

Executive Guide: From Metrics to Growth

How to Evaluate Marketing Performance That
Drives Real Business Results



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Introduction

Most marketing reports answer the wrong question.

They show:

- Impressions
- Clicks
- Followers

But leadership is asking: **“What is this doing for the business?”**

This guide provides a clear framework to shift from activity-based reporting to impact-driven marketing; so every campaign can be evaluated, optimised, and scaled with confidence.

The Three Questions Every Executive Must Ask



These three questions form the foundation of high-performing marketing organisations.

1. What business problem are we solving?

Marketing must start with a defined business objective, not a tactic.

Examples:

- Low customer acquisition → Demand generation campaign
- Poor conversion → Funnel optimization initiative
- Weak brand recall → Strategic awareness campaign

Executive Check:

- Is this campaign tied to a real business constraint or opportunity?
- Or is it simply filling a content calendar?

2. What is actually working?

Performance is not about volume; it's about effectiveness.

Focus on:

- Which campaigns drive qualified pipeline
- Which messages increase conversion rates
- Which channels produce high-value customers

Executive Check:

- What is producing measurable outcomes, not just visibility?
- Where should we double down vs deprioritise?

3. What have we learned and what changes next?

Every campaign should generate insight, not just output.

Learning should answer:

- What resonated with the audience?
- What failed — and why?
- What should we test or adjust next?

Executive Check:

- Are we improving with each campaign?
- Or repeating the same activities with different formats?

Vanity Metrics vs. Impact Metrics



It's important to note that not all metrics are equal. Some indicate activity while others indicate growth.

Vanity Metrics (Surface-Level Indicators)

- Impressions
- Likes / Followers
- Page Views
- Click-through rates (without context)

Limitation:

They measure attention, not business impact.

Impact Metrics (Business-Critical Indicators)

- Revenue generated or influenced
- Pipeline contribution (qualified opportunities)
- Conversion rates (lead → customer)
- Customer acquisition cost (CAC)
- Customer lifetime value (CLV)
- Retention / churn rate
- Engagement quality (likes, shares, meaningful interactions)

Value:

They measure growth, efficiency, and return on investment.

Executive Lens

A campaign with:

- 1M impressions and no conversions → low impact
- 5 qualified deals closed → high impact

One-Page Campaign-to-Growth Framework



Use this framework to evaluate every marketing initiative.

Campaign Impact Mapping Framework

1. Campaign Objective

- Brand Awareness
- Demand Generation
- Lead Acquisition
- Pipeline Acceleration
- Retention / Expansion

2. Business Problem

- What challenge or opportunity does this address?

3. Target Audience

- Who specifically is this for?

4. Key Metrics (Impact-Focused)

- Primary KPI: _____
- Secondary KPI: _____
(Must link directly to revenue, pipeline, or customer behaviour)

5. Expected Outcome

What does success look like in measurable terms?

6. Performance Insights

- What worked: _____
- What didn't: _____

7. Optimisation Decision

- Scale (increase investment)
- Optimize (refine approach)
- Maintain (steady performance)
- Stop (low impact)

From Reporting to Decision-Making



The goal of marketing reporting is not to inform; it is to enable better decisions.

Shift the mindset:

From:

- “How many people saw this?”

To:

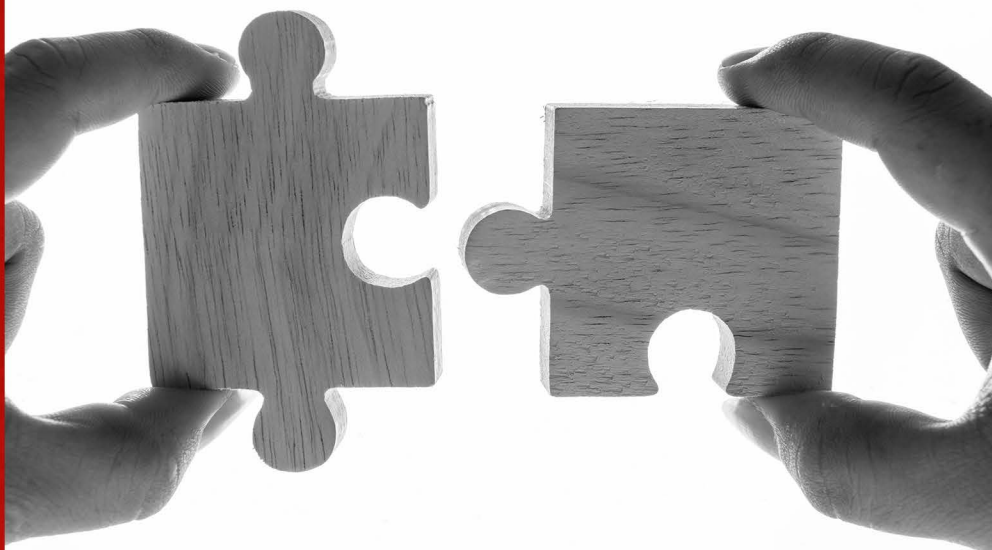
- “What business result did this drive?”

Operational Discipline

High-performing teams:

- Define success before launching campaigns
- Track performance in real time
- Review outcomes consistently
- Apply insights immediately

Conclusion



Marketing becomes a growth driver when:

- It is tied to clear business problems
- It is measured by impact, not activity
- It evolves through continuous learning

If marketing cannot clearly demonstrate: **“What did this generate or improve?”**

It is not yet contributing to growth.