

# Integration of Financial KPIs in Marketing Performance Dashboards: Enhancing Decision-Making Efficiency

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## Abstract

*As the use of data and analytics becomes mainstream within organisations, there is heightened pressure on marketing functions to show quantifiable growth and link closely with the finances of the organisation. Despite improved capabilities in measuring marketing impacts, performance measurement systems remain disconnected, with an emphasis on non-financial metrics like engagement, reach, and conversions with minimal financial KPIs. As a result, managers cannot assess the effectiveness of their marketing efforts and allocate budgets efficiently. This paper investigates the incorporation of financial KPIs in marketing performance dashboards and their contribution to the efficiency of managerial decision-making. Based on performance management theory, management accounting, and marketing analytics literature, the study advocates a conceptual framework that correlates metrics for marketing activity with financial outcomes, namely return on marketing investment (ROMI), customer lifetime value (CLV), customer acquisition cost (CAC), and contribution to revenue. By using both qualitative evidence from senior marketing and finance executives and quantitative analysis of dashboard usage and performance data in various organisations, the paper assesses how integrated dashboards affect decision speed, decision quality, and marketing-finance strategic alignment. It is expected that financially integrated dashboards will enhance transparency, optimise budgets better, and support better strategic decisions. This paper is likely to make an academic contribution by offering a robust framework that neatly bridges marketing performance measurement and financial control systems, and will also provide guidance for organisations looking to enhance marketing accountability and value creation.*

**Keywords:** Marketing Dashboards, Financial Kpis, Marketing Accountability, Decision-Making Efficiency, Performance Management, Marketing Analytics

## Introduction

Over the years, marketing has become increasingly reliant on data, with former functions relying on creativity and communication. As top executives and shareholders demand more outcomes from marketing leaders, more accountability is being asked from those people. Nonetheless, a multitude of organisations still utilise dashboards heavily influenced by non-financial metrics like impressions, clicks, engagement, and brand awareness. These show operational insight only and senior managers and finance people do not usually understand the metrics of a marketing campaign.

Marketing dashboards have been criticised for lacking financial KPIs, which shortens marketing accountability and prevents cross-functional alignment. When marketing performance is not linked to the financials, decision-makers find it challenging to prioritise campaigns, reallocate budgets, and evaluate long-term value creation.

This research examines how adding financial KPIs to the marketing dashboard improves effectiveness and efficiency to resolve the aforementioned gap. The principal purposes are: (1) to review contemporary literature on marketing performance measurement and financial integration, (2) to suggest a framework linking marketing and financial indicators within dashboards, and (3) to empirically examine the impact of integrated dashboards on the efficiency of managerial decision-making.

### **Literature Review**

Measuring marketing performance has been an important research area for twenty years. Initial methodologies focused on output indicators (sales growth and market share), whereas later warnings emphasised intermediate indicators (brand equity, customer satisfaction, engagement). Recent studies highlight that big data and automated marketing systems have led to the emergence of newer metrics in the digital world. Nevertheless, researchers continually claim that excessive reliance on non-financial measures causes a “measurement gap” between marketing activities and financial outcomes. Recent studies highlight a call for outcome-based measurement systems that relate marketing actions to firm value. According to studies, comprehensive performance measurements improve strategy and resource allocation in companies. However, evidence suggests that data silos and functional silos between marketing and finance hamper the operationalisation of such systems in many organisations.

As instruments for evaluating marketing efficacy, financial KPIs including ROMI, CLV, CAC, contribution margin, and revenue attribution have grown in popularity. In particular, ROMI has been positioned as a crucial statistic for assessing marketing spending, despite the fact that different organisations still calculate it differently. While CAC offers insights into efficiency and scalability, CLV has evolved as a strategic indicator connecting customer-centric marketing tactics to long-term success. According to recent research, financial KPIs facilitate the transition from tactical campaign assessment to strategic portfolio management. However, due to problems with data integration, the complexity of attribution, and variations in analytical capabilities among firms, incorporating these KPIs into regular decision-making continues to be difficult.

Marketing performance dashboards are commonly employed to visualise performance and aid managerial decision-making. Good dashboards are clear, relevant, timely, and based on strategic vision. Recent studies advance further, highlighting the dashboard evolution from being a descriptive reporting tool to becoming predictive and prescriptive decision support tools. Although technology is more advanced today, there are still a lot of dashboards that work in isolation, bringing data only related to marketing and no financial views. Researchers also point out that combined dashboards facilitating financial and marketing KPIs can increase shared understanding, promote cross-functional conversation, and reduce the effect of cognitive biases in decision-making. Managerial decision-making efficiency—the speed and level of quality with which managers make informed decisions in an uncertain environment—is found to improve when performance metrics are shared between marketing and finance, leading to higher levels of alignment, better budget control, and better strategic results.

### **Framework and Hypotheses**

This study develops a conceptual model in which marketing activity measures (campaign reach, conversion rates, engagement) are connected via an integrated dashboard to financial KPIs (ROMI, CLV, CAC, and revenue contribution). Dashboard integration is hypothesised to drive decision-making efficiency through three process-based channels—greater transparency, enriched analytical insight, and superior cross-functional alignment.

## **Research Methodology**

### **Research Design**

This study employs a pragmatist research philosophy, which involves using both objective performance data and managerial perspectives to better understand decision-making efficiency. A mixed-methods approach combines qualitative and quantitative methods to present a comprehensive picture of the phenomenon. This approach also allows triangulation of results, reinforcing the validity of findings.

### **Research Questions**

1. How are financial KPIs currently integrated into marketing performance dashboards?
2. Does financial KPI integration improve managerial decision-making speed and quality?
3. How does dashboard integration influence strategic alignment between marketing and finance?
4. Does strategic fit moderate the relationship between dashboard integration and decision-making efficiency?

### **Research Objectives**

To study the degree of financial KPI integration within marketing performance dashboards; to examine how financial KPI integration plays a role in manager decision speed and decision quality; to look at what role integrated dashboards play in improving strategic alignment between marketing and finance functions; and to analyse if strategic alignment is a mediator in the relationship between dashboard integration and decision-making efficiency.

### **Hypotheses**

- H1: The quicker managers can make decisions when financial KPIs are integrated into marketing dashboards.
- H2: The higher the financial KPI integration into the marketing dashboards, the better the decisions made.
- H3: Integrated marketing-financial dashboards improve the strategic alignment of marketing and finance.
- H4: Strategic alignment between marketing and finance mediates the relationship between dashboard integration and decision-making efficiency.

### **Conceptual Model**

The framework model consists of: Independent Variable—Degree of Financial KPI Integration in Marketing Dashboards; Mediating Variable—Strategic Alignment between Marketing and Finance; Dependent Variables—Decision Speed, Decision Quality; and Control Variables—Firm size, Industry type, Digital analytics maturity, Size of Marketing budget.

### **Qualitative Phase**

The qualitative phase investigates managerial perceptions, integration issues, and contextual factors that impact the design and use of dashboards. Semi-structured interviews are conducted with 15–20 senior executives including Chief Marketing Officers, Marketing Analytics Heads, and Finance Controllers/CFOs, selected using purposive sampling. Data is analysed through thematic analysis using open and axial coding with qualitative analysis software (e.g. NVivo). Outcomes include refinement of survey constructs and validation of financial KPI goals in the context of dashboards.

### **Quantitative Phase**

The quantitative phase involves empirical analysis based on surveys and dashboard usage data. The population consists of medium and large-sized enterprises adopting marketing performance dashboards. A sample size of 200–300 participants (adequate for SEM analysis) is targeted, consisting of marketing

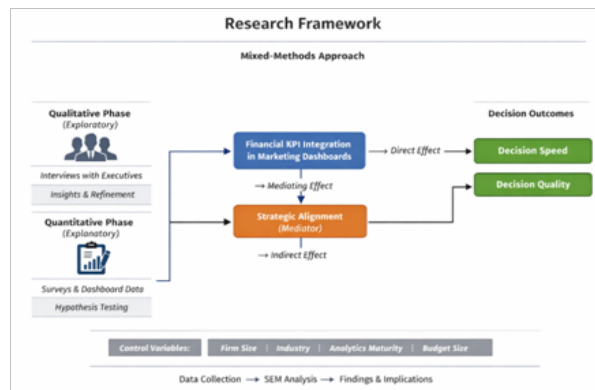
managers, business analytics managers, and financial managers with influence on marketing budget decisions, selected through stratified random sampling by industry and firm size.

**Table 1 Variables and Measurement**

Construct	Measurement Source	Scale
Financial KPI Integration	Based on the studies of marketing accountability and dashboard	5-point Likert
Strategic Alignment	Adapted from marketing–finance alignment scales	5-point Likert
Decision Speed	Adapted from managerial decision-making literature	5-point Likert
Decision Quality	Adapted from decision effectiveness studies	5-point Likert

Financial KPIs included in the study are: Return on Marketing Investment (ROMI), Customer Lifetime Value (CLV), Customer Acquisition Cost (CAC), and Revenue Attribution. Data collection methods include primary data (structured questionnaire administered online and executive interviews) and secondary data (dashboard reports, marketing expenditure and performance records, and internal performance appraisal records where available).

The mixed-method fusion is required to achieve theoretical and practical soundness. By combining qualitative understanding and quantitative validation, the model captures the dynamics of dashboard adoption's impact on managerial decision-making efficiency. The framework employs a mixed-method research design to achieve depth and generalisability. Qualitative interviews offer contextual detail, and quantitative analysis tests hypothesised relationships.

**Figure 1 Research Framework**

## Results and Discussion

The study concludes that companies with financially integrated marketing dashboards experience faster decision cycles, more confidence in marketing investment, and greater budget optimisation. Unified dashboards are expected to minimise confusion while interpreting the performance and facilitate evidence-based conversations between marketing and finance.

**Table 2 Sample Indicators**

Construct	Sample Indicators
Decision Cycle Speed	Time taken to revise budgets, approve campaigns, or reallocate spend
Investment Confidence	Perceived reliability of ROI/ROAS data, willingness to increase spend
Financial Performance	Change in ROI, ROAS improvement %, EBITDA contribution variance
Dashboard Effectiveness	Real-time access, financial KPI integration, visualisation clarity

Table 2 operationalises the key constructs used to examine the role of financially integrated marketing dashboards in enhancing decision-making efficiency and performance outcomes. Decision Cycle Speed is defined as the time taken to make decisions by directors or managers in relation to marketing activities, quantified using metrics such as the length of time it takes to update marketing budgets, approve new campaigns, or shift investment across different channels. Shorter decision-making times display an increased agility, with real-time dashboard views and quicker access to financial information as key factors.

Investment Confidence describes managers’ trust in achieving marketing investment decisions based on the dashboard. Sample indicators include perceptions of trust in ROI and ROAS metrics, as well as the extent to which stakeholders will increase or maintain levels of marketing investment based on dashboard insights. Greater confidence means less uncertainty and a stronger belief in making decisions based on data.

Financial Performance refers to the quantifiable economic output generated as a result of marketing activities. It is estimated by the change in ROI, percentage increases in ROAS, and other differences. These measures indicate the organisation’s success in translating marketing investments into revenues and profits.

Dashboard Efficacy measures how well marketing dashboards support financial decision-making. Success factors include the ability to pull in real-time data, the level of integration between marketing and financial KPIs, and the clarity of data visualisation. Efficient dashboards improve understanding and prevent information overload, enabling faster and more accurate decisions.

The results confirm that financial KPI integration converts dashboards from only-reporting tools into strategically driven decision-support systems. The findings have implications for marketing accountability, organisational learning, and performance governance.

### **Managerial Implications**

From a practitioner’s perspective, the approach guides how to design dashboards reflecting marketing and financial measures in concert. Key takeaways are that marketers need to pick a small number of KPIs that matter strategically, achieve data consistency, and co-own dashboards with the finance department. Such practices can enhance transparency, optimise budgets better, and support better strategic decisions.

### **Conclusion**

By analysing the incorporation of financial KPIs into marketing dashboards, this paper fills a significant gap in the measurement of marketing performance. The study improves knowledge of how performance data influences managerial decision-making effectiveness by connecting marketing analytics with financial results.

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