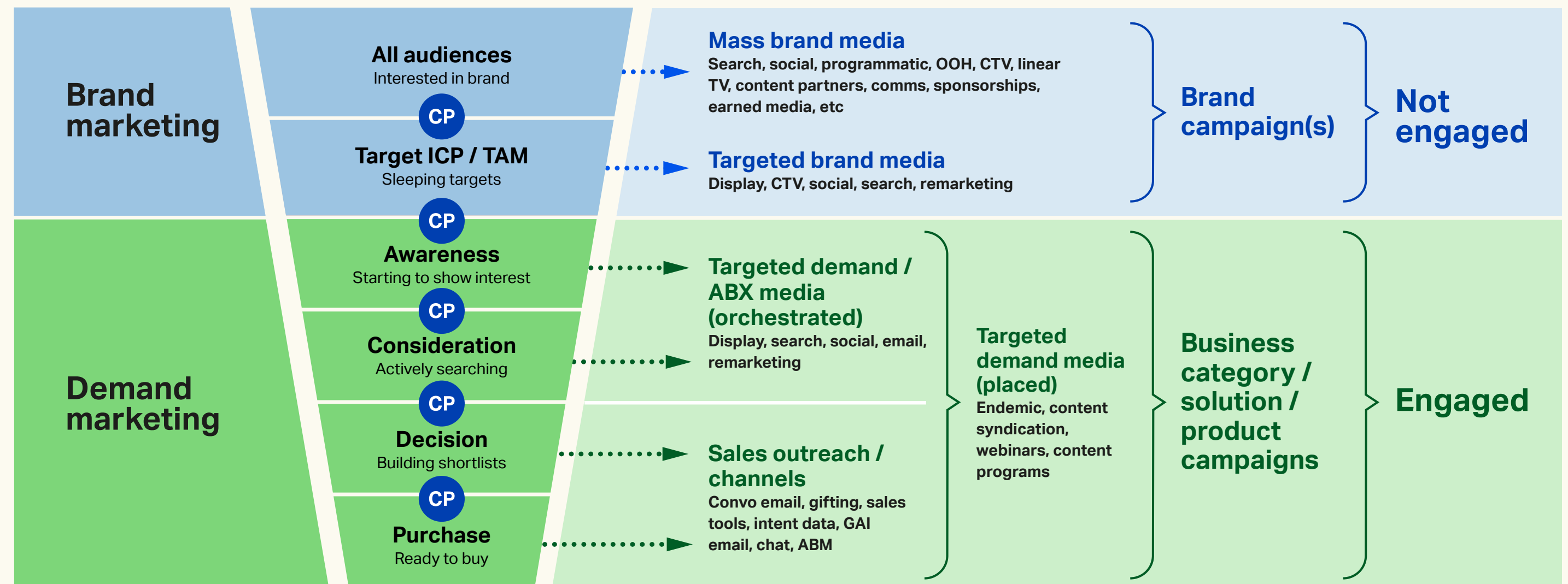
Use both **mass brand media** (search, social, TV, content partnerships, etc.) and **targeted brand media** (display, CTV, etc.) to reach buyers who are not yet engaged.

Layer always-on and targeted campaigns at funnel stages. Brand campaigns will be "always-on," while the demand side will see more dynamic experiences based on inputs like intent data and granular client profiles.

Use targeted demand media and ABX media for awareness and consideration. These campaigns—across display, social, email and remarketing—reach the buyer who is starting to become engaged.

Sync up with sales for campaigns at the decision and purchase stages. This is where tactics like conversational emails, gifting, and chat come into play, in addition to targeted media placements that promote content programs and webinars.

The BDX media channel planning model



Stein IAS, "Unifying Brand to Demand: The Future Model," 2024.

Pillar 5

Tech, data and platforms: Use technology to seamlessly and dynamically deliver the right assets at the right time

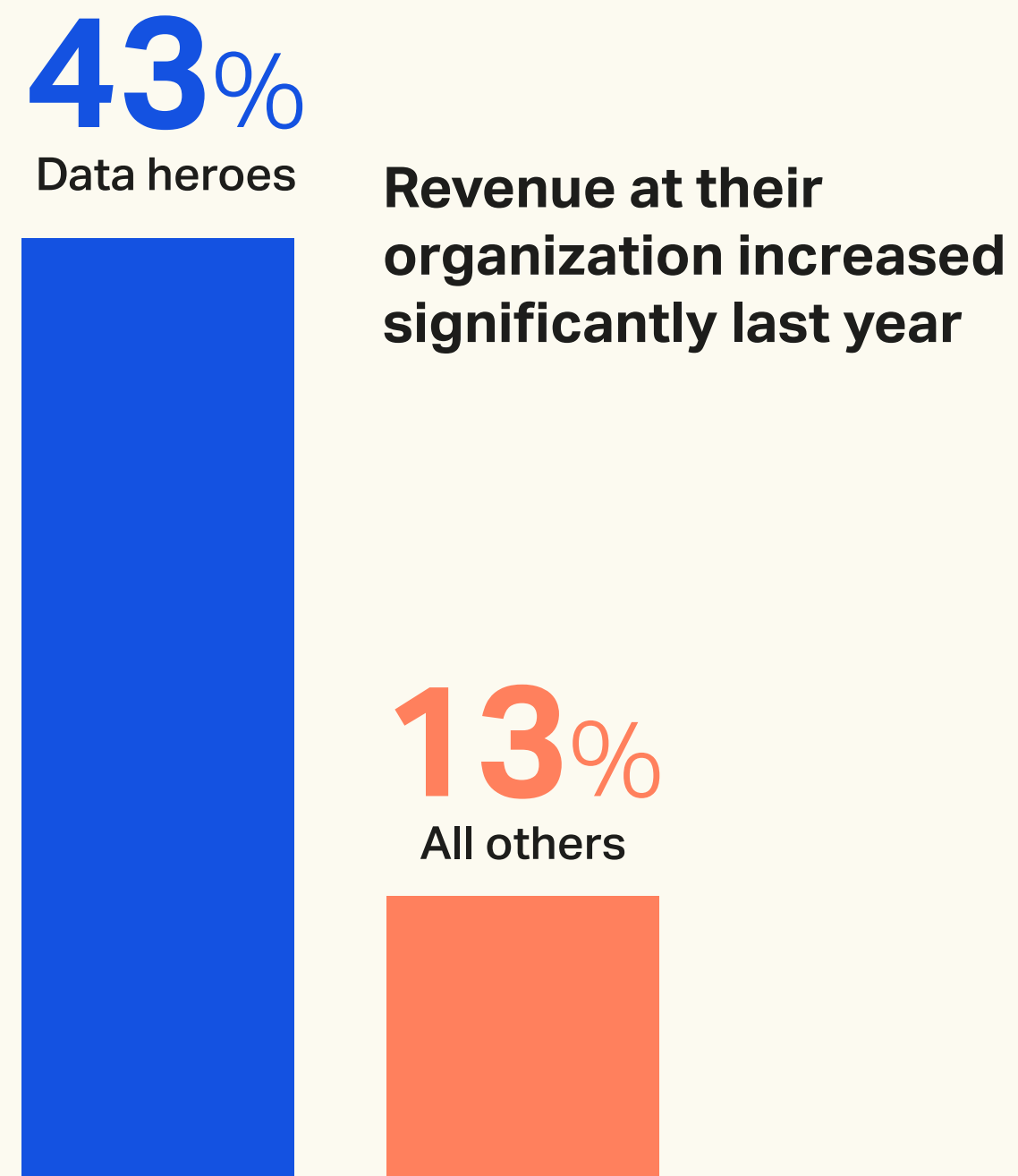
Technology platforms and data management systems are critical to the BDX model. Elements of a strong approach include:

Make data a habit. Just 25% of B2B businesses use data weekly to understand customer needs, while 9% say they never use data at all.

Use data across the funnel. Leverage consistent data strategies and platforms for both brand and demand audience activations across media.

Partner with orchestration platforms to enable effective targeting and ad/message delivery. These platforms allow companies to coordinate their marketing activities, campaigns and customer programs for always-on brand and demand activities.

B2B marketers that use the right data for targeting saw a significant increase in revenue



Data heroes: Marketers who identified as utilizing the right data to convert audiences.



Anteriad, "2023 Marketing Data Impact Report," 2023

Pillar 6

Measurement and effectiveness: Demonstrate how a full funnel approach contributes to higher ROI

An effective measurement system helps companies understand how their marketing activities are performing throughout a customer’s journey. Here’s what to do:

Root every campaign in clear brand and demand objectives. Measure the impact of brand strength on demand strength and vice versa, and ensure that brand-level metrics communicate real marketing impact.

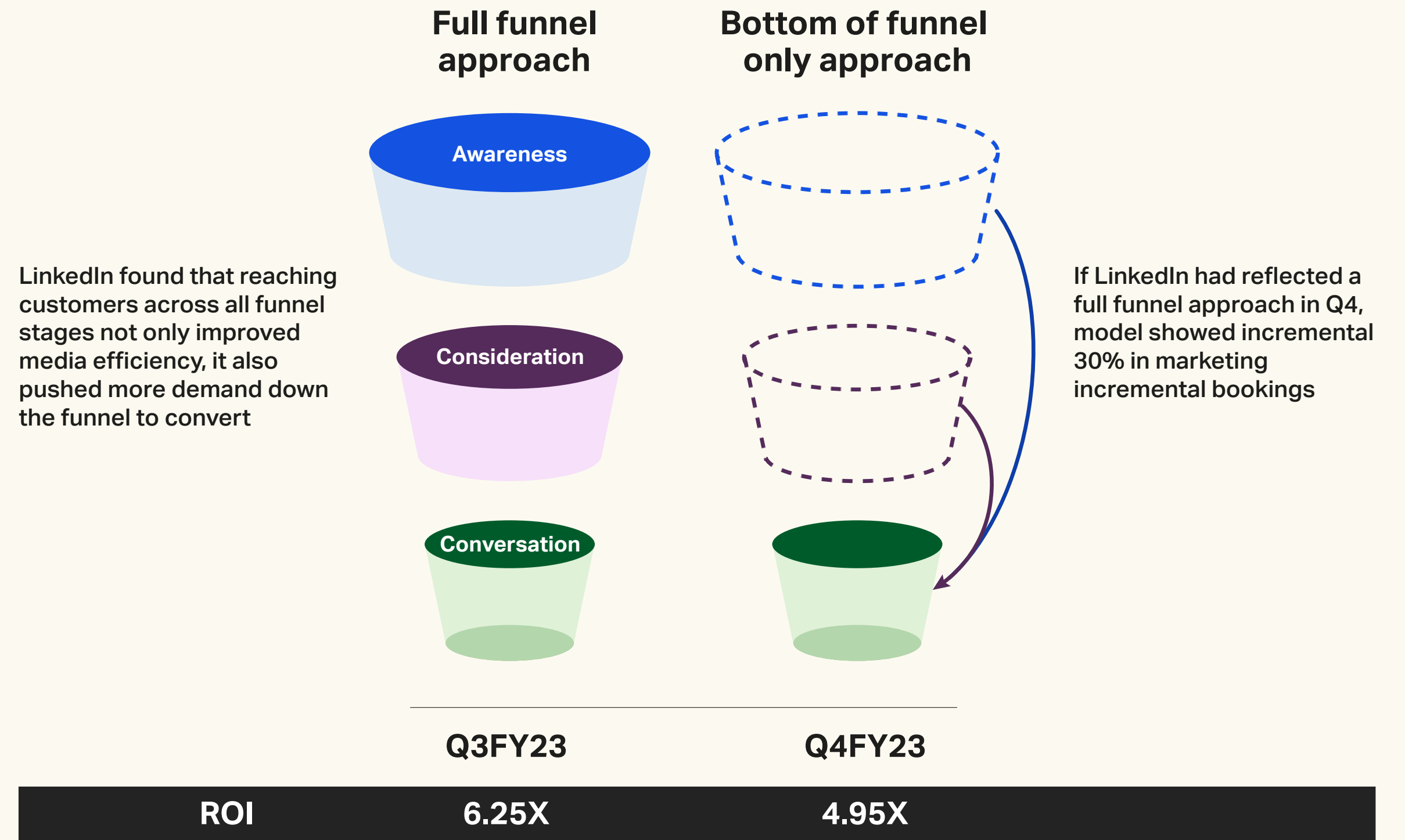
Set definitive “money KPIs” throughout the funnel. These KPIs should show clear accountability for specific marketing activities.

Use more than just demand metrics. These capture the middle / end of a purchase journey and don’t account for valuable early-stage touchpoints that can move the buyer toward a decision.

Employ marketing mix models, incrementality testing and modeled (multi-touch) attribution. Using these approaches can help B2B marketers determine how marketing investments drive business results across the funnel.

MMM results helped LinkedIn make the case for a full-funnel approach

When budget was shifted to only bottom of funnel investment, LinkedIn identified an incremental drop in ROI.

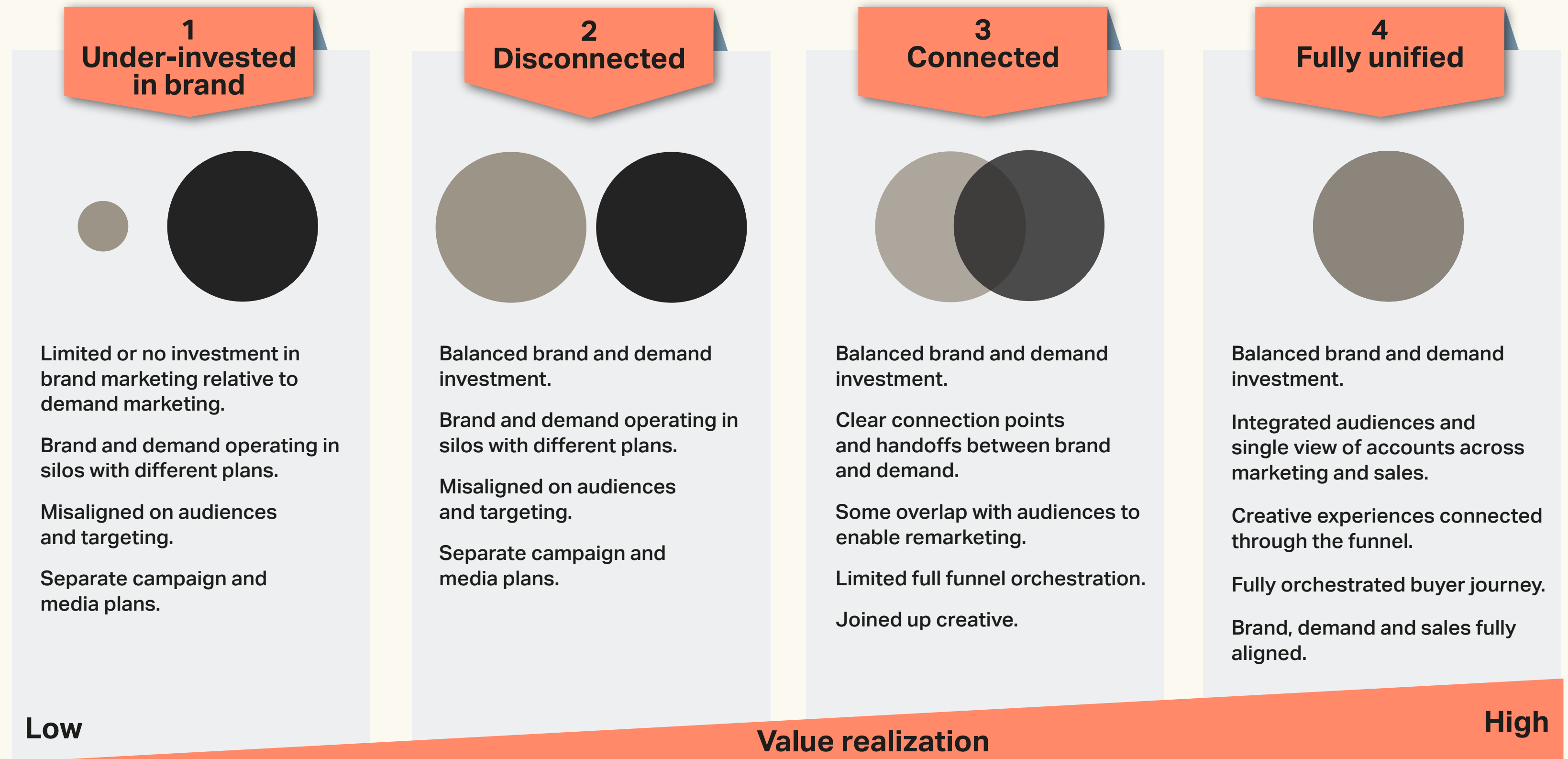


LinkedIn Marketing Solutions, 2023

Benchmarking progress: The BDX maturity scale

Implementing the BDX model is an exercise in change management – changing the way marketing works, changing views of colleagues from the CRO to the CFO, harmonizing messaging and creative platforms, identifying and aligning on joined-up KPIs. It is a multi-stage process, the value of which can be validated and fully realized over time.

By using the BDX maturity scale, B2B marketers can assess their current state and develop plans to fully unify brand and demand.



Stein IAS, "Unifying Brand to Demand: The Future Model," 2024.

Industry point of view

“We’re estimating that marketing impact on revenue potential is something in the 10% range and we believe that we can and should be more in the 25-30% impact range. We’ve spent the last 12 months really honing our analytics so that they are more integrated with the way pipeline is calculated so that there’s a clearer correlation... it’s helping to demonstrate how the

marketing strategy is integral to the business strategy.

Nicole Huynh

Growth Marketing Leader
BNY Mellon



“The stronger the brand and the more you unify your brand to demand, the more it will drive lower-funnel performance.

Marc Keating

Chief Innovation Officer
Stein IAS



“[Brand and demand] have to be best friends. They make up somebody’s entire experience with your company. Demand has a tighter link to sales. But the brand must have the pulse of the market. It should all come together in a strong synergy.



Elizabeth “Bess” Creech

Director of Digital,
Americas & Brand Advertising
SAS

“Arbitrarily assigning brand and demand budgets just doesn’t work. You want to first figure out what you’re trying to accomplish. Start by asking: ‘Do we have an awareness problem? Is there a perception problem? Or is there a conversion problem?’ If you don’t create more demand upstream, then you cannot capture it efficiently downstream. It’s about distributing the media budget throughout the funnel. It requires holistic planning and the right measurement systems to understand what really drives incremental business growth.



Paolo Provinciali

VP - Marketing Growth,
Performance, and Operations
LinkedIn

Chapter takeaways

1 Six pillars support the effective implementation of the BDX model

B2B companies should focus on closing the brand / demand gaps across **organizational teams and processes; investment planning; creativity; media and channels; tech, data and platforms; and measurement.**

2 Internal alignment creates the foundation; integrated messaging and campaigns tell a unified story

Within the organization, **breaking down corporate silos and speaking the language of C-suite and the finance team** will help pave the way for success. When it comes to marketing initiatives, companies should aim to **unify brand and demand budgets toward a common goal** and tell a single brand story across channels and funnel stages.

3 Orchestration platforms and business-level metrics pave the way to better outcomes

Companies that **orchestrate brand-to-demand campaigns and identify when buyers move from one funnel stage to the next will find it easier to deliver always-on campaigns.** If those campaigns are grounded in metrics that show revenue impact, there's a better chance of evidencing positive business-level outcomes.

Case study

S&P Global

Integrated creative platform drives brand lift and marketing-attributed revenue



Strategy:

- Using a cross-enterprise team of brand and product marketing experts, S&P created an integrated marketing platform that enabled it to go to market for the first time with a fully unified campaign that seamlessly worked across the customer journey.
- The campaign ran globally, leveraging a multimedia strategy including TV, print and digital. Once the campaign idea was seeded through brand and thematic executions, S&P introduced content-led demand-generation activities including digital display ads, a six-part video interview series, and organic social media.

Outcome:

- Achieved double-digit brand lifts, surpassing industry benchmarks in Aided Ad Awareness (+17), Consideration (+24), Favorability (+21) and Familiarity (+26).
- Content-led demand activities outperformed expectations, with digital ads achieving nearly 5% better results than standard display ads, and video interviews on social media yielding the highest engagement at 10.2%.
- Data from divisional campaigns shows an increase in marketing-driven NBS revenue at one-half the previous budget.
 - **10X** increase in Contracts / Registrations.
 - **2.5X** increase in ROI.

Key takeaways:

- A cohesive and integrated marketing approach across the enterprise significantly enhances brand metrics, engagement and ROI.
- Utilizing diverse media, including TV, print and digital, can effectively amplify campaign reach and resonance, leading to substantial increases in all KPIs.
- Content-driven strategies, particularly those highlighting thought leadership and expert insights, can dramatically boost engagement and drive funnel.

Case study

LinkedIn

Modeling and measurement reveals full-funnel advertising drives higher ROI than a demand capture approach



Strategy:

- LinkedIn sought to identify the ideal brand-to-demand balance and mix allocation to drive incremental value.
- Believing in the power of data, LinkedIn built a trifecta measurement strategy that included Media Mix Models, Incremental Testing and Attribution.
- MMM results showed that a full-funnel advertising approach led to a higher ROI than a demand capture approach.
- Incrementality testing validated MMM results and built confidence in its strategy.
- The team is now developing Modeled Attribution to get a more timely and granular view of performance.

Outcome:

- With a sophisticated measurement strategy in place to guide channel mix decisions, LinkedIn was able to generate:
 - **4% Uplift** in US Bookings
 - **8.7% Uplift** in UK Bookings
- The results allowed the marketing team to double their media spend on the program for the following six months.

Key takeaways:

- Investing in high-quality measurement provides valuable insights to shape business strategy.
- Using a combination of measurement tools helps validate hypotheses and results in stronger business decisions.
- By investing in Brand to Demand and full-funnel marketing, LinkedIn was able to increase the ROI of its media efforts which resulted in better deployment of their resources along with the ability to increase future media investment.

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At WARC, our purpose is to save the world from ineffective marketing by putting evidence at the heart of every marketing decision.

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Today, we help 75,000+ marketers across 100+ countries. Our clients include the world's leading brands, advertising and media agencies, media owners, research companies and universities – including the top-five largest agency groups and top-five largest advertisers in the world.

Learn more about WARC Advisory [here](#).

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Learn more about Stein IAS [here](#).

