

EPIISODE
04

**THE BRAND
BUILDER'S**
PLAYBOOK

THE SCIENCE OF BRAND ROI:

**MEASURING WHAT
MATTERS**

HOSTS



JIM
STENGEL

In October 2008, Jim Stengel shocked the marketing world by leaving his prestigious role as Global Marketing Officer at Procter & Gamble, one of the most admired brand building companies in the world. This bold move was Jim's first step on a new mission to share his passion for growing business through a focus on higher ideals.

To continue on his mission, Jim has embraced a variety of exciting roles: President/CEO of The Jim Stengel Company, LLC, host of The CMO Podcast, Author of *Grow: How Ideals Power Growth & Profit at the World's Greatest Companies* *Unleashing the Innovators: How Mature Companies Find New Life with Startups*, Adjunct Professor at Kellogg, Northwestern, speaker with the Washington Speakers Bureau® Advisor to several companies.

x **JIM STENGEL**
COMPANY



RYAN
BARKER

Ryan Barker is the founder of BERA.ai, and is known as the “Alchemist of Brand Equity” for his ability to turn the emotional power of brands into measurable business performance. After 15 years in brand consultancy at WPP, Ryan grew frustrated by vanity metrics that won awards but failed to drive business outcomes. He saw marketers losing credibility, chasing short-term sales while neglecting long-term brand value.

Out of that conviction, he launched BERA.ai—the world's first real-time brand intelligence platform connecting brand equity to business results. Today, leading brands and private equity firms rely on BERA to predict performance, guide investment, and protect their most valuable intangible asset: their brand. Blending analytical rigor with creative empathy, Ryan's mission is simple: what gets measured, gets valued—and what gets valued, gets protected.

x **BERA.ai**



CAIT
LAMBERTSON

Cait Lambertson, MBA, PhD is the Alberto I. Duran Presidential Distinguished Professor of Marketing at the Wharton School. Her research covers a wide span, ranging from studies of the sharing economy, empathy in health care settings, to end-of-life decision-making. New work explores the concepts of marketplace dignity, identifying practical means by which firms can design in ways that affirm and respect individuals' inherent worth. In recognition of her research contributions, Lambertson was named a Marketing Science Institute Scholar and received the American Marketing Association's Erin Anderson Award, which is given annually to the field's top female scholar and mentor. Her work has received the Association for Consumer Research's Early Career Award, the Shelby D. Hunt/Harold H. Maynard Award for contribution to marketing theory, the Kinnear Award for contribution to the understanding of marketing and public policy, and EBSCO's Award for Responsible Research in marketing. She currently serves as an Associate Editor for the *Journal of Marketing* and the *Journal of Consumer Psychology*.

x **Wharton**
UNIVERSITY OF PENNSYLVANIA

TODAY'S GUEST

Raja Rajamannar is chief marketing and communications officer for Mastercard and serves as a member of the company's Executive Leadership Team and Management Committee. Over the past decade, Raja has transformed Mastercard into one of the fastest growing brands in the world. At the helm of the iconic Priceless platform, he and his team are on the cutting edge of experiential, multisensory marketing for consumers and customers alike. Raja has extended the reach and impact of the brand by embracing artificial intelligence and Web3 technologies while pioneering new standards in inclusive design.



RAJA
RAJAMANNAR

Raja's leadership has propelled Mastercard to one of BrandZ's most valuable global brands, the world's No. 1 audio brand five years in a row, as well as accolades from Disability:IN, Fast Company, Cannes Lions and other prestigious organizations. ***The transformative work led by Raja at Mastercard has been developed into case studies at both Harvard Business School and Yale School of Management.***

A Wall Street Journal-bestselling author, Raja is a frequent speaker and media commentator. His book, "Quantum Marketing: Mastering the New Marketing Mindset for Tomorrow's Consumers," has become a touchstone for marketing leaders and academics around the world, and is now available in 11 languages.

Raja has deep business management experience, leading large revenue-driving organizations throughout his career. This has provided a critical foundation for ensuring marketing is a force multiplier for growth. Prior roles include president of healthcare at Mastercard, chief transformation officer for health insurance firm Elevance (formerly Anthem) and chief innovation and marketing officer for Humana. He held senior management roles with Unilever and Citibank. Recently inducted into the Marketing Hall of Fame and Forbes' CMO Hall of Fame, Raja has been recognized as one of Business Insider's Most Innovative CMOs seven times. He was also named WFA Global Marketer of the Year, Advertising Person of the Year by The Ad Club of New York, Adweek's Brand Genius, Billboard's Top Branding Power Player and Fashion Group International's Tech and Brand Innovation Award recipient, among many other recognitions. He is president of the World Federation of Advertisers (WFA) and on the boards of the Association of National Advertisers (ANA), The Ad Council and Yale School of Management Consumer Insights Council. He serves on the board of PPL Corporation, a U.S. Fortune 500 company (NYSE: PPL), New York City Ballet, Cintrifuse, and not-for-profit Bon Secours Mercy Health.

Originally from India, Raja received his bachelor's degree in chemical engineering from Osmania University and Master of Business Administration from the Indian Institute of Management in Bangalore. He currently resides with his wife and younger son in the United States.

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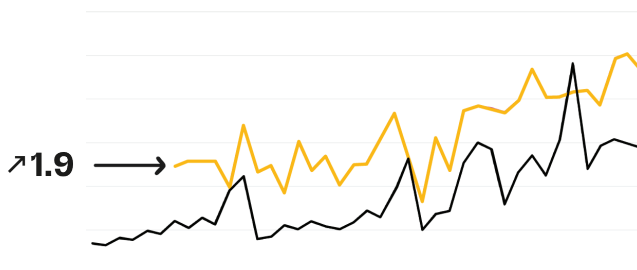
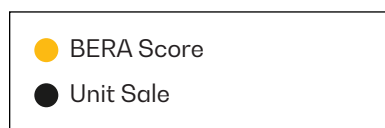
MEASURING WHAT MATTERS

Enough with the vanity metrics—what actually proves brand ROI? CMOs are constantly challenged to prove brand spending's impact on revenue. In this episode, we explore real-world strategies CMOs use to connect brand investment to business outcomes, win over CFOs and CEOs, and translate brand equity into stock performance and investor confidence.

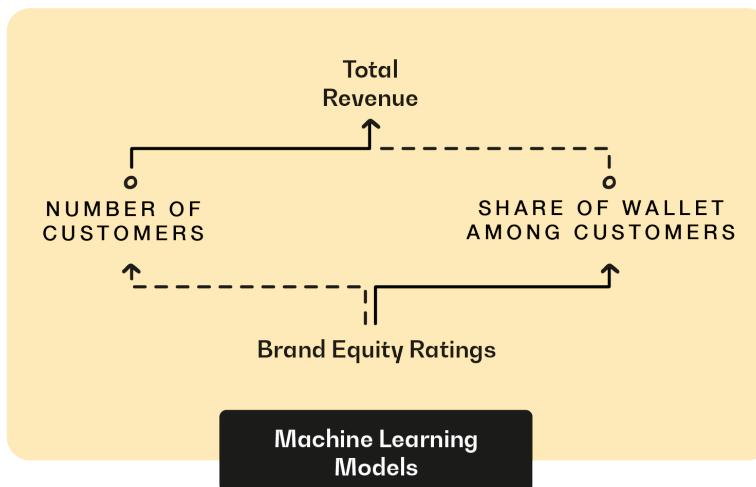
HOW DOES BERA.AI HELP BRANDS MEASURE WHAT MATTERS?

BERA.ai empowers CMOs to go beyond vanity metrics and tie brand health directly to financial performance:

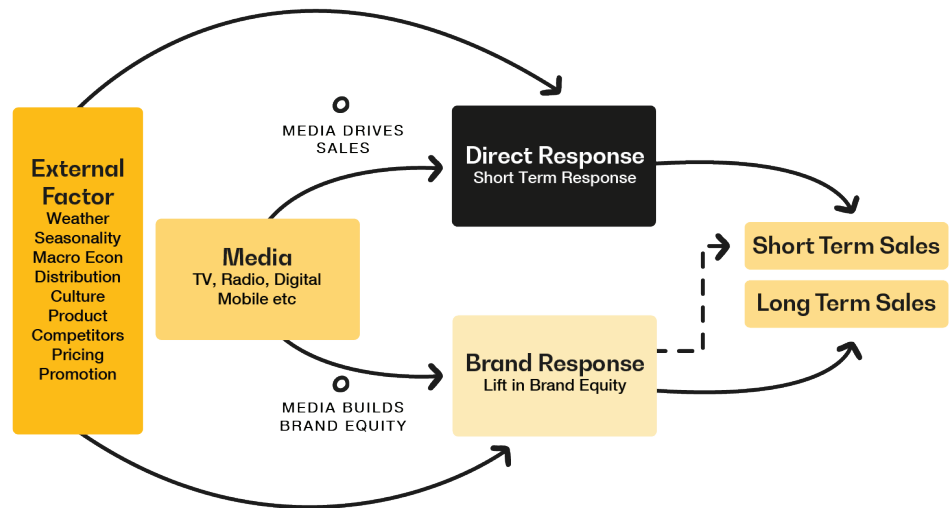
01. Brand-to-Business Time Series—Demonstrate the lag effect and elasticity of brand in driving performance.



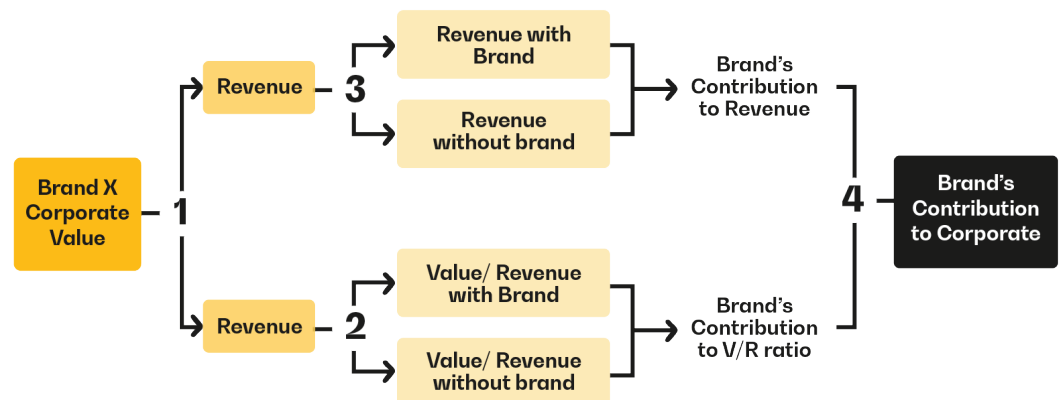
02. Cross-Sectional Analysis—Compare performance across brands within a category.



03. Media Mix Modeling (MMM)—Validate brand's contribution to short-term sales. On average, BERA data shows that 5–25% of sales are driven by brand—a reality most marketers underestimate.



04. Brand Valuation—Showcase how brand value can be quantified and tied back to financial performance.



HOW DOES MASTERCARD APPROACH ROI?

They established a 3-Dimensional ROI Framework for evaluating marketing effectiveness:

01. Is marketing strengthening my brand for attributes I care about?

02. Are campaigns advancing/increasing revenue through acquisition, upselling and retention?

03. Is marketing building a sustainable competitive advantage?

These were matched with robust KPIs, tracked through analytics and real-time data.

**BIGGEST
MISCONCEPTION
ABOUT BRAND
ROI AND ALL OF
MARKETING**

Non-marketers often believe they know how marketing should be run—judging campaigns as if marketing were just common sense or personal preference.

Board members (often without marketing backgrounds) underestimate the complexity and rigor behind marketing strategies and ROI measurement.

Calls to revive old or familiar campaigns (e.g., Priceless) overlook the risk of staleness and consumer disengagement.

Some assume marketing impact is subjective, when in fact ROI can and should be demonstrated with data, analytics, and quantitative results.

The misconception that agencies “just do it” underestimates the strategic planning, testing, and analysis involved in marketing.

**CEO, CFO & CMO
RELATIONSHIP**

Raja built a joint reporting structure where a marketing finance lead reported to both him and the CFO. This ensured shared ownership of ROI and mutual accountability.

**GETTING BOARD
BUY IN*****To educate non-marketing-savvy board members, Raja:***

Created interactive marketing demos during board meetings.

Provided contextualized updates through storytelling and video.

Used data to challenge outdated opinions and build credibility.

**WHAT SHOULD
MARKETERS BE
DOING, LEARNING,
OR UNLEARNING?**

Have confidence in
yourself.

Think of it as a
campaign.

If not very conversant
with numbers or
financials, have a right-
hand person who can
crunch numbers and
talk the language of the
CEO and CFO.



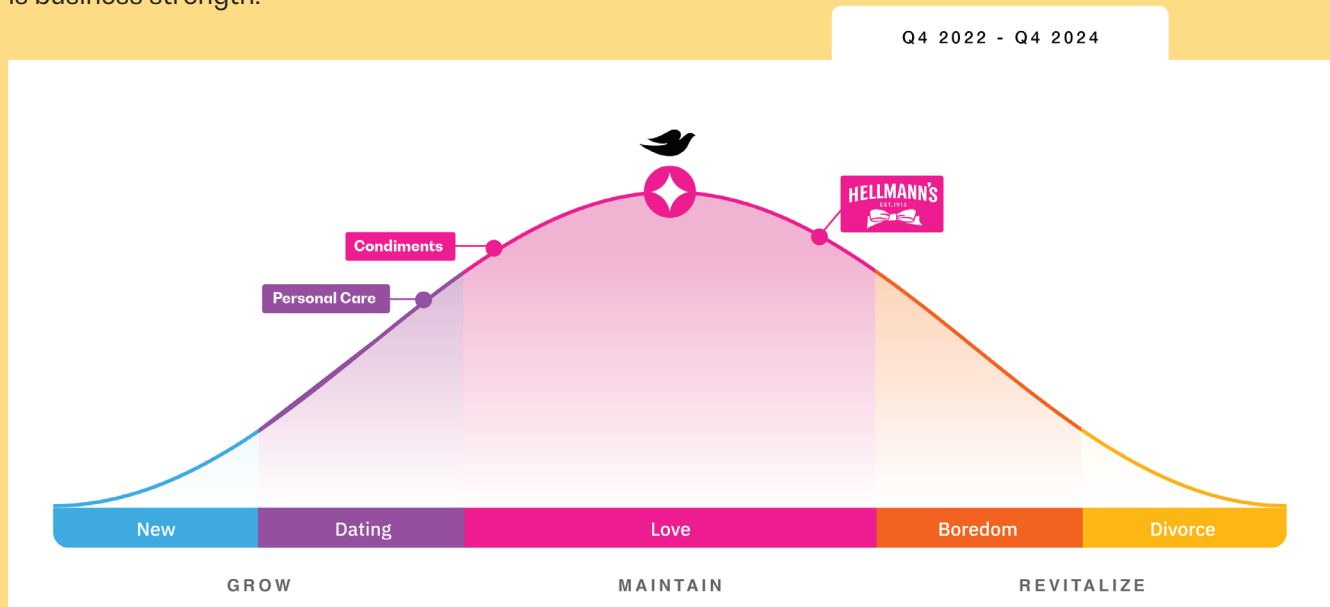
Enough with the vanity metrics—what matters is connecting brand investment to real business outcomes.

**RYAN
BARKER**

Playbook Proof

This is where theory meets tangible results. In this section, we showcase a key visual directly from the BERA platform—the hard data and actionable insights that prove the value of the strategies discussed in this week's episode.

On the show, we chatted about Unilever's response to investor criticism in 2022. The company produced data after the criticism to showcase that brand strength is business strength.



Dove and Hellmann's have significantly more brand equity than the average of their peer's respective categories.

Dove is ranked in the 93rd percentile in purpose AND significantly outperforms peers on being a more purposeful brand.

● Purpose Score



Q4 2022 - Q4 2024

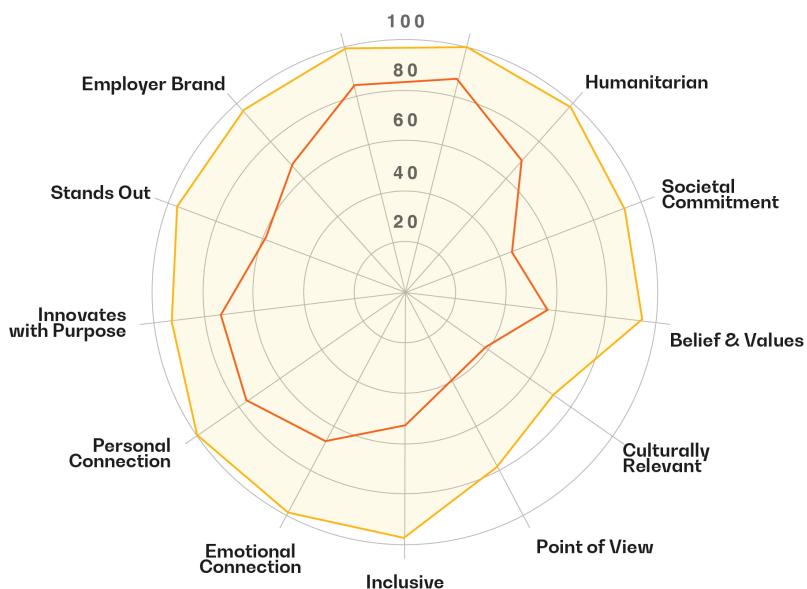
Playbook Proof

CONT.

This is where theory meets tangible results. In this section, we showcase a key visual directly from the BERA platform—the hard data and actionable insights that prove the value of the strategies discussed in this week's episode.

BERA measures purpose across 13 key attributes. Dove significantly outperforms its peers across all attributes.

- Dove
- Personal Care Average



COMMON MISTAKES TO AVOID

- | | | |
|-------------------------------------|----------|---|
| Using Fluffy Metrics. | —————→ ○ | Metrics like impressions or awareness without context can appear “soft” or evasive to the C-suite. |
| Failing to Involve Finance. | —————→ ○ | Keeping finance at arm’s length breeds skepticism. Involve CFOs early to co-create ROI frameworks. |
| Overreliance on Short-Term Metrics. | —————→ ○ | Solely focusing on performance marketing undercuts long-term brand building. Raja stressed balancing short-term KPIs with long-term brand reputation metrics. |
| Neglecting Internal Education. | —————→ ○ | Board and executive teams often lack marketing literacy. Ignoring this gap leads to misunderstanding or underinvestment in brand. |
| Treating Purpose as Philanthropy. | —————→ ○ | Without tying purpose to business outcomes, efforts risk being viewed as cost centers. Raja emphasized clear ROI for every social initiative. |

EPIISODE TAKEAWAYS

Speak the Language of the CFO and CEO: Marketers must align with business leaders by using financial language and metrics they understand. Building credibility means translating brand outcomes into ROI frameworks that resonate with the C-suite and board.

ROI Isn’t Just One Metric: Effective brand measurement spans three dimensions: strengthening brand attributes, driving business growth (e.g., acquisition, retention, cross-sell), and building sustainable competitive advantage.

Purpose and Profits Can Coexist: When executed strategically, purpose-driven marketing can deliver tangible ROI. MasterCard’s Stand Up To Cancer initiative, for example, has yielded both social impact and long-term market share growth.

Purpose and profit are not mutually exclusive. If you can connect it back to business, profits will follow.



CONTACT

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your playbook!**

SHARE

**Your thoughts &
questions on our
social posts!**

LISTEN

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at BERA.ai/podcast**

Podcast
produced by:

