

EPIISODE  
**07**

**THE BRAND  
BUILDER'S  
PLAYBOOK**

**SMART SPEND:**

**MASTERING  
MARKETING MIX  
FOR MAXIMUM  
IMPACT**

# HOSTS



**JIM**  
STENDEL

**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 STENDEL**  
COMPANY



**RYAN**  
BARKER

**Ryan Barker** is the founder of BERA.ai, and is known as “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



**DAMON**  
BERGER

Damon Berger is a senior digital media executive and transformation leader with deep expertise in marketing, partnerships, content, and technology. He is currently Head of Consumer Digital Engagement at Gap Inc., where he is reimagining how the company connects with customers across its portfolio of iconic brands.

Damon's career spans leadership roles at Spotter (EVP of Partnerships), WildBrain (CMO), Mattel (Head of Digital Engagement), and Fullscreen (VP of Global Strategic Partnerships). He has also driven digital strategy at Disney, 20th Century Fox, and co-founded the Emmy-nominated online network *What's Trending*.

Beyond his corporate work, Damon serves on the Advisory Board for Protect Our Winters and mentors startups through Techstars. He is a graduate of the University of Massachusetts, Amherst.

x

**GAP  
INC.**

## 07

# MASTERING MARKETING MIX FOR MAXIMUM IMPACT

Not all metrics are created equal. Understanding which brand equity, positioning, and activation metrics should be included in your media mix modeling can make or break your strategy. Damon shares how marketing leaders can prioritize high-ROI audiences, suppress rejectors to maximize efficiency, and reduce wasted spend while strengthening brand love. Damon shares how advanced media mix modeling ensures every marketing dollar delivers measurable business results.

### WHAT'S THE DIFFERENCE BETWEEN MARKETING MIX MODELING AND MEDIA MIX MODELING?

**Marketing Mix Modeling** – A data-driven method that analyzes all major growth drivers (price, product, promotion, distribution, brand equity, seasonality, economy, etc.) to understand how each factor contributes to sales and long-term brand value. It's broad, strategic, and helps guide overall marketing investment decisions.

**Media Mix Modeling** – A narrower analysis that looks only at paid media channels (TV, digital, social, print, etc.) to measure and optimize how ad spend across those channels drives short-term sales or conversions.



## *The MMM is really a scorecard on how you're doing with your consumers.*

**DAMON  
BERGER**

### **WHAT'S GAP'S METHODOLOGY ON USING MMM AS MORE THAN A FINANCE TOOL?**

Damon views Marketing Mix Modeling as more than a CFO's dashboard. For him, MMM is a scorecard on consumer health—a way to understand which channels and messages drive true brand connection, not just sales. ROI and profitability are important, but the ultimate metric is whether the consumer feels stronger engagement with the brand.

### **HOW DOES GAP PRIORITIZE HIGH-ROI AUDIENCES?**

MMM doesn't directly optimize by audience, so Damon combines platform intelligence (TikTok, Meta, etc.) with first-party customer data and site behavior. This blended approach allows Gap to prioritize audiences with the highest potential ROI, while suppressing spend on "rejectors" unlikely to engage. The result: reduced waste and increased efficiency across the portfolio.

### **HOW DOES BERA TAKE AUDIENCE ROI INTO CONSIDERATION WITHIN MMM?**

BERA.ai pinpoints high-value audiences - those predisposed to choose your brand - using brand equity, purchase intent, share of wallet, and real behavioral signals. With over a decade of data from 5,000 brands, our custom-built segments help you reach brand loyalists, engage prospects, suppress rejectors, and drive measurable growth.

By feeding brand metrics directly into MMM, you can now do three things you couldn't before:

#### **01. Quantify the brand's multiplier**

The model will tell you, "A point of improvement in Brand Trust is worth X% lift in overall marketing ROI."

#### **02. Simulate the trade-offs**

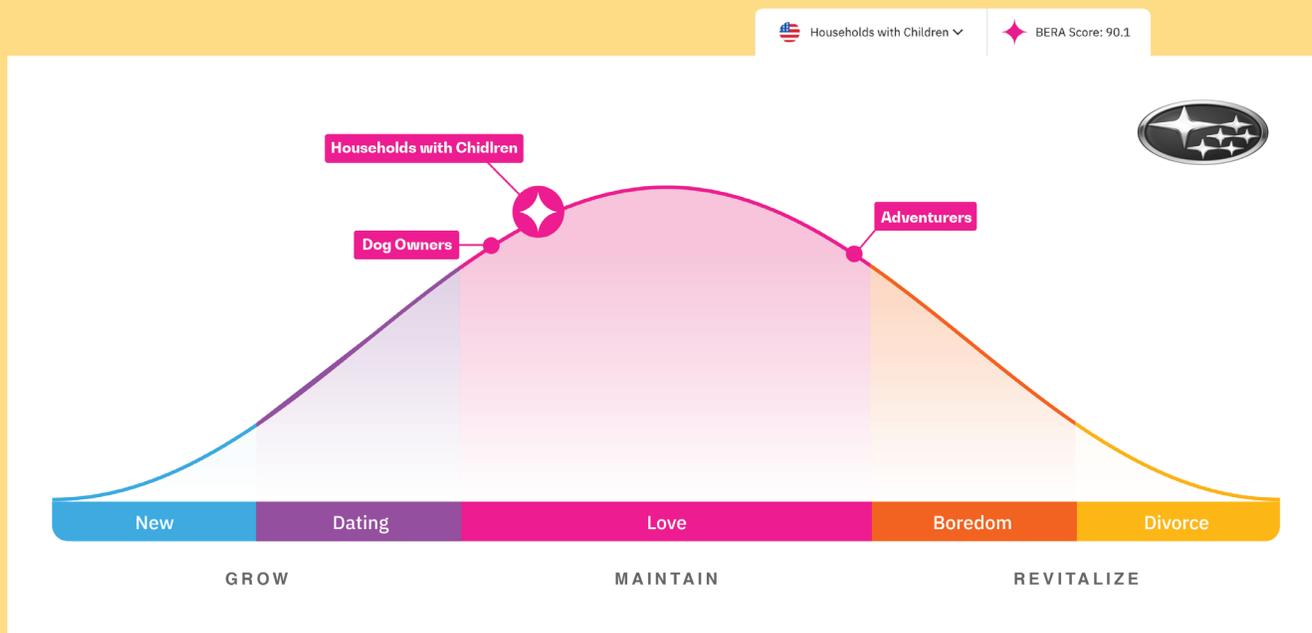
You can show what happens if you cut brand spend vs. invest more in it. You'll see the short-term vs. long-term impact side-by-side.

#### **03. Align finance and marketing**

Instead of debating whether brand is "worth it," you're debating how much return you want from it.

# 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.



Subaru knows exactly who their audience is... families, pet owners, adventurers. And they have excelled at positioning their brand to these users. In the BERA data, we see that while Subaru has a great BERA score among the total population, they excel even further for these specific audiences—dog owners, families with children.

While the total population might love Subaru, the data shows that 46.2% of the population are rejectors of the brand while just 38.6% of households with children are rejectors.



***If we starve the upper funnel, the lower funnel starves too.***

**DAMON  
BERGER**

# COMMON MISTAKES TO AVOID

Over-Indexing on ROAS Alone.



CFOs love ROAS, but if you only chase short-term returns, you enter the “doom loop”—spending more for diminishing results while starving the brand fuel that drives performance.

Neglecting Brand DNA.



Damon’s playbook shows that returning to your brand’s authentic DNA (Gap with music and culture, Banana Republic with adventure) is critical. Without it, even the most advanced models can’t save a hollow strategy.

Using MMM as the Only Compass.



MMM is powerful but limited—cadence, lagging data, and blind spots mean it should guide but not dictate. Integrating MMM with cultural signals, consumer feedback, and competitive context ensures decisions are future-proof, not just backward-looking.

## EPIISODE TAKEAWAYS

MMM isn’t about spreadsheets; it’s about whether your marketing truly resonates with people and builds brand love.

Champion a culture of curiosity.

Short-term wins mean little without long-term equity. Treat brand investment as an asset that amplifies efficiency across the funnel.

Revenue follows relevance. Lean into authentic cultural connections, creative content, and brand DNA to maximize every marketing dollar.



***Brand isn’t cute—it’s an asset. It must be integrated into your models to optimize both short- and long-term results.***

**RYAN  
BARKER**



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your playbook!**

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questions on our  
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