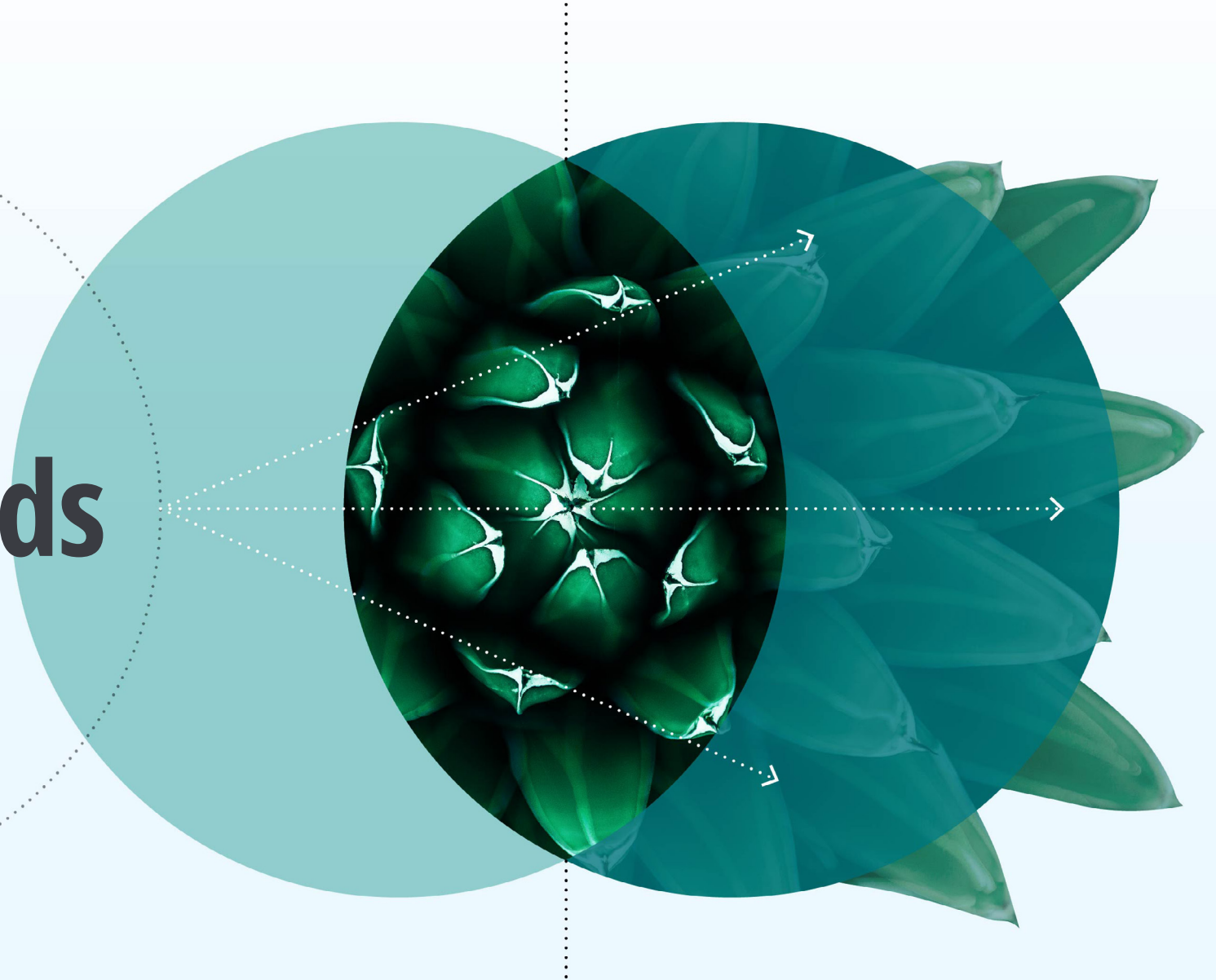


2022 Global Marketing Trends

Thriving through
customer centricity



About the Deloitte CMO Program

Deloitte's CMO Program supports CMOs as they navigate the complexities of the role, anticipate upcoming market trends, and respond to challenges with agile marketing. [Read more on the latest marketing trends and insights.](#)

Digital technology has changed the face of business. Across the globe, Deloitte Digital helps clients see what's possible, identify what's valuable, and deliver on it by combining creative and digital capabilities with advertising agency prowess, and the technical experience, deep business strategy, and relationships of the world's largest consultancy. Deloitte Digital empowers businesses with the insights, platforms, and behaviors needed to continuously and rapidly evolve to perform beyond expectations. [Read more about Deloitte Digital's world-class digital agency and its service offerings.](#)

Table of contents



4 **Introduction**
Thriving through customer centricity

10 **Meeting customers in a cookieless world**
How growth leaders are rethinking first-party data strategies

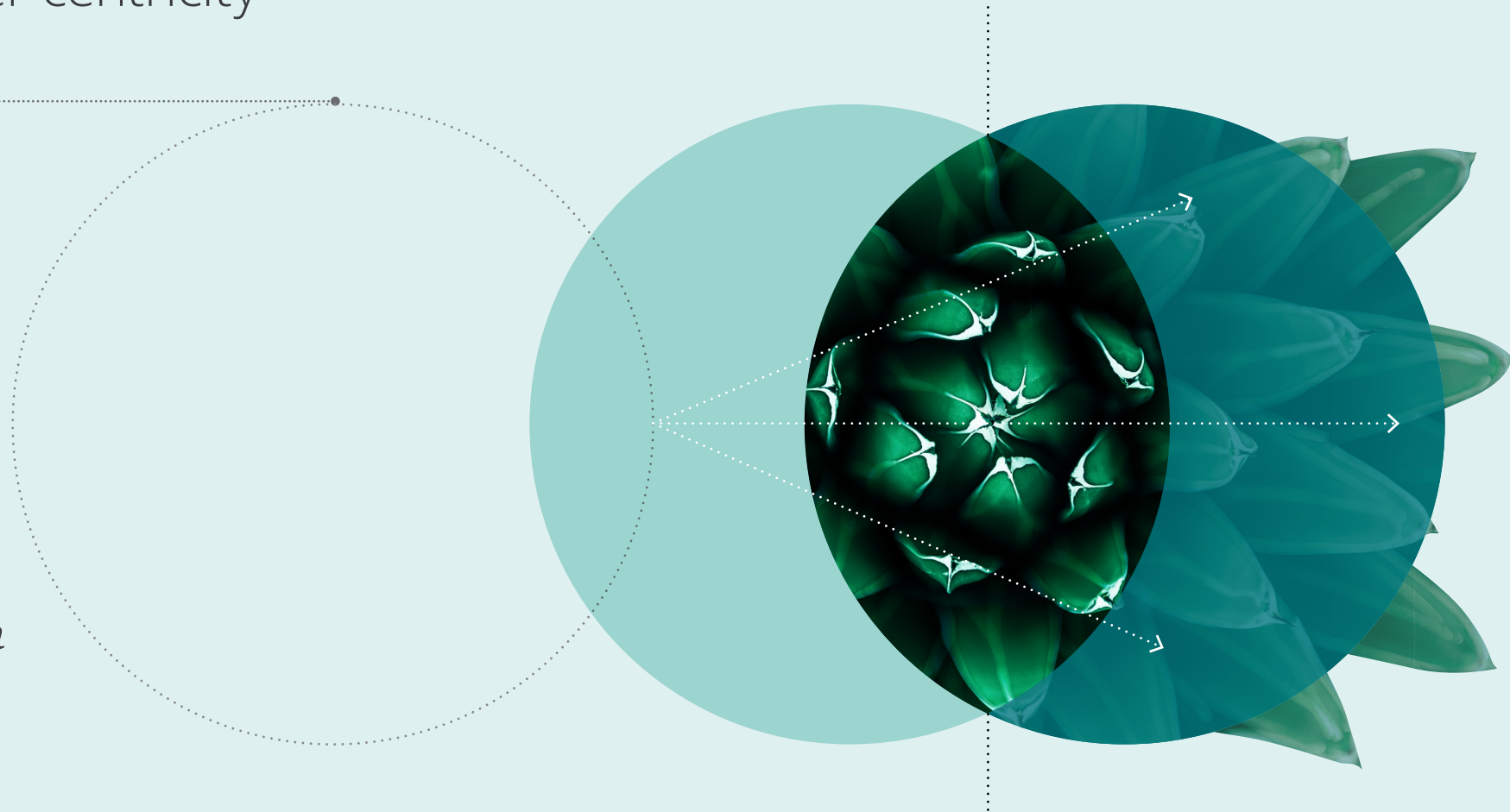
18 **Recognition and appreciation**

19 **Contact us**

Introduction

Thriving through customer centricity

Macro trends, from the integration of digital and physical channels to increasing calls for diversity, are upending the marketing function. What can brands learn from their highest-growth counterparts to thrive?



The past 18 months forever redefined customer engagement strategies—and with this change has come unprecedented complexity. Consider just a few of the macro trends unfolding in the market: In a world where people continuously toggle between digital and physical channels, linear customer journeys are almost a relic of the past. Consumers expect more tailored and personalized experiences but, simultaneously, are more guarded in how their data is captured and deployed. Even the definition of convenience has changed as people expect items and services to be available at the push of a button. Beyond products and services, people are more attuned to what a brand stands for—and if it's *only* maximizing profit, many will walk away before the brand can even put an offer in front of them.

These trends are creating just as much complexity within the four walls of the organization. As artificial intelligence becomes core to the entire customer experience, teams are scrambling to find the right mix of talent that elevates—and integrates—the creative and analytical. In parallel, brands are continuously looking to ensure their talent is just as representative and inclusive as the experiences they hope to deliver to market. And underscoring all of this is the reality that marketing budgets shrunk to record lows at a time when expectations are at an all-time high.¹

Given these trends, how can brands thrive in an increasingly complex world?

We believe the answer requires *holistically* rethinking the way brands engage with customers—and for good reason: When we surveyed over 1,000 global executives, we found the highest-growing brands (defined as those with 10% or higher annual growth) are moving beyond point solutions and comprehensively addressing the entire customer experience—encompassing everything from activating an enterprisewide purpose to overhauling entire customer data strategies.

Taking the lead from these high-growth organizations, we took a multifaceted approach to the 2022 *Global Marketing Trends* report. In addition to surveying executives from five countries, we polled 11,500 consumers across the globe, as well as conducted 18 in-depth interviews with executives from leading global brands (see sidebar “Research methodology” to learn more). In total, we identified seven trends that are customer-centric and take a 360-degree view of the solution set.

360-degree engagement: People, data, and experiences

To provide leaders with a road map to thriving in these unprecedented times, we organized our trends into three sections: people, data, and experiences.

However, these sections are not mutually exclusive endeavors. They comprise an interdependent system that, when integrated, forms the basis of dynamic customer experiences.

Putting *people* at the center

The opening trends in our report build the foundation through which everything else flows: the people the brand serves.



Purpose—A beacon for growth

Explores how high-growth brands are cutting through the noise of competing on price and quality alone and building a competitive advantage by committing to and communicating their impact beyond profit.



Authentically inclusive marketing

Focuses on how marketers—and their advertisements—are generally the face of what a brand stands for beyond profit maximization to consumers. And as populations continue to become more diverse and increasingly prioritize representation, it's important to get the brand *authentically* right or risk losing your customer of today—and the future.



Building the intelligent creative engine

In a fast-paced world, marketers need a talent model that moves at the speed of culture. This trend highlights how brands are unleashing creative content that better resonates with today's world. This includes using agile cohorts

of creative and analytical talent to solve customer problems and seeking new forms of external talent, for example, by turning influencers from product spokespeople to creative agents.

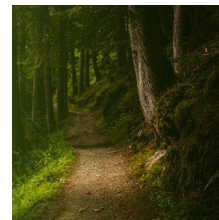
Building the *data* infrastructure

The proliferation of channels has led to myriad sources of data. However, more is not always better, and, in some cases, what's available today won't be here tomorrow. Our next two chapters provide guidance in navigating this increasingly complex data environment.



Meeting customers in a cookieless world

Discusses how marketers should be preparing for an environment where less information will be available as third-party cookies continue to disappear. Further, we note how high-growth brands are already ahead in their first-party data strategies.



Designing a human-first data experience

But it's not just about moving to a first-party data strategy; *designing a human-first data experience* shifts the lens to consumers to better understand the balance between people finding the use of their data helpful and, well, creepy.

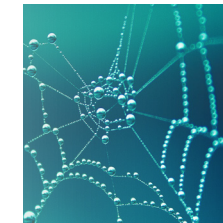
Designing dynamic *experiences*

The customer experience is the culmination of every step along the way. In this spirit, our final two chapters highlight how brands can bring everything together to ensure their experiences match their aspirations of delivering dynamic solutions to customers.



Elevating the hybrid experience

Lays out how brands can build dynamic, cohesive experiences in both their digital and in-person environments through leading principles from human-centered design.



Supercharging customer service with AI

Considers the consumer's perspective to show how timely offers and knowledgeable customer service can better help consumers make purchase decisions. This trend reveals how artificial intelligence can be integrated with human service to bring the best of both to the entire customer journey.

.....
Together, these trends highlight that marketing is a powerful force for growth in designing customer experiences that foster trust and meet human needs.

Research methodology

To ensure a globally relevant, cross-topic understanding of marketing and the customer experience, we conducted two global surveys and 18 in-depth interviews with global executives.

The **Global Marketing Trends Executive Survey** polled 1,099 C-suite executives from global companies located in the United States (62%), the United Kingdom (11%), France (9%), Japan (9%), and the Netherlands (9%) in April 2021. This survey asked chief executive, marketing, information, finance, operating, legal, and human resource officers their thoughts on a variety of topics driving the evolution of the marketing function. As this report focuses on marketing and customer experience leaders, 50% of the respondents consisted of chief marketing officers or those with similar titles (such as chief experience officer and chief growth officer), with nearly equal distribution across the other C-suite roles.

All businesses (outside of the public sector) had at least US\$500 million in annual revenues, with 73% having over US\$1 billion.

The **Global Marketing Trends Consumer Survey** polled 11,500 global consumers, ages 18 and above, in May 2021 across 19 countries: the United States, Canada, Mexico, Brazil, Chile, South Africa, Sweden, the United Kingdom, Italy, Ireland, France, Spain, Turkey, Switzerland, Denmark, Portugal, Japan, India, and China.

Separately, **executive interviews** were conducted throughout 2021 and involved 18 executives who either currently or previously held chief marketing, customer experience, or executive officer roles. Their insights were key to uncovering the trends included in this report.

ENDNOTE

1. Kelly Blum and Gloria Omale, "Gartner says marketing budgets have plummeted to 6.4% of overall company revenue in 2021," press release, Gartner, July 14, 2021.

ABOUT THE AUTHORS



Jennifer Veenstra | jveenstra@deloitte.com

Jennifer Veenstra is the executive leader of Deloitte's Global CMO Program. She focuses on CMO leadership, especially around the client experience, driving strategy, and digital transformation. Veenstra works across multiple industry areas to help CMOs deliver enterprise growth and connect with customers around purpose. She has led the transformation of the Deloitte Client Experience.



Stacy Kemp | stkemp@deloitte.com

Stacy Kemp is a principal at Deloitte Consulting LLP who creates significant business value through innovation, strategic customer experience and operations transformation, exceptional people development, and visionary leadership. Kemp works with Global 100 Index clients and has led an early-stage, entrepreneurial organization within the digital domain. She also creates next-generation strategies and develops innovative products and services through equal parts of intellect and practicality.



Barbara Venneman | bvenneman@deloitte.com

Barbara Venneman is the Global Advertising, Marketing & Commerce leader for Deloitte Digital. She helps brands become customer-obsessed by building connections between people, systems, data, and products, enabling them to deliver more personalized, contextual experiences for their customers. Venneman focuses on increasing customer-lifetime value using data-driven creative, cognitive web, and customer data to deliver emotional experiences to targeted segments across customer acquisition, engagement, service, and retention.



Tim Murphy | timurphy@deloitte.com

Tim Murphy is the director of Research and Insights for Deloitte's CMO Program. As a researcher and analytical scientist with Deloitte Services LP, he focuses on emerging marketing trends and CMO dynamics within the C-suite.

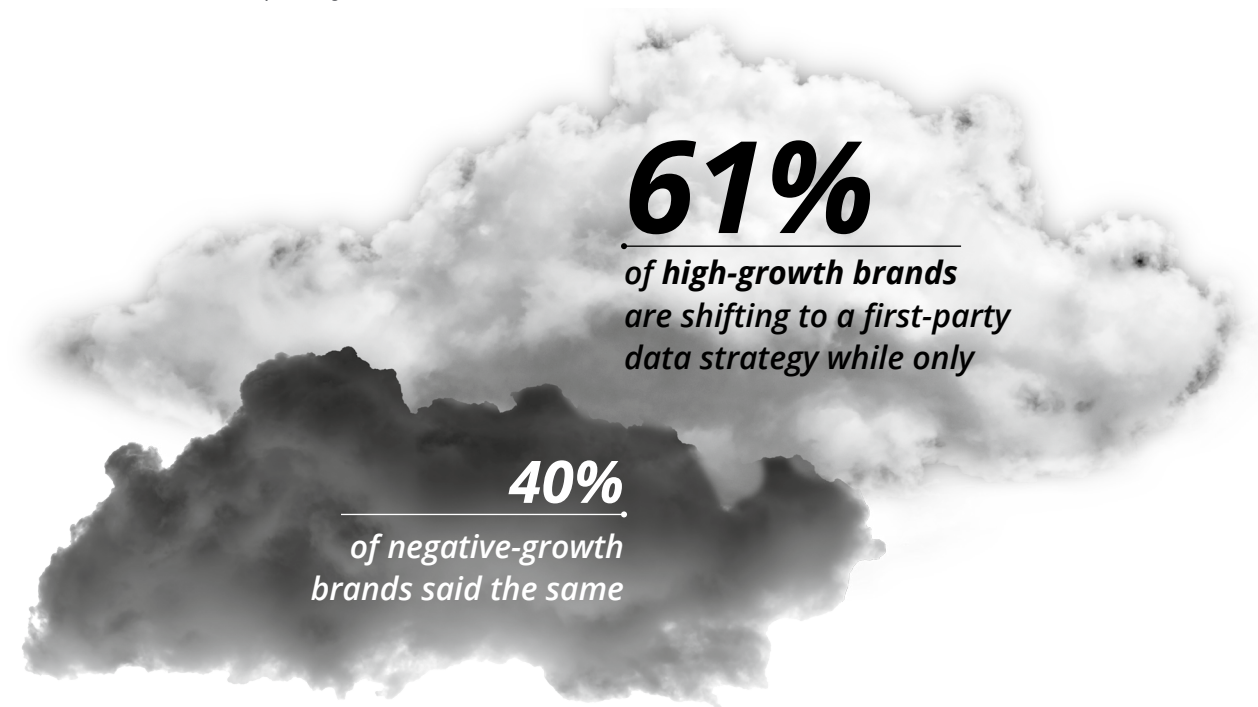
Meeting customers in a cookieless world

How growth leaders are rethinking first-party data strategies



Over the past decade, marketers have been experimenting in the digital world to strengthen brand-customer relationships. For example, a proliferation of social channels has altered how marketers interact with their customers in both the business-to-consumer and business-to-business spaces.¹ In tandem, advances in big data and artificial intelligence (AI) have allowed marketers to better target and message customers—and as importantly, measure the effectiveness of those approaches. Fundamental to these advances are third-party cookies (data captured and used from third-party sites).²

With third-party cookies systematically disappearing, how can marketing organizations use other data strategies to effectively target and engage with their customers?



Meeting customers in a cookieless world

Now the pendulum is swinging the other direction, toward data privacy: While consumers may appreciate relevant ads, they also have concerns about how their personal information, purchase preferences, and browsing habits are being used (see our trend “[Designing a human-first data experience](#)” to learn more). In response, regulations have tightened, and many web browsers and tech companies are disabling third-party cookies—with additional changes and restrictions anticipated down the line.

The phasing out of third-party cookies can hinder marketers’ ability to effectively engage with customers in myriad ways, including finding quality prospects, re-engaging customers who have considered a brand’s products but possibly moved away (“plugging the leaky funnel”), and measuring the effectiveness of digital ad campaigns.

As marketing organizations try to keep up with these changes in sentiment and regulation while continuing to deliver relevant campaigns to consumers, pivoting toward using first-party data in combination with digitalization could help them continue their strategic initiatives.

In an effort to help marketers rethink their own data strategies, we look at insights from our survey of more than 1,000 global executives to explore how high-growth brands (defined by those with at least 10% growth over the past year) are both getting ahead of this ever-evolving data landscape and deploying first-party use cases more strategically than their lower-growth peers.

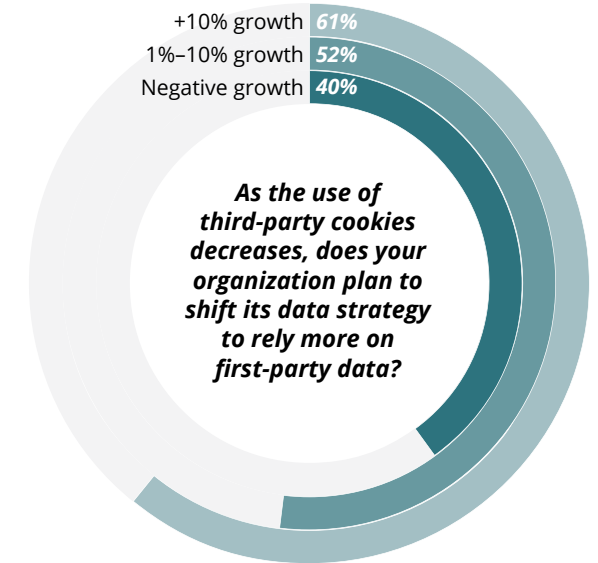
First to the first-party data party

Significantly, high-growth brands are taking the lead in the shift to a first-party data environment. In fact, results from our executive survey reveal that 61% of high-growth companies are shifting to a first-party data strategy, while only 40% of negative-growth companies say the same (figure 1). This may signal that high-growth organizations more often recognize the pressing need to get ahead of a rapidly changing environment.

And getting ahead of this changing landscape is exactly what VMware, a global business-to-business technology company is doing. Chief marketing officer (CMO) Carol Carpenter highlights how VMware is taking a “more globally consistent approach that is above and beyond the rules and regulations” to give customers more agency with their data.³ Not only can this provide greater consistency across regions, it also helps prepare VMware for a cookieless world.

FIGURE 1

High-growth brands lead in the development of first-party data strategies



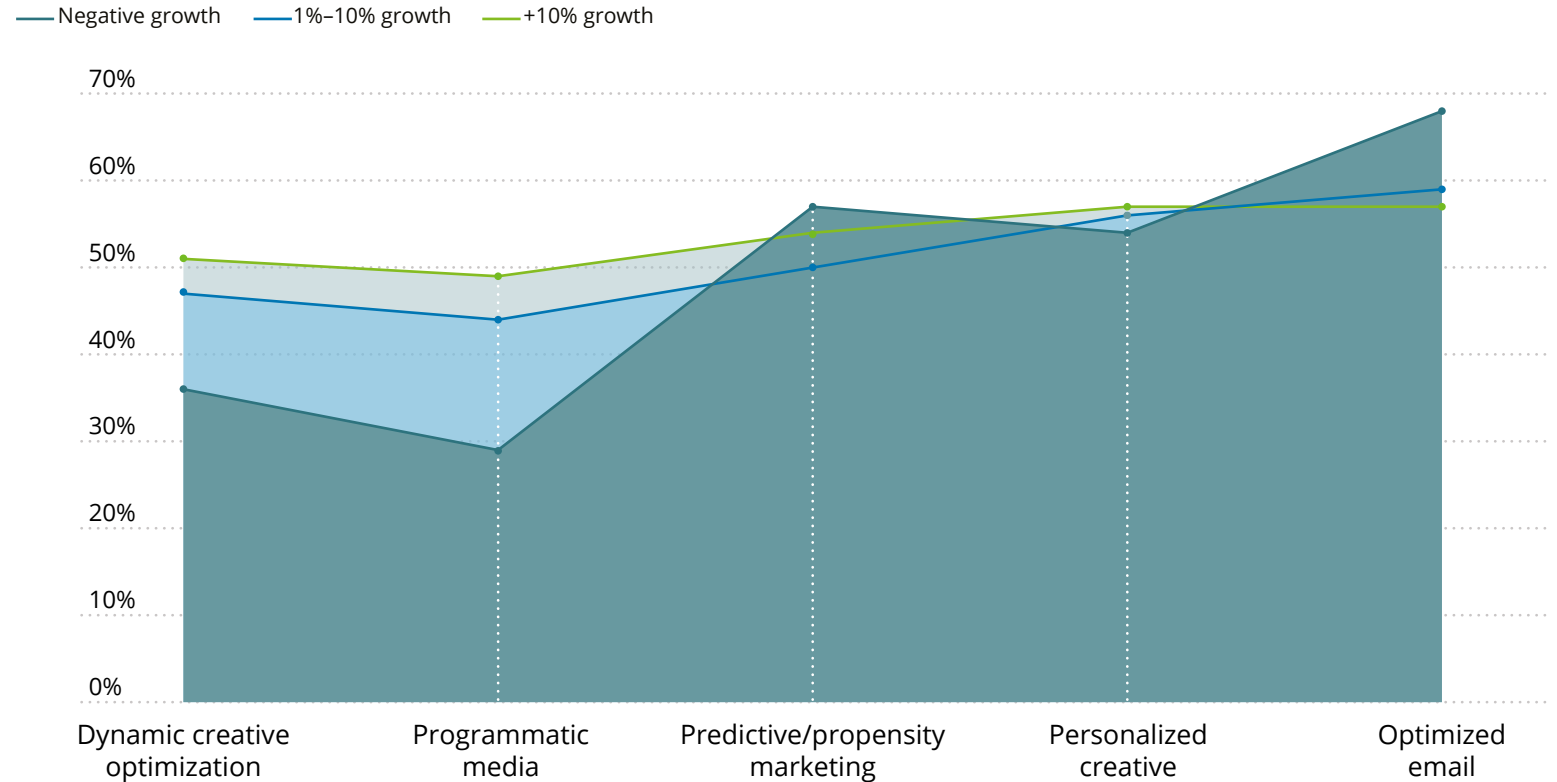
Source: Deloitte Global Marketing Trends Executive Survey, April 2021.

CMOs from high-growth brands are also well ahead of negative-growth brands in deploying first-party data in more sophisticated ways, specifically in two key areas: delivering personalized content via dynamic creative optimization (51% vs. 36%), and using data to serve ads to users via programmatic media (49% vs. 29%). Alternatively, negative-growth brands are more focused on using first-party data in more traditional ways such as optimized email (68%) and predictive/propensity marketing (57%)—though, not significantly more than the rest of the field (figure 2).

FIGURE 2

Chief marketing officers from high-growth brands use first-party data in more sophisticated ways

First-party data marketing use cases



Source: Deloitte Global Marketing Trends Executive Survey, April 2021.

Follow the (growth) leaders

Going down this path of reimagined data usage can come with its share of evolving challenges. However, whether your brand is just getting started or preparing to deploy first-party data in more sophisticated ways, every organization needs to start somewhere.

Push the data reset button

As we observed with many negative-growth brands, optimizing emails is a natural starting point because it's often fueled directly by first-party data. However, designing a more encompassing and longer-term first-party strategy typically requires a more holistic view of your data infrastructure—and, in many cases, a complete rethinking of both the technical and operational environments.

For organizations overhauling their customer data approach, this could mean:

- **Determining your reliance on third-party cookies.** It's important to develop a clear picture of how you're reaching and messaging customers in the digital sphere and assessing how many of your customer interactions rely upon third-party cookies.

Whether your brand is just getting started or preparing to deploy first-party data in more sophisticated ways, every organization needs to start somewhere.

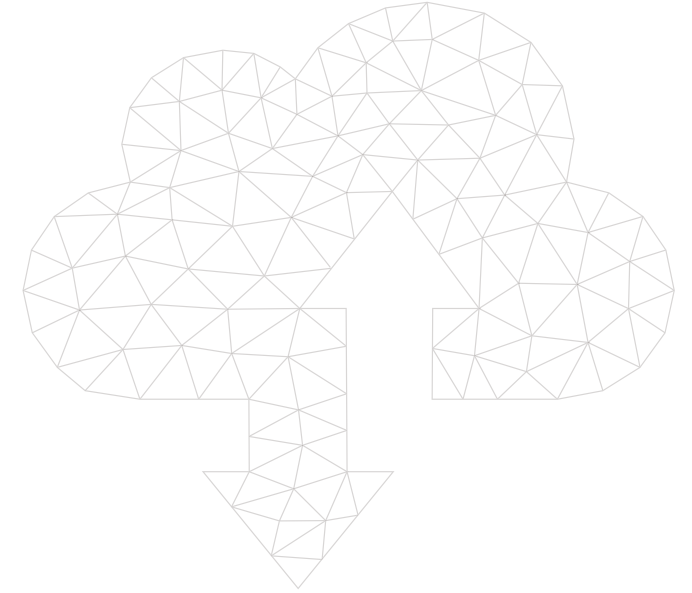
One option is to deploy a “cookie calculator” to gain visibility into where the organization relies most on third-party cookies.

- **Creating new data infrastructure.** To accommodate your first-party data collection, it's imperative to establish sufficient infrastructure, such as a comprehensive consumer data platform (CDP), that can help connect various data sources throughout the customer journey.

A clear understanding of these risks, opportunities, and priorities can help lay a foundation to build upon—which is when the fun of experimentation can begin.

Try and try again

Although it appears to be a challenge, the dissolution of third-party cookies also offers an opportunity for companies and brands to experiment with developing relationships with key customers. As we observed with high-growth brands, some companies are experimenting a lot, whether on dynamic creative optimization, programmatic media, or propensity marketing. With this in mind, marketers should consider three key actions to help ensure success when implementing a first-party data strategy:



- **Cultivate unique first-party data through greater consumer value.** Marketers who focus on developing first-party data for their brands can create more opportunities to reach those customers by cultivating unique data insights and long-term measurement. One way to do this is by offering *value* in exchange for data. “Creating an ecosystem of services in which the richness of the customer experience improves as more complete data profiles are built or allowed by the customer may be an approach to address the issue,” says Mack Turner, former research executive at Bank of America.⁴ This can be achieved through customer-value initiatives such as loyalty programs, AI web assistants, or gamification.

- **Build deeper relationships with ecosystem partners.** To grow their first-party data, marketers may need to look outside their walls. Tech giants and media publishers have enormous amounts of their own first-party data; so, to bolster data development internally, marketers should look to strengthen relationships with such partners to gain access to their walled gardens of data and corresponding insights.
- **Rethink your analytics.** Without third-party cookies, prospecting and retargeting will most likely become less individualized. However, to establish, maintain, and deepen customer relationships, companies should reimagine how they use analytics and targeting. For example, technology and platform companies are already proposing to shift the focus

from individuals to cohorts—groups of people with similar interests, such as soccer fans or knitters—which aims to give marketers a way to target ads to groups without requiring details of individual users.

While marketers prioritize and experiment, the process of determining success will most likely take a multichannel measurement approach that blends insights from a CDP, cohort analytics, and deeper relationships with ecosystem partners.

There will likely be more speed bumps in the road, but, ultimately, a shift to first-party data can lead companies toward a better understanding of their customer journey. So, continue experimenting, measuring, and improving—and buckle up!

About the research

The **Global Marketing Trends Executive Survey** polled 1,099 C-suite executives from global companies located in the United States, France, Japan, the United Kingdom, and the Netherlands in April 2021. This survey asked chief executive, marketing, information, finance, operating, legal, and human resource officers their thoughts on a variety of topics driving the evolution of the marketing function.

The **Global Marketing Trends Consumer Survey** polled 11,500 global consumers, ages 18 and above, in May 2021 across 19 countries.

See the [introduction](#) to learn more about both studies.

ENDNOTES

1. Peter Sedivy and Michael Barrett, *Changing the playbook: Agile marketing for our increasingly digital world—2021 Global Marketing Trends*, 2021.
2. Alex Kelleher and Ken Nelson, *What the end of third-party cookies means for advertisers*, interview with the authors, Deloitte Digital, February 12, 2020.
3. Interviews conducted between May and August of 2021 as part of the 2022 *Global Marketing Trends* research.
4. Ibid.

ABOUT THE AUTHORS



Alex Kelleher | akelleher@deloitte.com

Alex Kelleher is a managing director for Deloitte Consulting LLP and the global chief marketing officer for Deloitte Digital. He leads with an always-on creative eye, encouraging out-of-the-box thinking that develops impactful marketing and communications campaigns. Kelleher is also responsible for increasing awareness on Deloitte Digital through internal and external channels to help the business meet its sales goals.



David Cutbill | dcutbill@deloitte.com

David Cutbill is the lead principal of the CMO Risk Services practice at Deloitte & Touche LLP, providing assurance and consulting services across the marketing and advertising ecosystem.



Michael Brinker | mbrinker@deloitte.com

Mike Brinker is a principal at Deloitte Consulting LLP and the Performance Marketing leader for Deloitte Digital. In his 26 years at Deloitte, he has served over 100 clients, incubated numerous technology practices, was a founding partner, US leader, and global leader for Deloitte Digital, has led major acquisitions, joint ventures, global alliances, and was instrumental in starting Deloitte's consulting practice in India. He has served clients in the retail, hospitality, technology, media, and financial services sectors.

ABOUT THE AUTHORS, CONT.



Jocelyn Lee | joceleee@deloitte.com

Jocelyn Lee leads the Digital Marketing capability at Deloitte Digital. Lee enables marketers to evolve their advertising models, justify their advertising investments, improve ad performance, and deliver tangible business results through data-driven, tech-centric, creative-inspired solutions, especially in the direct-to-consumer space.



Will Grobel | wgrobel@deloitte.co.uk

Will Grobel is a director at Deloitte Digital, specializing in sales and marketing digital transformation. He works in the Consumer Business industry, helping clients increase customer engagement and sales by optimizing marketing and sales activities and processing the provision of strategies, innovations, and digital solutions. Grobel is a Chartered Marketer and has experience primarily across the consumer packaged goods and retail sectors.

ACKNOWLEDGMENTS

The authors would like to thank **Kathleen Peeters** (Belgium) for her contributions to the development of this trend.

RECOGNITION AND APPRECIATION

This report would not be possible without the collaboration that results from working alongside colleagues on the front lines to understand the impact of these trends in the marketplace and how to embrace them to drive growth for organizations.

Special thanks to the entire CMO Program team for their insight and support through this journey.

Thank you to the following:

OUR GLOBAL MARKETING TRENDS TEAM

- **Content and insights, PMO:** Sarah Allred, Timothy Murphy, Rory McCallum
- **Global engagement:** Giselle Prego
- **Marketing and interactive:** Cailin Rocco
- **Activation:** Fahad Ahmed, Pia Basu, Grace Forster, Kori Green, Julie Storer, Abhilash Yarala, Kathryn Zbikowski
- **WSJ CMO Today:** Jenny Fisher, Mary Morrison
- **Green Dot Agency:** Audrey Jackson, Anthony LaMantia, Matthew Lennert, Melissa O'Brien, Jose Porras, Govindh Raj, Sonya Vasiliyeff, Molly Woodworth

OUR GLOBAL COLLABORATORS CONTRIBUTING ACROSS THE ENTIRE 2022 GLOBAL MARKETING TRENDS REPORT

Americas

- **Leadership:** Alfonso Alcocer, Bevin Arnason, Omar Camacho, Jefferson Denti, Guilherme Evans, Maria Flores, Yohan Gaumont, Patrick Hall, Javier Huechao, Francisco Pecorella, Alejandra Pochettino, Pablo Selvino, Enrique Varela, Charmaine Wong
- **Marketing:** Martin Avdolov, Maria Gabriela Paredes Cadiz, Marta Boica Dare, Andres Gebauer Millas, Carolina Alejandra Peters Ramirez, Coby Savage, Renato Souza

EMEA

- **Leadership:** Rani Argov, Kasia Blicharz, Robert Collignon, David Conway, Ronan Vander Elst, Flor de Esteban, Joao Matias Ferreira, Cristina Gamito, Hakan Gol; Noam Gonen, Jeanette Fangel Hansen, Antonio Ibanez, Erdem Ilhan; Randy Jagt, Andy Jolly, Celeste Koert, David Olsson, Riccardo Plata, Victor Press, Sam Roddick, Filipe Melo de Sampaio, Claudia Stingl, Eli Tidhar, Gabriele Vanoli, Stephen Ward, Egbert Wege, Ozlem Yanmaz

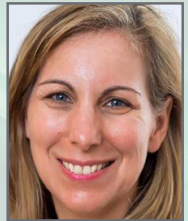
- **Marketing:** Teresa Posser de Andrade, Ala Abu Baker, Viwe Bartel, Isabel Brito, Jacqueline Burkert, Marzia Casale, Amaury Chardon, Hortense De Chaunac, Margarida Benard da Costa, Dylan Cotter, Rushdi Duqah, Fiona Elkins, Salimah Esmail, Daniel Fischer, Gina Grassmann, Louise Mie Dunk Hansen, Richard Hurley, Berk Kocaman, Robert Lonn, Romain Mary, Nicole Mastria, Maria Cristina Morra, Gareth Nicholls, Armin Nowshad, Tharien Padayachee, Oscar Alvarez Pastor, Laura Porras, Katrien de Raijmaeker, Sharon Rikkers, Alejandro Lopez Ruiz, Filipa Sousa Santos, Shakeel Ahmed Sawar, Tamara Spiegel, Anne-Catherine Vergeynst, Krzysztof Wasowski, Peta Williams, Patricia Zangerl

APAC

- **Leadership:** Grant Frear, Pascal Hua, Anurag Jain, Ajit Kumar, Grace Ling, Go Miyashita, Angela Robinson, Esan Tabrizi, Ashvin Vellody, Minoru Wakabayashi
- **Marketing:** Monika Bagchi, Sagar Darbari, Sally Denniston, Saumya Dhall, Komal Gupta, Sagarika Gupta, Ryan Hitch, Amber Kunziak, Yukiko Noji, Kaoru Obata, Chang Su, Bo Sun, Balaji Venkataraman

CONTACT US

Our insights can help you take advantage of change. If you're looking for fresh ideas to address your challenges, we should talk.



Jennifer Veenstra

Global CMO Program leader
Managing director
Deloitte Consulting LLP
+1 415 783 4223
jveenstra@deloitte.com

Jennifer Veenstra is the executive leader of Deloitte's Global CMO Program. She focuses on CMO leadership, especially around the client experience, driving strategy, and digital transformation. She works across multiple industry areas to help CMOs in delivering enterprise growth and connecting with customers around purpose. She has led the transformation of the Deloitte Client Experience.

Deloitte.

Insights

Sign up for Deloitte Insights updates at www.deloitte.com/insights.



Follow @DeloitteInsight

Deloitte Insights contributors

Editorial: Aditi Rao, Aparna Prusty, Arpan Kumar Saha, Nairita Gangopadhyay, Rupesh Bhat, and Dilip Kumar Poddar

Creative: Matt Lennert, Sonya Vasileff, Molly Woodworth, and Govindh Raj

Promotion: Nikita Garia and Hannah Rapp

Cover artwork: Tank Design

This article is part of an ongoing series of interviews with executives. The executives' participation in this article are solely for educational purposes based on their knowledge of the subject and the views expressed by them are solely their own. This article should not be deemed or construed to be for the purpose of soliciting business for any of the companies mentioned, nor does Deloitte advocate or endorse the services or products provided by these companies.

About Deloitte Insights

Deloitte Insights publishes original articles, reports and periodicals that provide insights for businesses, the public sector and NGOs. Our goal is to draw upon research and experience from throughout our professional services organization, and that of coauthors in academia and business, to advance the conversation on a broad spectrum of topics of interest to executives and government leaders.

Deloitte Insights is an imprint of Deloitte Development LLC.

About this publication

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or its and their affiliates are, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your finances or your business. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

None of Deloitte Touche Tohmatsu Limited, its member firms, or its and their respective affiliates shall be responsible for any loss whatsoever sustained by any person who relies on this publication.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.

Copyright © 2021 Deloitte Development LLC. All rights reserved.

Member of Deloitte Touche Tohmatsu Limited