

6 Levels of Marketing Measurement Maturity

Introduction: Marketing as a Profit Centre

Recently, I heard about two large Isle of Man companies slashing their marketing budgets. That decision didn't surprise me because it aligns with what I've observed having spoken to 30+ Founders, Directors, and Heads of BD & Marketing: too many still see marketing as a cost-centre instead of a profit-centre.

Marketing budgets are slashed because they're considered a cost.

On the opposite end, Sales is put under even more pressure because it's seen as **the only profit-centre**.

In my previous roles in the tech and gaming industry working for unicorns like Skyscanner, **marketing was treated as a profit-centre**.

Marketing was held accountable to profit in some form whether it was actual revenue (like in Skyscanner) or in the case of B2B companies they can be leads, qualified opportunities, and even monitoring how those leads convert through the lifecycle.

Handled this way, the benefits to leadership are huge.

1. Sales no longer carries the entire quota burden on its shoulders
2. Investment in marketing becomes a straightforward numbers game: if £1 generates £2 or more, then it's worth scaling until diminishing returns kick in
3. And perhaps most importantly, your CFO will start to love marketing because every pound can be justified with ROI.

The alternative is costly.

1. Without accountability, businesses pour money into high-visibility projects like rebrands and websites that don't move the needle.

2. They miss out on prospects who are already searching on Google, hanging out on LinkedIn, Meta, YouTube, or waiting for your email to come through.
3. Sales teams are left to do all the heavy lifting with little strategic support.
4. Complacent marketers protect their jobs rather than drive results
5. High-potential marketers grow frustrated, stuck doing menial tasks or even organising company socials instead of campaigns that bring in revenue.

Accountability in marketing isn't about putting people under pressure. It's about making proper, informed business decisions guided by numbers. That's what separates organisations that treat marketing as a cost from those that transform it into a true profit-centre.

Quick Plug about LaunchExperiments.com

If you're interested in transforming your marketing from a cost-centre to a profit-centre, schedule a discovery meeting today: [Book a Free Discovery Call](#)

The Marketing P&L™

Every business runs on a Profit & Loss statement. It sets projections, tracks performance, and shows leadership whether the company is healthy or heading for trouble. Marketing deserves the same treatment. Yet in most businesses, it doesn't get one.

That's where the Marketing P&L comes in.

Just like a financial P&L, it's both forward-looking and backward-looking. You set projections (revenue, deals, leads, traffic, costs) and then measure actual performance against them. Target. Actual. Variance. At the bottom line: Marketing ROI.

The logic works backwards from revenue:

- How much is a closed deal worth?
- How many deals are we targeting?
- With our close rate, how many leads do we need?
- What's our profit margin and therefore our allowable cost per lead?
- With our conversion rate, how many visits do we need to generate?
- At what CPCs and therefore what budget?

This transforms marketing from a black box into a clear financial model. Instead of debating gut feel, you get clarity, confidence, and control. You'll know how big your team should be, how big the budget should be, and where to direct investment.

The Marketing P&L levels the playing field between leadership and marketing.

For business leaders, no more smooth-talk, vanity dashboards, or pretty graphics masking reality.

For marketers, no more random budget cuts or asking marketing to put all their effort into the next company fun run. Most importantly, it elevates marketing from a cost-centre to a profit-centre. Side by side with sales, it earns its place at the table.

The Measurement Mindset

Most businesses fall into one of two traps: either they obsess over trying to measure everything perfectly (and end up paralysed), or they throw up their hands and declare, “This can’t be measured, so why bother?”

The measurement mindset sits between those extremes. It’s a discipline of **wanting and trying to measure wherever possible**, while accepting that perfect measurement is rarely achievable.

Two Buckets of Marketing Activity

I. Measurable Activities

- Paid search, social ads, email marketing, webinars with trackable sign-ups.
- These should form the majority of your budget. They tie directly to pipeline and revenue, and the numbers tell you if you’re on track.



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II. Hard-to-Measure Activities

- PR campaigns, community sponsorships, charity events, branding exercises, employee advocacy.
- And a special shoutout to my favourite: throwing thousands of pounds at a brand-new website when the old one was just fine.
- These can have real business value - employer brand, goodwill, awareness, credibility - but the link to revenue is harder to trace.



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A mature marketing organisation doesn’t avoid the second bucket, but it **tempers the investment relative to the first**. The guiding question is: *If we allocate this budget to something unmeasurable,*

can we still hit our pipeline and revenue targets according to the Marketing P&L?

The Discipline of Trying to Measure

Even for “hard-to-measure” campaigns, the measurement mindset means you look for proxies:

- A charity sponsorship? Don’t stop at a logo on a banner. Create an exclusive offer and landing page tied to the event.
- A PR push? Track spikes in branded search volume or website traffic during the coverage window.
- A new website? If your current one looks like it was designed in the 1990s, then yes, invest and track bounce rates, form submissions, and conversion improvements. That extreme of an example might deliver measurable ROI.

Sometimes, the honest reason for investment is simply, “because we want to.” And that’s fine as long as everyone is honest about it and the decision is made with eyes open.

Immature vs. Mature

- **Immature:** “We can’t measure this, so let’s do nothing.”
- **Mature:** “We can’t measure this perfectly, but we’ll measure what we can, keep the budget disciplined, and weigh it against ROI-driven channels.”

Why It Matters

This mindset is the bridge into the *Pipeline-to-Profit Marketing System™*. At the highest level of marketing measurement maturity lives a closed-loop marketing system where data informs marketing and marketing updates the data. Getting there requires a culture that values numbers, accepts imperfection, and keeps investment disciplined.

The Six Levels of Marketing Measurement Maturity 🪜

Adopting the measurement mindset is the cultural shift. But culture alone isn’t enough! You need structure. That’s where the six levels of marketing measurement maturity come in. Think of them as rungs on a ladder: each step up gives you clearer visibility, better decisions, and a tighter link between marketing activity and revenue.

Most businesses on the Isle of Man are sitting at Level 2 or below. The good news? Moving up doesn’t require perfection, just progress.

Level 1 – No Tracking Infrastructure

What It Looks Like

At this level, there is no reliable tracking in place. Website analytics isn't installed or known. A CRM may not exist, or it's a spreadsheet nobody updates. Leaders and marketers often don't even know what's missing.

Risks of Staying Here

- Invisible leaks
- Wasted spend
- No accountability
- Slow or bad decisions

Opportunities at the Next Level

Install GA4 (or another analytics tool) and set up even a basic CRM. Having these two systems in place – even if not integrated – is a massive leap forward.

Checklist

1. Do you know if Google Analytics is installed? [Check with Google Tag Assistant](#)
2. Do you have a CRM system?
3. Can you see how many leads were generated last month?
4. Are sales conversations tracked anywhere?
5. If you can't answer at least three of these, you're at Level 1.

Case Study: The Brokerage That “Tested” Facebook Ads

“That single gap in measurement can be the difference between acquiring a lead or sale for £50 and £500...”

I once spoke with the Head of Marketing at a brokerage. He told me they had “tested Facebook ads” and concluded they didn't work.

Within minutes it became obvious why. They had no analytics installed and were running ads without a Facebook Pixel. In other words, they had no way of seeing how many visits or leads came from the campaign. What's worse is the ad platform itself was flying blind, unable to learn or optimise.

That single gap in measurement can be the difference between acquiring a lead or sale for £50 and £500 (or more).

Yet on that basis, **the company wrote off** one of the biggest revenue-generating ad channels in the world – **a channel that drives over £200 billion in advertiser sales** every year.

This is classic Level 1 maturity: abandoning marketing channels not because they don't work, but because you don't have the infrastructure to measure them properly in the first place.

Level 2 – Tracking Exists, But It's Incomplete or Unused

What It Looks Like

The tools are in place, but the data is hidden, fragmented, or incomplete. You might have GA4 running and a CRM in use by sales, but they aren't connected or no one is owning it. Paid ads may run without conversion tracking. SEO may be done without Search Console. This is also where tools like Google Tag Manager begin to be useful.

Risks of Staying Here

- Blind spots
- False confidence
- Poor optimisation

Opportunities at the Next Level

Connect GA4, CRM, and ad platforms. Add integrations such as UTMs and hidden fields in forms. Set up conversion tracking so ad platforms know what a lead or sale looks like.

Checklist

1. Do you know GA4 is running but don't use it?
2. Does a CRM exist but not connect to marketing?
3. Do you run ads without conversion tracking? Check with Google Tag Assistant, [Meta Pixel Helper](#), [LinkedIn Insight Tag Checker](#)
4. Is there no feedback loop between sales and marketing?
5. If you answered yes to at least 3, you're likely at Level 2.

Case Study: The Corporate Services Provider with a Hidden £100K Win



“A single campaign with less than £10,000 in spend had actually delivered a contract worth more than £100,000”



A Marketing Director at a corporate services provider knew their ads were generating qualified leads. The challenge was what happened next. Once leads were handed to Sales, communication broke down. Deals often took months, and Sales only shared updates when asked not when opportunities actually progressed.

The company was already using HubSpot, and the Director trusted that Sales were keeping records up to date. What she didn't have was visibility into whether the ad spend was translating into closed revenue.

When we sat down together, we used HubSpot to trace those ad-generated leads all the way through the pipeline. The result: a single campaign with less than £10,000 in spend had actually delivered a contract worth more than £100,000.

This is a great example of **Level 2 maturity**: the systems are in place, but the value isn't always obvious until the data is surfaced and connected. In this case, the opportunity wasn't being lost it, was simply hidden. Once revealed, it gave the Director the confidence to demonstrate the ROI of marketing and make a stronger case for future investment.

Level 3 – Data Without Meaning

What It Looks Like

By Level 3, you can log into GA4 and the CRM. You see the numbers, but don't know what they mean. A thousand visits or a hundred leads isn't useful until you know what they should add up to in revenue.

Risks of Staying Here

- Vanity metrics
- Wasted opportunities
- Leadership frustration

Opportunities at the Next Level

Establish and benchmark against your Marketing P&L™. Work backwards from revenue to define lead value and cost per lead. Set benchmarks for conversion rates and cost per acquisition.

Checklist

1. Do you have access to GA4 and CRM but don't connect them to revenue?
2. Can you say what one lead is worth?
3. Do you have agreed conversion assumptions?

4. Does marketing know how to justify budgets?
5. If not, you're at Level 3.

Case Study: The Ecommerce Store with '70% Retention'

“70% of purchases in a given month came from existing customers... but that is not the same as retention rate.”

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An ecommerce entrepreneur proudly told me that their Shopify dashboard showed a 70% retention rate. That would be extraordinary in any category but something didn't add up.

Despite this supposed strength, they couldn't get affiliates to stick.

That didn't make sense. In my experience, affiliates are loyal if they keep earning commission and with 70% of customers returning, the commissions should have been flowing.

When we dug deeper, we discovered the real issue: they had misunderstood the metric Shopify was reporting. The dashboard showed that 70% of purchases in a given month came from existing customers... but that is *not* the same as retention rate.

True retention means tracking how many of your customers ever come back at a later date (whether one month or twelve months later).

When measured properly, only 10% of their customers returned within a year. That is a very poor retention rate and it explained why affiliates wouldn't stick. Without recurring purchases, the commissions dried up quickly.

This is classic **Level 3 maturity**: the data is there, but without benchmarks or a Marketing P&L framework, numbers get misinterpreted. A vanity metric looked like a strength but was actually hiding a weakness.

The opportunity at the next level is to measure with discipline: define the right metrics, compare them against industry benchmarks, and use your Marketing P&L to highlight what truly drives profit. Only then can you prioritise whether to fix retention or scale acquisition.

Level 4 – Knowing for the Sake of Knowing

What It Looks Like

At Level 4, you've set your Marketing P&L and defined benchmarks. Now you compare actual results to those targets. Example: You projected 1,000 visits → 100 leads → 10 sales. In reality, you got 1,000 visits → 30 leads → 3 sales.

So you know it didn't hit benchmarks or maybe it outperformed but you don't know what to do with that information beyond reporting it to leadership.

Risks of Staying Here

- Analysis paralysis
- Finger-pointing
- Missed learning

Opportunities at the Next Level

Pinpoint bottlenecks and use benchmarks to inform conversations with leadership and designing marketing experiments. Move from observation to optimisation.

Checklist

1. Do you know where the biggest drop-off is?
2. Are you designing experiments based on the variance between actual and projected performance?
3. Are you stopping at observation?
4. If not, you're at Level 4.

Case Study: The £300 Campaign That Could've Been £3,000

“The risk is that marketing becomes a reporting exercise instead of a profit lever.”

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One of my mentees proudly shared a marketing win with me: he had spent £300 on ads and generated £3,000 in revenue. On the face of it, that's a huge success – a ten-to-one return on ad spend.

I congratulated him and then asked what to me was the obvious follow-up: “So why not spend £3,000 and see if you can bring in £30,000?”

He was stunned. He had the numbers. He knew the return was there. But he hadn't connected that knowledge into a business decision.

This is classic **Level 4 maturity**: the Marketing P&L is effectively known – revenue and cost are visible – but it isn't being used as the basis for decisions. **The risk is that marketing becomes a reporting exercise instead of a profit lever.**

The opportunity at the next level is to act with the same discipline you would apply elsewhere in the business: if the numbers show a £10 return for every £1 invested, the Marketing P&L should justify scaling the budget with confidence.

Level 5 – Actionable Insights Without Repeatable Processes

What It Looks Like

Here, you stop observing and start optimising. You use your data to make changes – whether in targeting, messaging, channels, or sales process.

However you might not have a repeatable process and you end up checking once in a while, or running experiments and not benchmarking them again or designing new experiments based on the results.

Risks of Staying Here

- Inconsistent action
- Chasing tactics
- Budget drift

Opportunities at the Next Level

Formalise a systematic optimisation process. Review performance vs benchmarks regularly. Align marketing, sales, and leadership on actions. Build marketing as a continuous improvement engine.

Checklist

1. Do you regularly act on insights?
2. Do you have a process for testing?
3. Do you review and adjust benchmarks?
4. Are improvements tracked over time?
5. If not, you're below Level 5.

Case Study: The Umbrella Company That Let Tracking Slip

“The company had enabled tracking once and were making good decisions from it. But they didn't revisit or maintain it after changes”

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An umbrella company was running Google Ads and everything looked great. With tracking in place, they were acquiring leads at just £20 each.

Then they changed their website's domain. Almost overnight, performance collapsed – cost per lead shot up to £500. The team knew something was wrong, but the marketer they had hired couldn't figure it out. Under pressure, he quit, leaving the business in limbo.

When we came in, we ran an investigation. The cause was simple: during the domain change, tracking had broken. Google Ads was no longer recording conversions, which meant the platform couldn't

optimise. Once we reapplied the fix and got conversions flowing again, Google was able to re-learn. Costs returned to £20 per lead.

This is a classic **Level 5 maturity challenge**. The company had enabled tracking once and were making good decisions from it. But they didn't revisit or maintain it after changes, and the feedback loop broke. At this level, the risk isn't ignorance, it's slipping back into old habits and losing progress.

The opportunity at the next level is to build **measurement discipline**: regular audits, checks after changes, and a mindset that tracking is never "set and forget."

Level 6 – Closed-Loop System (Pipeline-to-Profit)

What It Looks Like

Level 6 is where marketing and measurement fully integrate into a closed-loop system – the Pipeline-to-Profit Marketing System™. It's a cycle: Set benchmarks → Launch experiments → Measure → Share insights → Adjust → Repeat. At this stage, marketing runs on a system. Data informs marketing, and marketing updates the data.

Risks of Staying Here

- Complacency
- Complexity creep

Opportunities at the Next Level

Level 6 is the top. The opportunity now is scale: confidently increase budgets, optimise across teams, and build a culture where data and creativity work hand in hand. Advanced tools like GTM, multi-touch attribution, and incrementality testing can be layered in here, as long as they still tie back to the loop.

Checklist

1. Do you run marketing on a set process?
2. Do you have a feedback loop between marketing, sales, and leadership?
3. Do you adjust benchmarks regularly?
4. Is marketing tied directly to revenue?
5. If you answered yes to all questions, you're at Level 6.

Case Study: The Umbrella Company and the Closed-Loop System



“The company moved beyond reporting and one-off fixes to a system of ongoing optimisation”



When we first engaged with an umbrella company, they had already experienced the pain of “set and forget” tracking. After fixing their tracking issue, cost per lead dropped back to £20. But at Level 6, the goal is not just fixing problems – it’s building a closed-loop system where marketing and sales work together to continuously improve results.

We set up a bi-weekly feedback loop with their sales and leadership teams. It wasn’t enough to know that leads were coming in – we needed to understand the *quality* of those leads.

Sales flagged that too many were low quality. We had a hunch about which keywords were causing the issue, but rather than assume, we worked with their dev team to pass keyword data directly into HubSpot. That way, we could tie quality feedback to actual search terms.

The data confirmed our suspicion: certain keywords were delivering the wrong type of leads. We switched them off – and immediately saw an improvement in lead quality. But another problem surfaced. Sales reported that 40% of enquiries contained fake phone numbers.

Again, we closed the loop. We collaborated with the dev team to implement real-time phone validation. The result: fake numbers dropped from 40% to under 10%.

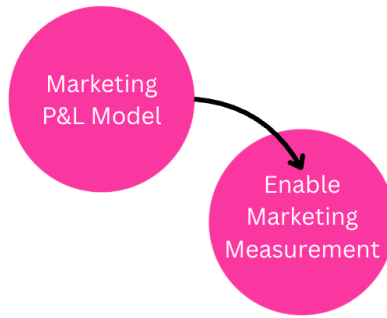
This is classic **Level 6 maturity**: marketing and sales operating in a closed loop, using data not just to measure performance but to continuously refine it. The company moved beyond reporting and one-off fixes to a system of ongoing optimisation – what we call the **Pipeline-to-Profit Marketing System™**

Okay great, now what?

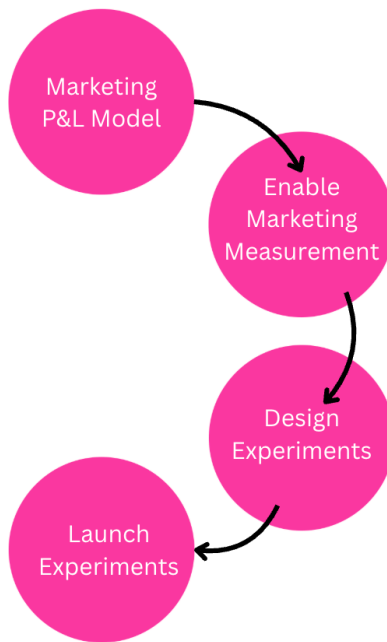
Moving beyond the 6 levels

As discussed in Level 4, knowing for the sake of knowing is not enough and the same goes for knowing about the 6 levels. Now that you know about it what do we do with it? How do we put this all together?

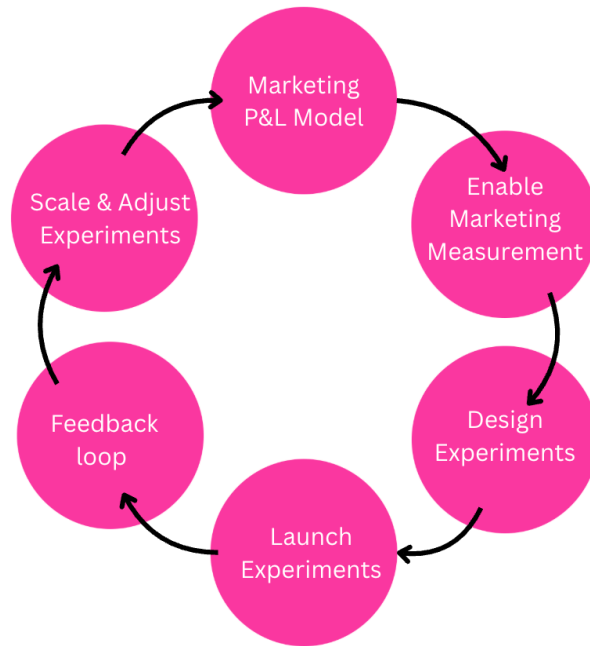
Levels 1 to 4 cover the first two steps of the closed-loop system – gathering data and benchmarking with the Marketing P&L.



Level 5 introduces the discipline of designing and launching experiments.



At Level 6, the final two steps measuring and scaling are in full swing.



This is where our proprietary **Pipeline-to-Profit Marketing System™ (PPMS)** comes alive: a closed loop where marketing campaigns feed into data, and data feeds back into decisions. The Marketing P&L Model is the starting point, but the real power is in how the system keeps cycling experiments → results → optimisation – creating a repeatable profit engine.

When the loop is fully realised, marketing stops being a cost centre and starts compounding profit. That's why I'm confident enough to stand behind it with a guarantee. Time and again I've seen businesses uncover £100K+ in hidden value once the system is applied.

Ready to Turn Marketing into a Profit Engine?

Most businesses I meet are leaving at least **£20K on the table**. The Pipeline-to-Profit Marketing System™ is designed to uncover it.

👉 [Book a call, tell me your Level, and let's find your hidden profit.](#)



[Book a free 30-minute discovery call](#)

Thank you for reading!

This guide on The 6 Levels of Marketing Measurement Maturity was lovingly prepared by myself [Anthony Villa](#), Managing Director at [LaunchExperiments.com](#)

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