



EPISODE 14

Bridging the gap between marketers and consumers:
Insights from Gayle Troberman, executive advisor at
iHeartMedia

Host: Alan Hart, leader in marketing and customer strategy, Deloitte Consulting LLP

Guests: Gayle Troberman, executive advisor at iHeartMedia

Alan Hart: Are you ready to go beyond the basics of marketing? I'm Alan Hart and this is marketing beyond where we talk about the questions that spark change and share ideas that challenge the status quo. Join us as we explore the future of marketing and its endless potential.

Gayle Troberman (Gayle): The average marketer may not be as in touch with their consumers the way they think they are—even though we're living in an age where we have more data at our fingertips than ever before. And that's a huge problem. I mean, you're seeing so many brands not growing. I think, part of the problem is that we're very often talking to ourselves. Our ads are reflecting this bubble we live in. Our ads are not reflecting the values, the beliefs, the interests, the passions of the real American consumers. So, we've got to break out of that bubble, and that's a lot of what we have spent time with this research trying to help marketers do.

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Alan Hart: Today, on the show, we've got Gayle Troberman. She's an executive advisor at iHeartMedia. In this role, she works with all of the iHeartMedia businesses to help them connect with consumers in a much more deep way. Today, on the show, we're going to talk about some research that she does: the new American consumer, how it came about, what some of the stats and findings (which are phenomenal) and the disconnect between marketers—these coastal beings, if you will, that are maybe disconnected with the everyday consumer—and how consumers actually feel ignored by the ads that we actually create in the marketing we create for them. So, that and much more with Gayle Troberman. Gayle, welcome to the show.

Gayle Troberman (Gayle): Thanks for having me.

Alan: I'm excited to have this conversation because it's going to weave and go a lot of different directions, but something about podcasters in the middle of it. We're doing a podcast!

Gayle: Sure, we'll talk about sound. Our audio will find its way into this conversation.

Alan: So, I love it. I love it. One thing before we get into the business side of things, I hear you are a very good Muppet fan or very excited Muppet fan.

Gayle: I am a huge Muppet fan. I have been. I think I was first-generation *Sesame Street*. So, I was like that perfect age when it started airing and I just got hooked on Muppets. It's a funny story. My wife and I a lot, we try to remind ourselves how crazy lucky we are to have the lives we have, the love we have, the friends, the opportunity, the fun things we get to do. So, we created this word. We call it "muppelucky." It basically, it's that idea—we try to say it to each other all the time when we're having a crappy day or things aren't going right because muppelucky, in my definition of this new word I coined, is when you realize how lucky you are; that you kind of want to bounce up and down like a Muppet. Muppets have a way of evoking joy that we all need to remember.

Alan: I love that.

Gayle: So, hopefully, this will be a lovely muppelucky day for us both.

Alan: Yes. I hope so. I love that: muppelucky. Tell me about your career path. You were most recently CMO at iHeart. You are now in kind of an executive advisor role, but where did you get your start and kind of some of the highlights, if you will?

Gayle: Sure. I majored in the TV/radio communications because I was a huge fan of TV and radio, and that was the only thing on the checklist back in the day that seemed to make sense. Then, I realized advertising was kind of fun and I loved the psychology of it. I kind of specialized in that in college, went out to become a creative, and get a creative director job and stuff, and that looked really fun and cool. At the time, back in the early agency days, when I was graduating in the late '80s, they made you do entry-level assistant jobs. So, they move you around to different departments. So, I ended up getting put in a PR job and getting promoted before I ever moved to another team. So, instead of becoming a creative director, I became a PR person. I think, it was the best place in the world to learn the art of communication. You can pay for the space, you can kind of... maybe it's easier, but when you have to convince other people to tell the story or to let you tell the story, it's a different art and you have to think a lot harder and be a lot more thoughtful, I think, about the others and the recipients of stories. So, PR was a great place to learn my career. Then, I ended up at Microsoft. We had pitched some of their business and not won it in the PR world, went over there, started in PR, and ended up having a series of just incredible jobs with the genius people that were sitting in Redmond. We fought a lot of amazing battles. My last job there, I was a chief creative officer running advertising, running all our agencies. The job I had no right whatsoever to have, but I got to learn from all the best—like, the best-of-the-best people in creative. It was just an amazing time. Then years later, I met Bob Pittman.

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Similarly, I didn't know much about audio. I'd done some, but I didn't know much. I just thought it was, after talking to him, such an underutilized platform and craft and skill set. So, I got really excited again about the creative potential and another job I didn't know quite what it would be. You can sort of see the thread. Most of my most important job moves or career changes were all about just stumbling towards great smart people, and here we are!

Alan: I love that. You spent, I think, over 10 years as CMO at iHeart. If you look at any of the news, tenure is a big thing.

Gayle: CMO tenure. No doubt.

Alan: What's your secret?

Gayle: What's my secret! I think most things that matter in life are endurance sports. They're going to be good days and bad, and you're going to win or lose some battles internally and externally with the consumers, but for me, it's interesting. We just did a panel here at the Marketing Hall of Fame. We're talking about brands and enduring stories. I think one of the things, it's career advice and it's brand advice. You have to realize that things don't happen overnight, and you're not going to change the world and you're not going to change the company and you're not going to change the brand and the trajectory in a minute. I think we've all gotten—as life has sped up and technology has sped up life—we've all gotten enamored of this immediacy. And then, the adaptability, and showing up differently in these different places. For me, I like big, hard problems. Getting marketers to get over their visual bias and really get serious about the power of audio is not easy! That's the battle I've been fighting for 10 years, and we've made a ton of strides. I think you're seeing audio really have a renaissance again. I think, podcasting's made it a little top of mind, but I think people are realizing the reach and the mass reach potential of broadcast radio. Audio is the most versatile and flexible thing. So, creatively, it just doesn't get old helping—what I get to do at iHeart is I get to help other people build their brands using our platform. So, it's kind of fun. It's not just marketing iHeart; it's marketing iHeart to the marketing community. So, that's just been an incredible ride. I think, we're just seeing more and more brilliant work crossing the airwaves as audio creative. So, still room to go. There's still a lot of crappy creative out there. So, my work isn't quite done.

Alan: No, not done yet. You've talked about your career, spending time at Microsoft, IPG, and iHeart. You've seen a lot of change over that, especially as a marketer. Are there any enduring truths, if you will, of what's still relevant today?

Gayle: Oh, sure. The technology changes and the buzzwords change, but I'm sitting on panels now and you can take out the word "AI" and insert the word "digital" or "internet." Every time a new technology comes along, or podcasting; every time a new platform emerges, marketers think it's like the world has to change, and it really doesn't. If you know who your brand is and you know where you want to go find growth, then it's about telling good stories, it's about being relevant to those consumers. I think, we've gotten so enamored. We talk a lot about this at iHeart. I think, in the digital era, the biggest challenge that we face is that we somehow—because we started getting more data and being able to target more—that we started thinking the "target" was the only target. I think, we stopped talking to too many people. The bullseye might be your target audience. We love our target audience. We spend all this time obsessing about those archetypes, and the "greedy striver" who loves this and that, and only does these things! And the Gen Zer who loves adventure! We put all of these dimensions around the bullseye and then we forget, if you're a best-reach brand in America or you want to be the biggest brand in your category, you have to talk to a lot of people to grow. If you just win the bullseye, you're not going to win. So, I think, we're in this world where, in a lot of ways, we're letting technology get in the way of growth. I think there's room for mass reach; big ideas that are universal. We're talking about listing the ingredients of the Big Mac! We can all still do that! That is powerful marketing. It didn't matter if you were a teen or a senior. You could list the ingredients of the Big Mac, and

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it was in your head. When lunchtime came around, there's a good chance you might go buy one. So, I think, we sometimes let new innovation get in the way of growth or we get so enamored of the technology or the opportunity that we forget any of these platforms, any of these new tools, whether it's AI or targeting, they're only as good as the stories we put out there. Sometimes our growth is going to be everywhere, not just at the bullseye.

Alan: To your point, if you want to grow, you want to grow your brand, you've got to appeal to more people.

Gayle: Exactly.

Alan: And a lot of people are not buying you every day either.

Gayle: I know! It's so true. I saw a stat once on something, I think like a beverage category or carbonated beverages. A casual consumer of a cola buys two a year. So, there's the person who drinks a ton of your product, and you're probably overspending on them, and they're buying it and they love it and they drink several a day. Then there's this casual consumer, but you don't know when those two... So how can you be in my consideration set? It's funny, Bob Pittman, my boss, always says he goes out to dinner most nights. His assistant will be like, "Where do you want to go tonight? You're having dinner with so-and-so." He'll always be like, "I have the same two restaurants in my head." So, if you're a restaurant and you can get in my head, you're going to expand that consideration set exponentially. That's where creating memory structures is so important. Marketers are not thinking as hard as they should about neuroscience and brain science and memory structures. That all sounds very futuristic, but it's really as simple as the jingles we all remember. "Two all beef patties, special sauce, lettuce, cheese, pickles, onions on a sesame seed bun." I don't know the last time that ad ran or when I heard it, but I still, when he mentioned it—

Alan: You know it.

Gayle: Right? That's when that's in your consideration set. You've got to get into my memory and you've got to get in in a way that you encode that and you file it. Audio is so much better at that when you look at neuro studies because we were just saying earlier, what'd you have for breakfast? If I showed you breakfast in the video spot, I'd be wrong. There was a very big chance, big margin of error, if I show you a healthy thing, you had an unhealthy thing. I show you eggs, you had fruit, whatever. But if I say, "Hey, Alan, what'd you have for breakfast?"

Alan: Uh, me? A sandwich.

Gayle: But you—just more brain cells fire. It's the power of audio. And I don't think people use it well enough. The power of audio is asking me a question and every listener across America is picturing their breakfast. Now, if you want to tell me, was it healthy or not? Was it too expensive? Was it on the run? Whatever you want to sell me, you can reach me. I will remember it longer because I'm using more neurons because I'm picturing it myself. The brain is the best production machine out there. I just don't think we use audio the right way to just ask questions sometimes.

Alan: No, I love that. I love that. I know one of the areas that you're going to stay close to in this new kind of evolved role is your new American consumer research. You've done a couple of studies, but I wanted to know how it came about, like where did you—

Gayle: Oh, it's a great story. We were doing an event at our offices for marketers, and a lot of times we'll bring out some of the more interesting podcasters and let them have a conversation with brands and talk about podcasting and advertising. Malcolm Gladwell is one of our most genius podcasters with the Pushkin team at iHeart. He was speaking that night at our event. We were sitting around before the event. We were talking and he's like, "You're the CFO." He's like, "Can you just answer one question for me? I know my listeners. Why don't the brands want to just

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jump on the phone, have a quick conversation, and then let me talk about their stuff to my listeners in a way my listeners will find interesting?” And I was like, could it be that simple? Malcolm being way smarter than I could ever be, he started hypothesizing on where it breaks down. One of his theories was that marketers live in this world that’s very East Coast elite. We live in a bubble. We live in a world that isn’t necessarily the same as the people we’re trying to talk to. He had this brilliant idea of what if we actually pointed that out. What is the gap between what marketers think and what real American consumers think? So, that was the impetus of the study. We’ve done two waves of the research. We, I think, have sort of turned it into an annual thing. The memorable facts from it are they get marketers’ attention. They’re simple, simple things—like, in the first study, we learned that half of Americans have never heard of an Aperol Spritz. Insert gasps! How is that possible?

Alan: It’s the best drink in the world.

Gayle: Zero percent of marketers have never heard of an Aperol Spritz. It goes on and on. What do people find cool and cringey? Marketers think pickleball is the coolest thing on the planet. Real people find it kind of cringey. They love hunting and fishing. Real people love lottery tickets. A dollar and a dream, right? Marketers think they’re cringey. I’m not sure why. I don’t get that one. We went deeper into values and a lot of more meaningful things that, really, they start reflecting that the average marketer may not be as in touch with their consumers the way they think they are—even though we’re living in an age where we have more data at our fingertips than ever before. And that’s a huge problem. I mean, you’re seeing so many brands not growing. I think, part of the problem is that we’re very often talking to ourselves. Our ads are reflecting this bubble we live in. Our ads are not reflecting the values, the beliefs, the interests, the passions of the real American consumers. So, we’ve got to break out of that bubble, and that’s a lot of what we have spent time with this research trying to help marketers do.

Alan: Right. Well, I think, I don’t want to call anyone out, but there’s been some high-profile brands that have done exactly that and kind of like missed the mark with their core consumers.

Gayle: There’s been a lot of fiascos in marketing. We do live in a cancel-culture world where when you miss, people notice. One of the sort of depressing stats from the last wave of this new American consumer research was 44% of American consumers feel ignored by media and brands—44%! Almost half of our potential customers don’t even think we see them! It’s funny when I was prepping to present this research with Malcolm, the first time we rolled it out, I was sitting in a hotel room in New York and the TV was on in the background without the sound. I saw three ads that all had pickleball in them. I was like there it is! That is the problem. We think it’s cool, new, and next. Look at NFTs [nonfungible tokens]. When we did this research it was the height of NFT marketing. Two-thirds of consumers had never heard of an NFT, but how much time and energy did we waste trying to be first and cool and new and next? Completely missing the mark and throwing a lot of money away on NFTs.

Alan: With so many people feeling ignored, what do you feel like marketers should be doing to make sure that they are connecting in the right way?

Gayle: Sure. I think it’s getting in touch with real people. Getting out of LA and New York. I happen to live most of the year in some real towns in America—Utah, Rhode Island, Whidbey Island. I spend a lot of time outside New York and LA, which I think really helps just stay in touch. Then, you’ve got to ask the right questions, and you’ve got to go to places that make you feel uncomfortable. A lot of times, it’s the bane of my existence. I’ll explain the massive reach of broadcast radio today. Nine out of 10 consumers are listening to broadcast radio. Nielsen data. Not my data. Not spinning it. Every month, nine of 10 Americans are listening to broadcast radio. We know it, we see it. Ryan Seacrest, Elvis Duran, Charlemagne. They’re on air right now, while we’re talking—talking to 10–12 million Americans live and unscripted for four hours! That’s why people are listening. Because it’s humans talking live and unscripted to me, and they’re there whenever I have that time or I need human connection. Marketers just don’t

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believe that's the amazing opportunity it is. We have a conversation about live media and people go oh, yeah, we've got to be in sports. Great! You might also want to try broadcast radio. People, like I said, marketers are so attached to our visuals. We agonize about our logo and the transparentness and how translucent the bubbles are, and how the logo spins, and that end of that spot. But we're missing a huge opportunity with audio, and it's cheaper and it's faster and it's more efficient, and it has massive reach. So, I think that's just one of those huge opportunities. If you want to get back in touch with real Americans, start doing radio—and start doing *local* radio. Think about what you want to say to people in Boston versus Louisville. Miami versus Portland, Maine. Think about showing up in communities because people live in real communities. If you can show up and be part of their world and part of their life and acknowledge you're showing up there, you're in their place, their town, you share some values, you can make people—whatever—laugh or inform them or educate them—whatever you want to do—but do it in their language, on their terms. Huge opportunity, and I think you'll be shocked by how powerful it is versus that hyper-produced thing that we all get so excited about. "Our spot!" There's just other ways to show up in real people's lives, and I think they'll feel seen and feel heard.

Alan: You've got a zealot in audio. I'm a podcaster!

Gayle: Yes, that's true. You're a believer.

Alan: You're talking to the choir! I believe in the platform.

Gayle: Yeah, I mean, watch it. Podcasting is the fastest-growing medium, I think, in the history of media. It is the least scripted.

Alan: It's very intimate. You're literally in their ears usually.

Gayle: Now everyone wants to turn on audio podcasts. I think a lot of the reason people love them is because you can multitask. You can go for a run and listen to a podcast. You can walk the dog and listen to a podcast. You can drive to pick up the kids from school and listen to a podcast or a radio show. That's part of why people love it. They pop in and out of audio all day long, as it fits into your life. Now, I think there's this push particularly by marketers, less by podcasters, to turn it into video because we like video!

Alan: I know!

Gayle: But, I think the reason people are loving podcasting is the power of that audio.

Alan: It's easy.

Gayle: When you put a camera in front of somebody, this conversation gets less. It gets less real, and we get a little more self-conscious. So, I think, as we evolve podcasts into video, you have to think about when, where, and why. But first and foremost, I think that live, unscripted human conversation we're all craving. Kind of lonely.

Alan: I agree. I agree. One of the things in the report—I think it may be the most recent one, but maybe I've got that wrong—is this notion of influencers. And we think about influencers, but we don't think—and marketers, I think, think about influencers very, very differently than the consumer.

Gayle: Who really influences? I mean, think about it. Most of us... Who really influences the purchase decisions that you make? Real people are twice as likely to be influenced by their family and friends, and then by their religious community, their church groups, things like that. Marketers are three times as likely to be influenced by fear and fame, and twice as likely to be influenced by fortune. So, you see that reflected back. How many scary pharma ads are worrying us about things that we didn't know existed and we probably will never have? Yet, there's this huge

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opportunity to help become like, I said, part of that community. Think about one of the most powerful influences, if you're a parent, in your life is what your kids think. But nobody's trying to start that conversation. You go to the appliance store to buy a refrigerator. Your kids are going to have an opinion about that. Your kids are going to be like, "Dad, those jeans are so 10 years ago!" The people who influence your choices—and you see it reflected back. You drive down a street in the 'burbs, you're going to see a lot of the same cars, people wearing the same shoes. So, breaking into that bubble, someone else's bubble, how do you do that well? How do you do local? How do you become part of a community as a brand? And I think if you unlock that, you'll start seeing incredible growth and incredible loyalty. In that study, we also saw around influence, 75% of people are willing to pay more—pay more—in this economy for a brand that shares their values. My values are about my community, my kids, my church group, my sports team. The things I really care about. So, thinking, getting out of our bubble, we've got to stop talking to ourselves because if you just win the marketer bullseye, you're just not going to find enough growth. So, how can you just get out into the real world and real Americans and start understanding their values?

Alan: I love it. One other area I wanted to ask you about is this notion of targeted ads or AI-generated whatever?

Gayle: Topic of the week/year.

Alan: It seems like there's a creepy factor to it for people. How do we think about that, and how do we think about... We need some of the efficiencies that we gain from those things, but how do we think about doing it the right way?

Gayle: As consumers, put on your consumer hat, haven't we all been creeped out by some ad that's followed us around and you're like, "What?" We say a friend of mine showed up and hadn't told people she was pregnant and showed up at a dinner party at my house with an organic, nonalcoholic hemp gin. I will never buy that, I will never drink that, and yet I for months was getting ads for this hemp gin. It was a complete waste of that brand's money. Because they had some data point I guess about my phone or her phone. I don't even know exactly how that happened, but I know it was related, and it was creepy. So, I say this to marketers all the time. I'm like, it's great to use data—be smart, see what works, measure, optimize. AI is an incredible tool to use it to version. We use it at iHeart, so a lot of our talent don't have to waste time repeating "Listen to On Air with Ryan Seacrest at Kiss FM Boston. Kiss FM LA." There's lots of efficient ways taking your video and cutting into a lot of different sizes and shapes, taking things cross-platform, turning audio into video or vice versa, adapting it for different platform media contexts. Is your spot running in the morning, in the evening, at a hip hop station. It should sound like a hip hop. On a pop station, it should sound like pop. There's a million amazing uses for this AI tool, but I think if we let it go unleashed? I tell people all the time, don't just look at your ad in isolation; have people show you what it's going to look like when it shows up on my phone or in my feed.

Alan: In context.

Gayle: Look at the context and go, "Ooh, I wouldn't say that that way if I were in your feed. That's mine. I didn't invite you into this little personal space with me and my friends." So, maybe you take a different tone there.

Alan: It's good advice.

Gayle: So, I think, it's thinking about AI as a tool, not THE tool. Then, really being responsible as a human. I think marketers have to take responsibility for the messages we put out there, and as marketing has gotten so fragmented, how many messages are you putting out there? Maybe that's part of the problem. Maybe it is too many if you don't have time to actually listen to them all or watch them all or put them all up in one room and decide which ones really deserve to see the light of day. I think, we might all do a little less, a little more responsibly, and would get a little better result.

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Alan: It's good advice. Very good advice. One of the things I like to do is get to know you a little bit better. So, I've got a series of questions I ask everybody that comes on the show, but curious if there's been an experience of your past that defines or makes up who you are today?

Gayle: I think we were talking about it in sort of the career growth and kind of stumbling towards amazing humans. So, in my career and in my life, I've always just followed humans. You meet an amazing human. You stay in touch. I don't know if we're going to do business together, if it's ever going to matter. But for me, it's this human first, work second, outcome second. I sort of grew up with that as a huge principal of getting to know people and then finding your way to amazing great outcomes, and that's served me really well in life and at work.

Alan: That's beautiful. I have younger professionals ask me all the time. It relates to what you said. How do you build your network? I say, well, it starts one person at a time.

Gayle: Exactly. It's like, hey, let's have a drink, let's go get a coffee. I think sometimes... I feel for the generation trying to network with all the tools they have at their disposal. We didn't have a lot. We were the generation—our parents sent us out with like \$0.25 and a key and "be home at five"! Where you went and what you did... Now, we have so much of this impostor syndrome and people trying to prove their value versus just enjoying. I've had the luxury of so many amazing people in this industry I've gotten to meet and work with and work around. But all the best, most memorable insightful moments, those didn't happen at the table, informal conversation. They happened in transit, in between things, and when you open yourself up and you stop trying to network and you start actually looking people in the eye and having a conversation. Also, I think the best ideas—particularly for marketers—the best ideas are going to come from your barista or your hairstylist or the person behind you in the grocery line. They're not necessarily going to come from the most to-see marketer that you go see on a panel and then you wait in line to go ask one question of. You're probably not going to get genius there, but there's genius out there everywhere if you just talk to humans. So, that's always been advice to follow.

Alan: That's good advice. If you were starting this all over again, what advice would you give your younger self, as well?

Gayle: Hmm... What advice would I give my younger self? I think, probably a little more patience and empathy. Good and bad, I grew up in my career at Microsoft, and it was amazing. Everyone was so smart and so passionate about everything. So, it was a very aggressive culture, it was a fast-paced culture, and you had to think fast and move fast and defend your ideas. I think, I've learned as I've gotten a little older and I've had a little more experience in the world, I think sometimes we have to—it's not always going to be the best-defended idea. We don't have to attack everything, and sometimes I think we just need to show up whether it's in work or life with more empathy and a little more time. It's something I'm still wrestling with, which is just how to pause, which is letting ideas happen, letting other people have some space to figure it out. Some time. Maybe even (I hate the phrase) "making space." I think, we need to make time. I think, we're not making enough time for the work for the humans, and that's where the most fun happens and the most creativity happens is when we make a little more time and things can bubble up.

Alan: Lovely. Is there anything you think people, marketers, should be learning more about or maybe something that you're trying to learn more about yourself right now?

Gayle: Sure. We talked about AI. I think AI is just sort of maybe the tip of the spear of new and next, but how to balance the new stuff with the classics. The classics have been around for a reason. The big platforms, the mass media—and it's not an either/or. But, I think, I really—and obviously I'm biased, so all of my bias too—as I talk about marketer biases. I think broadcast radio is an insanely undervalued place in a time where we're all under insane

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budget pressure. It's a place where you can go talk to new people and find new growth, and it can be a tenth the cost, a tenth the time. So, that's always one huge piece of advice if you haven't tested audio all up, but particularly broadcast radio. Just go do it. Try a few markets. I bet you will see and you will learn some really interesting things. I think, you'll start finding some new consumers and some new ways of connecting.

Alan: I love it. Are there any trends or subcultures or anything out there in the world that you're just like curious about right now?

Gayle: Oh, interesting. I love all the trends and sort of following them. "What's old is new." One of the things I thought was fascinating in social that was popping up was this sort of young people using the term propaganda and pushing back against what they think is propaganda. I love it. I love seeing people taking a strong position, whether it's for or against things. But I love—and you know, there's silly things. It's yoga pants to political topics, but I love sort of the trends of the day. I think those are the huge opportunities to take—why is that happening? Why are young people feeling like things are propaganda? Maybe because we're pushing out too many messages that are irrelevant or too many ideas that aren't resonating with them. So again, it takes me back to maybe a little less, a little more responsibly, with a little more patience.

Alan: OK. I love it. Well, last question for you. What do you think is the largest opportunity or threat facing marketers today?

Gayle: I think one of the biggest challenges for marketers today is the speed of marketing. I mean, things have sped up. We all have—so many companies live quarter to quarter, results over all else. So, I think, we've created a lot of defense mechanisms. I like to call them FPIs, fake performance indicators. "We need something to show the CFO to show the impact of what we do!" And we've got to get back to the ability to measure immediate outcomes, but real ones—sales, growth, real immediate outcomes. And then long term, the value of consumer engagement, loyalty, brand building. The things that are, if I can get you into our fold, you're going to buy not just two sodas a year, you're going to buy two sodas a month. I can increase that frequency with which you buy because I'm in your life and in your community and I'm in your head. So, we've got to admit a lot of these KPIs and these things we're chasing with this huge mediacy [whispers] *aren't real*. "These amazing KPIs—look at! This is up! This is up! This is up! This is up! Oh, no, that was the worst quarter we've had in ages!" So, we've got to again get back to the ability to measure near-term and long-term outcomes a little better.

Alan: I love it. Gayle, thank you for coming on the show today. Appreciate it.

Gayle: Awesome. It was fun.

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