

The Power of Trust: Joining the Dots Between Brand and Demand

A tml Partners CMO Roundtable and Video Insights Report sharing views from industry-leading CMOs in North America and Europe, together with over two decades of Trust Intelligence from Edelman Delta.



Executive
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Introduction

We are in an era where trust and brand equity are paramount.

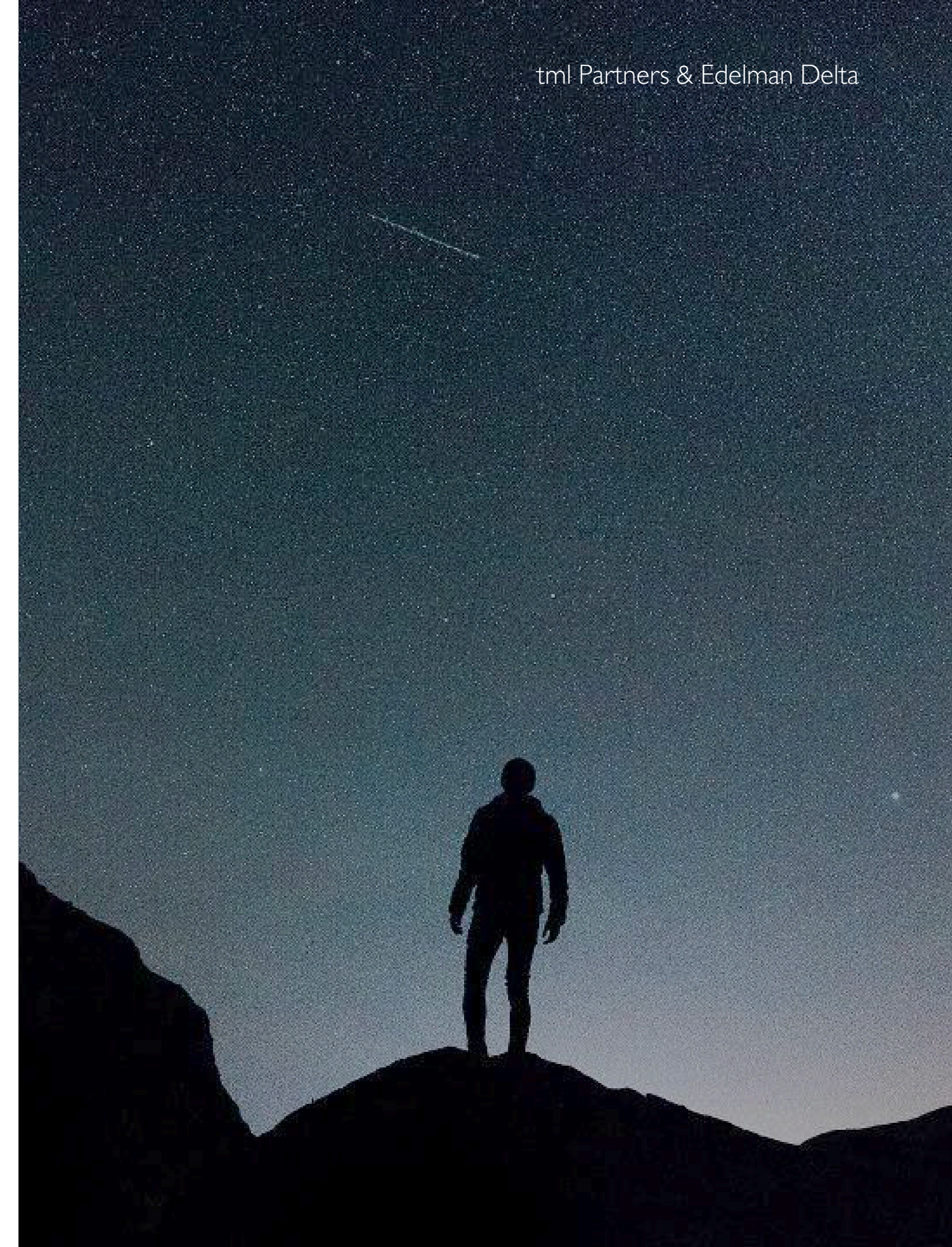
But in the fast-paced world of corporate marketing, there is a constant tug-of-war between investments in brand building and demand marketing. Demand marketing, with its immediate and measurable impact on sales and conversions, often takes precedence, especially when organisations face a challenging economic climate.

The allure of quick returns and the pressure to demonstrate immediate ROI can overshadow the long-term benefits of brand investment. Marketing leaders may instinctively know this approach is short-sighted, but how can we genuinely join the dots between brand and demand?

tml Partners recently brought together the insights of over ten industry-leading Chief Marketing Officers (CMOs) and combined them with over two decades of 'Trust Intelligence' from Edelman Delta to debate how and why Brand Trust is the true precursor to successful B2B demand generation.

Rosa Wilkinson, Director of Brand Strategy at Edelman, sets the scene with evidence showing how trusted brands outperform their competitors across all key stakeholder groups.

This video and insights-led report provides you with a front-row seat to the five key challenges facing CMOs wanting to put Brand Trust into action.



Our Insight Leaders:

Rosa Wilkinson - Director of Brand Strategy, **Edelman Delta**

Richard Wergan - Chief Executive Officer, **Edelman Delta**

Virgilio Jarrin - Senior Brand Strategist, **Edelman Delta**

Our Panel:

Tabita Andersson - SVP of Communications and Brand, **Clarivate**

Jason Angrisani - Global Chief Marketing Officer, **Cantor Fitzgerald**

Jacqueline Marcomini - Chief Marketing Officer, **ISIO**

Rowan Neslen - Marketing Director, **Levidian**

Andy Peat - Marketing & BD Director, **DLA Piper**

Nigel Pyke - Chief Marketing Officer, **KPMG**

Ruth Rowan - Chief Marketing Officer, **Avanade**

Nicola Shepherd-Banks - Head of Marketing, **Evelyn Partners**

Siddharth Taparia - Global Chief Marketing Officer, **JLL**

Robert Wheeler - Chief Marketing Officer, **GroupM**

Our Hosts:

Charlie Green - Managing Director, **tml Partners**

David Price - Partner, **tml Partners**



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The Impact of Trust: Key Findings from Edelman Delta

Over two decades of Edelman trust intelligence research proves the tangible impact of building a trusted brand.

Trusted brands outperform competitors across categories and sectors for all key audiences:

Customers



14% higher propensity to buy

Employees



Twice the employee advocacy and loyalty

Investors



Primary driver for institutional investors

Public



Additional five points of market resilience against adverse opinion

Regulators



Half the calls for public scrutiny

Media



Double the positive coverage

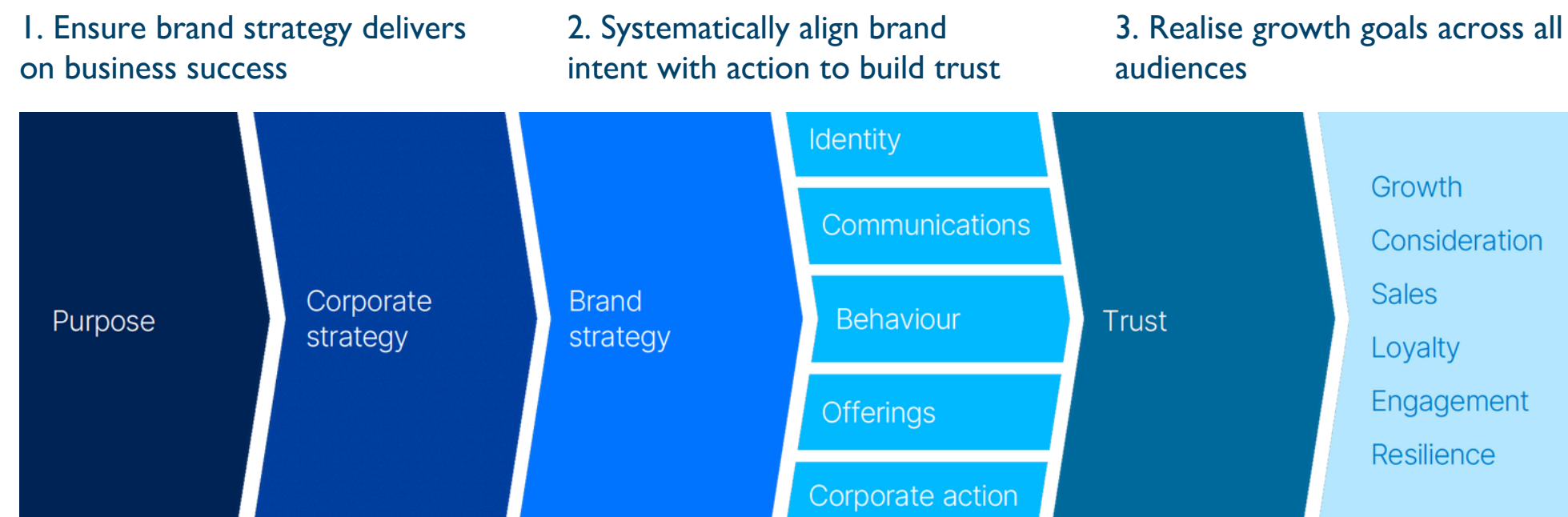
Trust is critical for B2B brands making significant, 'emotionally risky' requests of people: whether to buy from them on behalf of their business or to join them as employees.

Confidence in making these leaps is built through the net emotional predisposition brands cultivate in our minds through repeated exposure over time.

Businesses that consistently express and embody the values of their target audiences gain significant advantages.

A trusted brand becomes particularly powerful during the long, 'dark funnel' stages of the buying journey. Brand building enhances consideration before the more measurable, tangible leap to conversion.

Brand is an engine to delivering purpose and corporate strategy, realized through systematic application across identity, communications, behaviors, offerings and corporate actions:



Data sources: Edelman Trust Management validation study; Edelman Brand Trust; Edelman Trust Management validation program; S&P stock analysis; Edelman Investor trust; media coverage analysis; Eugene Fama French model; Edelman Trust Barometer - Trust at Work; LinkedIn-Edelman B2B Thought Leadership Impact Report.



Challenge One: Building a Trusted Brand as an Essential Precursor to Create Demand

Building a trusted brand anchors relationships, fosters loyalty, and influences purchasing decisions that drive long-term value.

Challenge One: Building a Trusted Brand as an Essential Precursor to Create Demand

Establishing a trusted brand presence is a formidable task, yet it is essential for achieving visibility and credibility in the marketplace. Consistently delivering valuable insights and content, especially without overt sales pitches, can position a brand as a reliable authority, making audiences more receptive to direct marketing.

A brand serves as a vehicle for storytelling, which is particularly vital in highly matrixed organisations. These organisations sometimes struggle to convey a holistic story, but focusing on what the brand means to different audiences enables teams to connect it to the buying journey meaningfully.

For some, the focus might be on building communities, leading to strong brand advocacy in various markets. For others, a rebrand may be necessary to reflect the brand's values. However, equal focus should be given to nurturing existing brand loyalty.



[View the webinar insights: Building a Trusted Brand as an Essential Precursor to Create Demand](#)

Building Communities

“You might have a philanthropic arm of the business, so being able to link those stories, leveraging what a brand is doing in a community and tying that back to why any organization would want to work with you is important.”

Jason Angrisani, Global Chief Marketing Officer, Cantor Fitzgerald

“We went into micro-segments within ally groups, whether that’s an Indian Network in the Financial Services Market or the LGBTQ+ network in Mexico, and leaned into those communities to understand them and showcase shared values.”

Ruth Rowan, Chief Marketing Officer, Avanade

“Maybe you’re at a point where your greatest growth for the next three years is going to come from existing clients, therefore, it’s actually about nurturing existing brand loyalty, not rebranding.”

Jacqueline Marcomini, Chief Marketing Officer, ISIO



Challenge Two: Proving the Value of Brand, Trust and Demand Through Joined-Up Measurement

Marketing teams have become proficient at measuring conventional metrics, such as reach, engagement, and conversions. However, there can be greater difficulties in measuring the value of trust and its impact on long-term brand equity and demand generation.



Challenge Two: Proving The Value of Brand, Trust and Demand Through Joined-Up Measurement

Despite the lengthy timeframe from brand investment to revenue realization in B2B, it is crucial not to overlook brand-building efforts. Brand strength ultimately underpins pricing power, emphasising its enduring significance.

Measuring the success of brand activity and the trust within it requires a nuanced approach that caters to your specific needs and goals. You need to identify your drivers and barriers to growth and be brave enough to measure against them.

For example, you may have a lacklustre perception or trust issue in a specific market. Understanding how target audiences perceive you against these specific drivers of trust is critical to overcoming these issues and can even strengthen your distinctiveness.

The challenge in B2B lies in devising metrics that account for both the immediate impact and the prolonged process of establishing brand resonance, trust, and eventual revenue generation.



[View the webinar insights: Proving the Value of Brand, Trust and Demand](#)

Understanding the Brand

“The first thing that’s helpful to understand is what is different about your business and how does this show up in external perceptions?”

Rosa Wilkinson, Director of Brand Strategy, Edelman Delta

“Brand ultimately drives pricing power. It drives the ability to have conversations at the highest levels of an organization.”

Siddarth Taparia, Global Chief Marketing Officer, JLL

“You have a more direct result in B2C. You run a brand effort and you can see the sales increase. It’s much more difficult to do that on the B2B side. Creating experiences that clients can’t get anywhere else and that allow you to connect on a more human level is becoming more critical.”

Jason Angrisani, Global Chief Marketing Officer, Cantor Fitzgerald





Challenge Three: Engaging the C-suite

Demonstrating the value of brand in demand generation to your Executive Leadership Team. Once key growth drivers are identified and measurable metrics established, it is crucial to demonstrate continual progress.

Challenge Three: Engaging The C-suite

Investing in regular brand measurement is critical to demonstrating the power of the brand and supporting further investment. These valuable measurements, alongside consistent discussions about the brand's role, can provide a strong foundation for engaging the C-Suite.

Your business needs to see the brand as a strategic weapon, which largely requires an educational approach. The role of a CMO is to connect the dots and help others in the business understand marketing activity and its short-term and long-term implications.

Ultimately, the C-Suite will pay attention to the outcomes of brand activity. Therefore, having a clear narrative, along with three or four key focus areas when discussing brand impact and how it is measured, can significantly bolster the importance placed on brand activity.



[View the webinar insights: Engaging the C-Suite](#)

Brand as a Strategic Weapon

“One of the big things that we’ve achieved is considering the brand overall as a strategic weapon for the company. We keep it top of mind for the C-suite at all times, to think about the brand and make sure that’s part of the integral company’s strategy.”

Siddharth Taparia, Global Chief Marketing Officer, JLL

“If you say ‘brand’ around the C-suite table, everybody is going to think about something slightly different. You’ve got to know your narrative when you’re talking to your colleagues in the executive committee, and stick to it.”

Ruth Rowan, Chief Marketing Officer, Avanade

“We’ve developed quarterly tracking to develop a trend line for market positioning. This can be shown to ExCo, identifying areas of strength and weakness, and reviewing the percentage of spend against our market positioning.”

Nigel Pyke, Chief Marketing Officer, KPMG



Challenge Four: Joining the Dots on Brand as an Effective CMO

The role of the CMO stretches way beyond marketing performance, statistics, and go-to-market activities.



Challenge Four: Joining the Dots on Brand as an Effective CMO

The CMO is the central hub of a business, connecting various market-facing departments and the Executive Committee. It is essential to ensure the leadership team understands the brand's positioning and its significance for the company.

In many cases, the CMO needs to consolidate the efforts of different departments, ensuring alignment with broader business objectives. This becomes especially vital in organisations with complex structures spanning multiple territories.

The CMO's central position grants them exposure to various aspects of the business. This proximity offers valuable opportunities to engage with the CEO and provide insights into the company's operations. This unique visibility allows marketing to build strong relationships with sales, product teams, and finance.



[View The CMO Report by tml Partners.](#)
[A video-led report showcasing the evolving role of the CMO.](#)

A Central Position in the Business

“As marketing leaders, we are among the few, apart from the CEO, who have visibility into what’s happening across the entire business.”

Tabita Andersson, SVP of Communications and Brand, Clarivate

“I don’t see myself as the owner of the brand. I see myself as the custodian of the brand on behalf of our Executive Committee. I have the accountability for making sure that I’m helping our leadership team understand where we are as a brand.”

Ruth Rowan, Chief Marketing Officer, Avanade

“If there isn’t that shepherd of the brand internally, a centralized resource organizing that narrative, then it can become really fragmented and you have a lot of different groups establishing individual divisions as their own brands.”

Jason Angrisani, Global Chief Marketing Officer, Cantor Fitzgerald





Challenge Five: Attracting, Engaging and Empowering Colleagues to Deliver on Brand

Brand is not only a tool for generating demand, but a tool for attracting and retaining the best talent.

95%

of staff expect colleagues to be a significant source of community in their lives

Challenge Five: Attracting, Engaging and Empowering Colleagues to Deliver on Brand

In addition to measuring client success and satisfaction, it is imperative to consider the value added to an employee's experience, which, in turn, impacts the client experience. Talent should be viewed as a revenue driver, making the Employee Value Proposition essential. Why do people want to work for you? What does it mean for them? What makes it different from working for a competitor?

Developing a strong EVP requires taking your team on a collaborative journey. It is also vital that marketing remains central to this process, ensuring a long-term vision is always considered.

A strong internal brand fosters a positive company culture, enhances employee engagement, and drives performance. When employees feel connected to the brand, they become brand advocates, contributing to a unified and compelling brand experience for clients.



[View the webinar insights: Attracting, Engaging and Empowering Colleagues to Deliver on Brand](#)

EVP: Building Trust on the Inside

“At the board level, agreeing that an EVP project should be co-sponsored between marketing and HR is probably the healthiest way to do it. Joint custody is the key to getting it right.”

Andy Peat - Director of BD & Marketing, DLA Piper

“For us, it’s critical to attract and retain the best talent. We have to put effort into having a clear employee value proposition. Why do people want to come and work for JLL? What differentiates it as an employee experience?”

Siddharth Taparia - Global Chief Marketing Officer, JLL

“Everyone has to live and breathe that same singular purpose. Much like the bridge built between marketing and sales, marketing and HR are coming much closer together, and that’s why EVP is so important.”

David Price - Partner, tml Partners

“A strong brand, consistently activated through the organization, will not only galvanize and unite your people, but focus their behavior on delivery of that brand promise to customers – building trust and engagement both inside and outside the business.”

Richard Wergan - Chief Executive Officer, Edelman Delta



About tml Partners

tml Partners is a global executive search firm specializing in senior commercial, marketing, product & corporate affairs appointments.

Founded in 2015, our mission is to build the world's most trusted marketing headhunters. We proudly became B Corp certified, and were one of the first executive search firms globally to reach this milestone.

London

154-160 Fleet Street

London, EC4A 2DQ

+44 (0) 203 908 4440

david.price@tmlpartners.com

New York

244 Madison Avenue

New York, NY 10016

+1 202-985-3660

charlie.green@tmlpartners.com



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About Edelman Delta

Edelman Delta is the dedicated brand strategy business of the world's leading communications firm.

We help organizations accelerate their businesses by helping them harness brand to change who they are, how they act, and how they're seen.

London

Francis House,

11 Francis Street,

London, SW1P 1DE,

UK

New York

250 Hudson Street,

New York, NY 10013,

USA

Chicago

111 N Canal St,

Chicago, IL 60606, USA

Contact

rosa.wilkinson@edelmandelta.com

Edelman Delta