
June 13, 2025

Question of the Week:

“What are the organizational disconnects that might exist between KPIs and business goals?”

Our custom study of 200 brand marketers provides answers

Amid continuing conversations across the ad industry around investment in branding and performance marketing, we sought to understand **what KPIs matter most to businesses of all sizes – and how are they determined?**

To explore **what drives brand marketers' thinking and planning**, we partnered with Advertiser Perceptions on a custom survey of 200 marketers.

In this piece, we spotlight a key finding: **many companies struggle with internal misalignment between the KPIs they track and the business goals they're working toward**, a disconnect that becomes more common as companies grow.

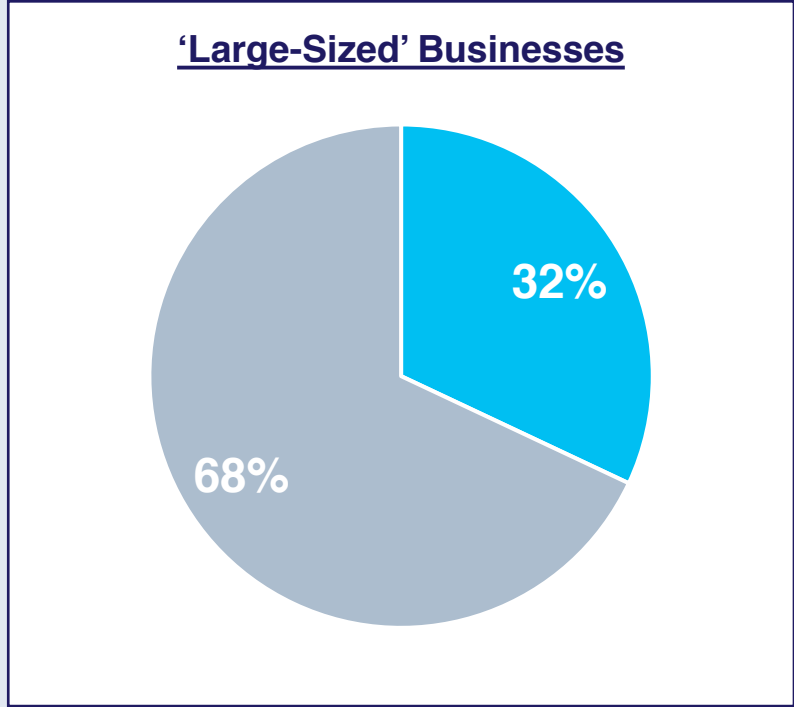
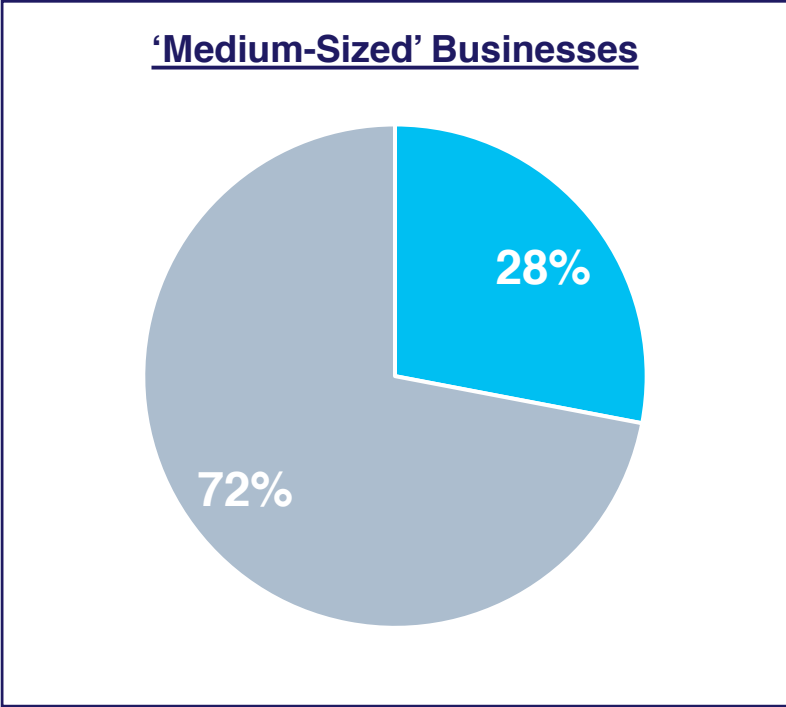
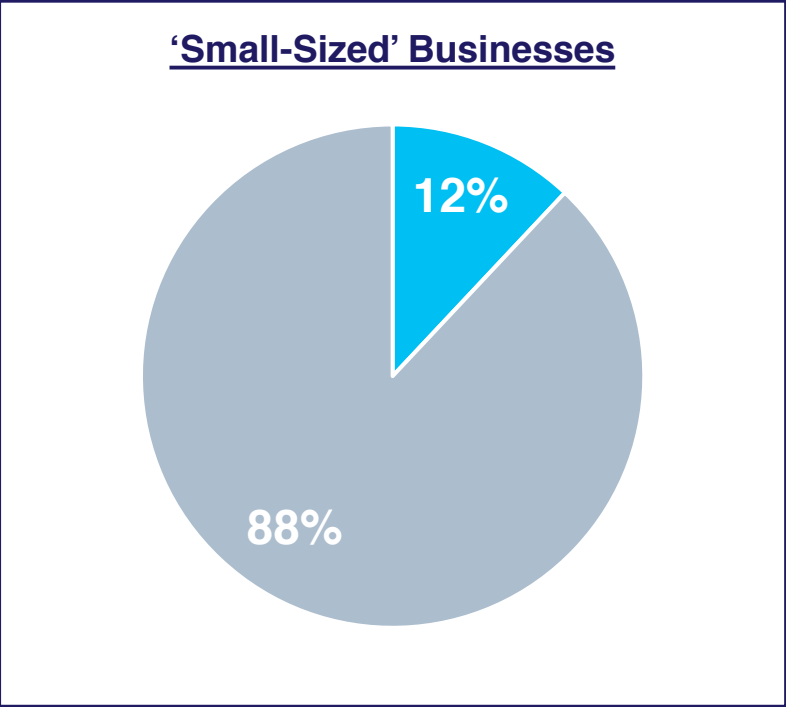
Learn where alignment breaks down and how marketers and media partners can move forward with greater clarity.



Marketers in larger, more layered companies are almost three times more likely than small businesses to believe there is an internal ‘KPI disconnect’

% of brand marketers who believe there is a disconnect between the KPIs and the goals their management has communicated for the organization

■ Yes ■ No



Source: VAB / Advertiser Perceptions ‘Marketer KPI Survey,’ February 2025, fielded January 27 – February 7, 2025 (n=200). Survey base: Brand marketers directly involved in influencing or executing video advertising. Q16. Do you believe there is a disconnect between the KPIs and the goals your management has communicated for the organization? ‘Small-Sized’ Businesses: Less than \$1MM in annual ad spend, ‘Medium-Sized’ Businesses: \$1MM to less than \$25MM in annual ad spend, ‘Large-Sized’ Businesses: \$25MM or more in annual ad spend.

Based on marketers' own words, organizational disconnects between KPIs and business goals primarily occur because of eight different reasons

▶ These reasons represent a mix of strategic, tactical, structural or market-driven challenges

Why do you think there is a disconnect between the KPIs and the goals your management has communicated for the organization?
Top themes based on summary of verbatim responses



**Short-Term vs.
Long-Term Focus**



**Misalignment Between
Departments**



**Measurement
Challenges**



**Leadership &
Organizational Gaps**



**Unrealistic Goals &
Budget Cuts**



**Technology &
Data Limitations**



**Compensation &
Incentives**



**Consumer Buying
Behavior**

Source: VAB / Advertiser Perceptions 'Marketer KPI Survey,' February 2025, fielded January 27 – February 7, 2025 (n=200). Survey base: Brand marketers directly involved in influencing or executing video advertising.
Q16a. Why do you think there is a disconnect?. 'Small-Sized' Businesses: Less than \$1MM in annual ad spend, 'Medium-Sized' Businesses: \$1MM to less than \$25MM in annual ad spend, 'Large-Sized' Businesses: \$25MM or more in annual ad spend.

Marketers across sizes cite short-term pressures, misaligned priorities and measurement gaps as key drivers of KPI disconnects

- ▶ Small brands face tactical hurdles, while large brands grapple with structural misalignment and resistance to long-term brand investment

Why do you think there is a disconnect between the KPIs and the goals your management has communicated for the organization?

Based on summary of verbatim responses

Category	Common Responses
 Short-Term vs. Long-Term Focus	<ul style="list-style-type: none"> ▶ KPIs prioritize short-term sales over long-term brand building ▶ Leadership reluctant to invest in brand if it doesn't show immediate revenue
 Misalignment Between Departments	<ul style="list-style-type: none"> ▶ Finance, sales, and marketing have different priorities ▶ Quarterly reporting doesn't align with customer buying cycles
 Measurement Challenges	<ul style="list-style-type: none"> ▶ KPIs focus on media efficiency rather than actual sales outcomes ▶ Metrics prioritize attention and attribution over brand health and customer experience
 Leadership & Organizational Gaps	<ul style="list-style-type: none"> ▶ Leadership doesn't fully understand brand marketing ▶ Marketing is seen as a cost center rather than a growth driver
 Unrealistic Goals & Budget Cuts	<ul style="list-style-type: none"> ▶ KPIs are set without considering real business needs ▶ Budgets get cut when business slows, even if brand building is needed
 Technology & Data Limitations	<ul style="list-style-type: none"> ▶ Difficulty integrating new technology effectively ▶ Lack of long-term data retention for measuring brand impact
 Compensation & Incentives	<ul style="list-style-type: none"> ▶ Employee incentives are tied to short-term performance, discouraging long-term thinking
 Consumer Buying Behavior	<ul style="list-style-type: none"> ▶ Decision-makers don't account for the long conversion timelines and multiple touchpoints needed to convert customers

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In our full guide, we answer **10 key questions** to help understand how businesses **set strategy, define success and plan for growth**

1

How well do business and marketing objectives align?

2

Who are the key decision-makers guiding marketing strategy?

3

How do marketers balance short-term sales with long-term brand growth?

4

What factors influence an organization's selection of marketing KPIs?

5

Are there organizational disconnects between KPIs and overarching business goals?

6

What KPIs do marketers use to evaluate the impact of their video campaigns?

7

Which media channels do marketers believe are the most effective in achieving KPIs throughout the funnel?

8

What do marketers expect from their media partners to help achieve campaign success?

9

Would marketers shift their strategy if they could develop longer-term plans?

10

What KPIs would marketers be focused on for future growth?

Download our full guide, *Keeping Up With The KPIs*, to learn the marketing strategies behind small, medium and large businesses



Transform

Marketer's Guide
▶ Innovative thinking to make a lasting impact on your business growth.

Keeping Up With The KPIs
10 Key Questions Answered by Marketers to Understand Priorities Across Businesses

VAB Insights.
Inspiration.
Impact.

custom study
of 200 brand
marketers

44 pages

About VAB

VAB plays a dual role in the video advertising industry. We are leading the change to bring about a more innovative and transparent marketplace. We also provide the insights and thought leadership that enables marketers to develop business-driving marketing strategies.

Drawing on our marketing expertise, we **simplify** the complexities in our industry and **discover** new insights that **transform** the way marketers look at their media strategy.



We are committed to your business growth and proud to offer VAB members, brand marketers and agencies ***complimentary access*** to our continuously-growing Insights library. **Get immediate access at theVAB.com.**

