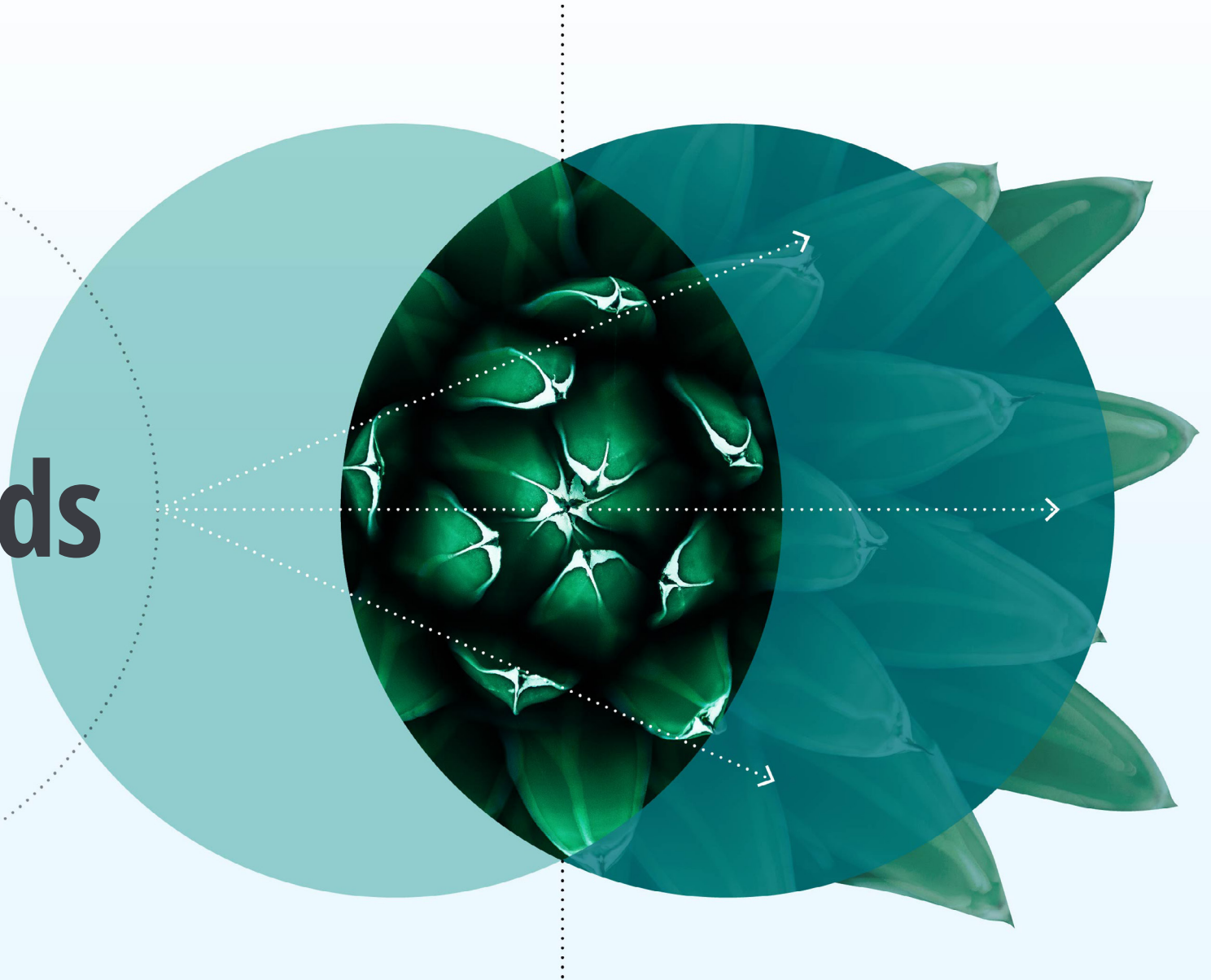


2022 Global Marketing Trends

Thriving through
customer centricity



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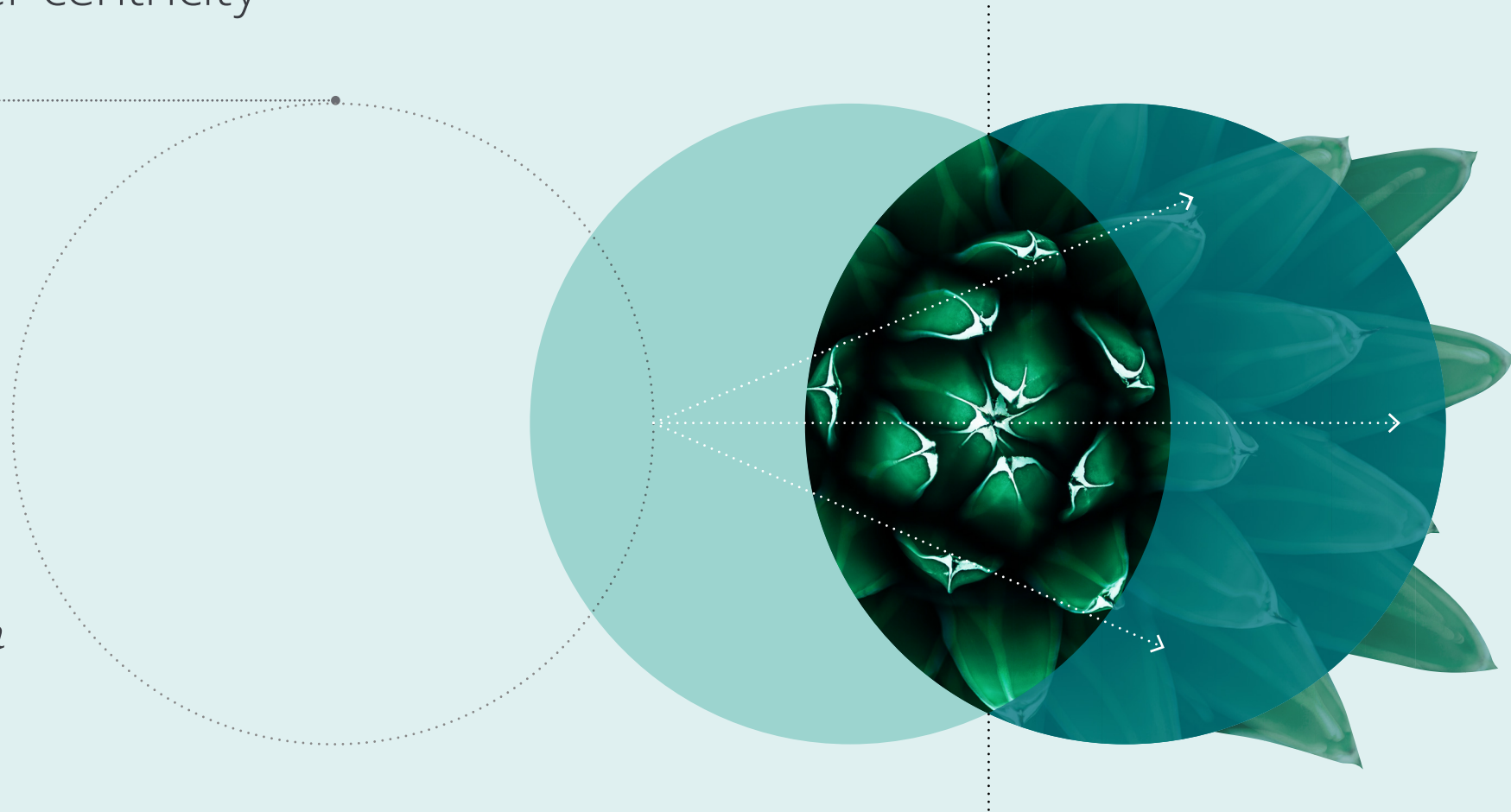
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Introduction

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 shrank 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.

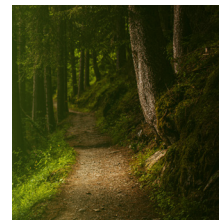
Building the *data* infrastructure

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.

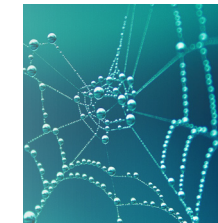
Designing dynamic *experiences*

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.

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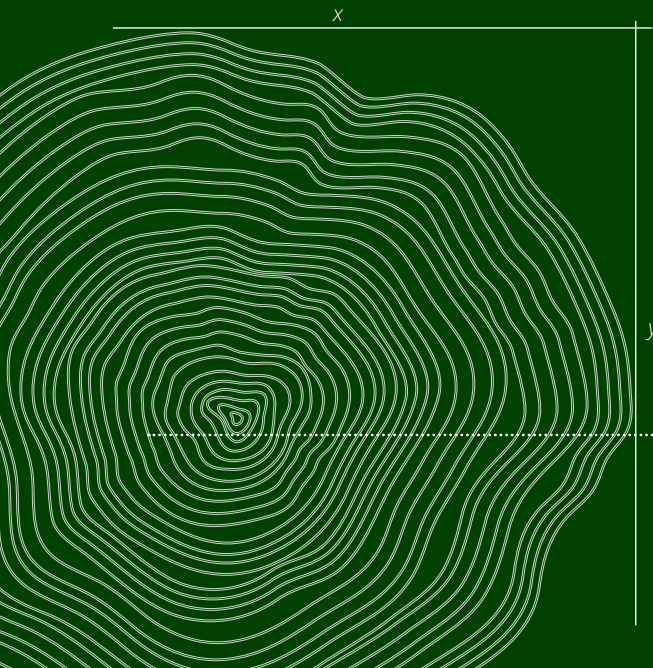


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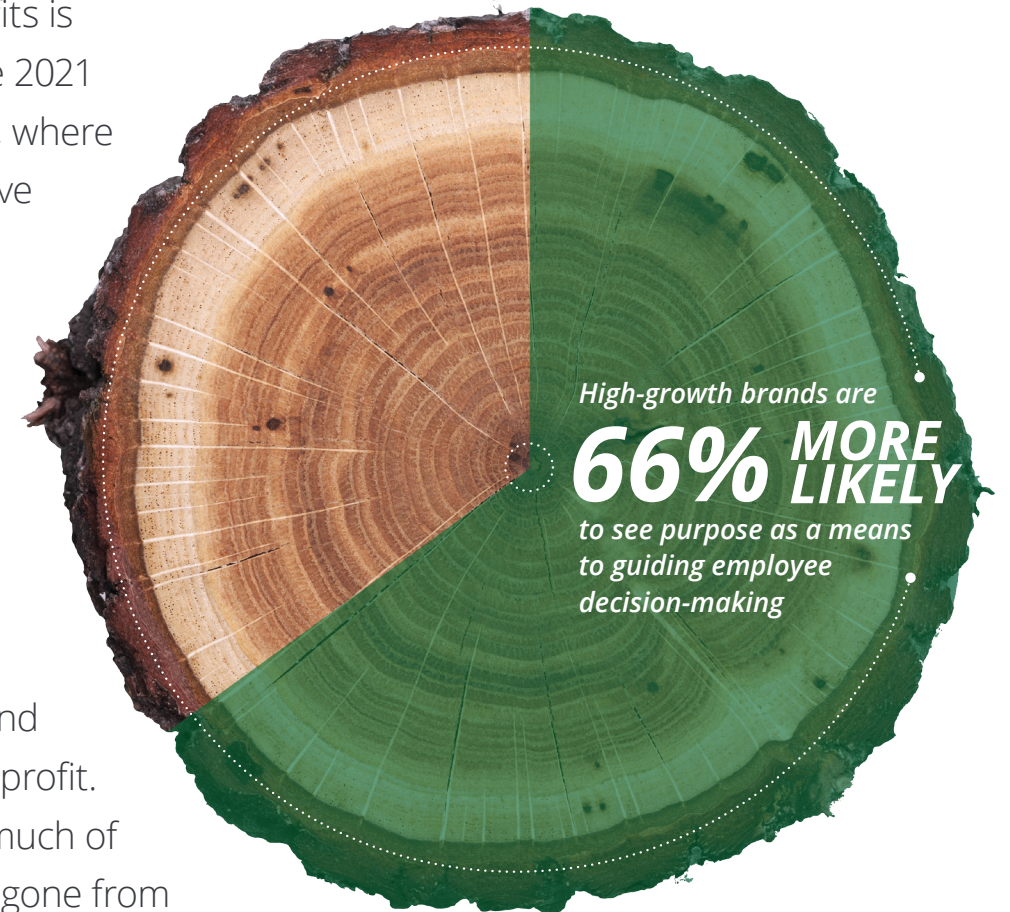
Purpose—A beacon for growth

How brands can gain a competitive advantage through an authentic purpose



Many organizations are redefining why they exist beyond profit—pushing them to rethink everything from product delivery to employee and community engagement. How does marketing play a role in purpose?

The expectation that the purpose of businesses should go beyond maximizing profits is becoming more common. Take the 2021 Edelman Trust Barometer findings, where 68% of consumers believe they have the power to force corporations to change, and 86% of people expect CEOs to speak out on societal issues.¹ Whether it's creating a more equitable world, reaching net-zero emissions, or protecting consumer privacy, to name a few, many organizations are redefining the articulation of why they exist and how they make an impact beyond profit. For many, having “purpose” drive much of their business and operations has gone from aspiration to strategic priority.



Purpose—A beacon for growth

With this elevated prioritization comes greater complexities, as businesses rethink everything from their product delivery and brand messaging to employee and community engagement strategies. Getting all this right and resonating with consumers who debate which brands to choose is no small task—especially in a world where price and quality still matter.

Purpose: The new growth

Still, it's worth asking, do consumers *really* make purchasing decisions based on what a brand stands for? A skeptic may think that while people care about these issues, more traditional purchasing criteria, such as price, still reign supreme.

In our research of 11,500 global consumers, we found the purpose skeptics may have a point. When we asked people why they chose to purchase from a specific brand across eight different categories (automotive, travel, apparel and footwear, beauty and personal care, household equipment, furniture, electronics, and banking), **price** and **quality** were individually cited as top-three purchasing criteria anywhere between 61% and 86% of the time (that is, at least one of the two reasons appeared almost every time).

If we stopped here, we would assume that while people state they care about issues beyond end-product delivery, they often vote differently with their wallets. But there's more to the story.

When we dig deeper, we see a number of areas where people do elevate other criteria apart from price and quality, but in a more nuanced way. For example, we found:

- A third of consumers 25 and younger see sustainability as a top criterion for beauty and personal care product purchases.
- For banking decisions, nearly a quarter emphasize data privacy as a key requirement to winning their business. Additionally, we are seeing entire business models arise around data privacy in the business-to-business (B2B) space. For instance, OneTrust, an enterprise platform company, works with half of the Fortune 500 to “operationalize trust” through implementing agile programs across privacy; security; data governance; governance, risk management, and compliance; third-party risk; ethics and compliance; and environmental, social, and corporate governance programs.²
- Globally, 57% indicated that, in general, they are more loyal to brands that commit to addressing social inequities (see our trend “**Authentically inclusive marketing**” to learn more).

Taken together, we see a clear theme emerge: While all brands definitely still need to deliver price and quality, these two dimensions are largely commodity features—or table stakes—rather than differentiators. Other criteria, including purpose-related factors, then become competitive differentiators. In

These holistic purposes are capturing a new kind of growth, one that is more equitable and inclusive across all stakeholders.

short, purpose is a more personal—and tailored—endeavor. When brands know whom they are serving and what those individuals specifically care about, they can position their purpose as a competitive differentiator and, as importantly, move in the direction those consumers are expecting.

And there is evidence that brands that commit to purpose *are* gaining that competitive advantage. When we polled 1,099 global executives, we found that high-growth brands (those with 10% or more annual growth) are translating purpose into action in markedly different ways from their lower-growth peers: They are looking at purpose more holistically. These holistic purposes are capturing a new kind of growth, one that is more equitable and inclusive across all stakeholders while tied to issues people truly care about.

We explore how businesses, and their marketers, can follow the road map of these high-growth brands and bring the customer's voice into the organization to help ensure the brand is taking an authentic purpose to market.

Growing with a holistic purpose

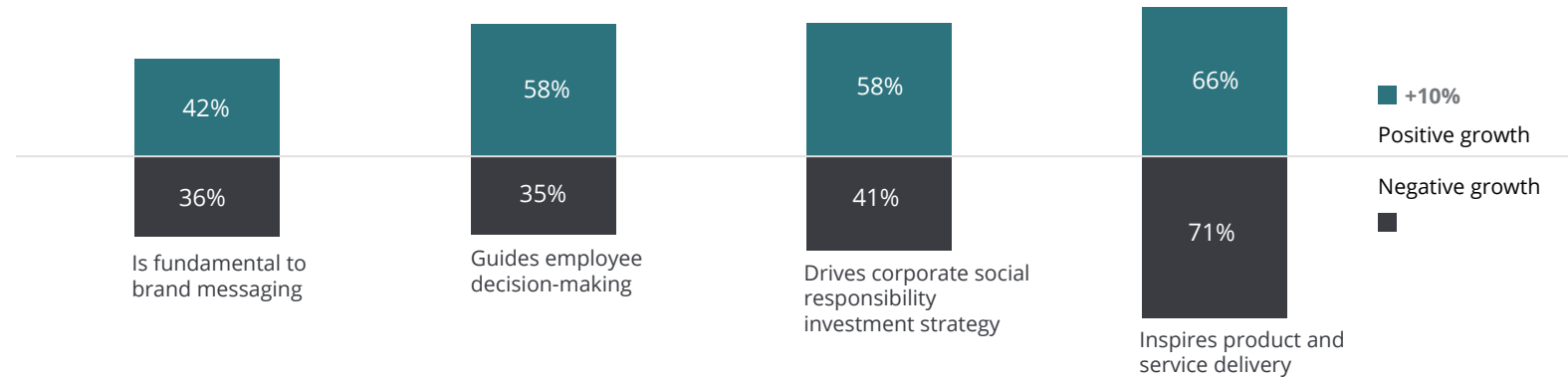
How are high-growth brands activating purpose more holistically? While high-growth and low-growth brands see purpose as a means to inspire product and service delivery at a similar rate (66% versus 71%, respectively), high-growth brands are 66% more likely to see purpose as a means to guiding employee decision-making, and 41% more likely to have purpose drive the corporate social responsibility investment strategy (figure 1).

Further, high-growth brands put a premium on accountability, with 93% indicating that they have established key performance metrics related to their purpose statement (versus 72% of negative-growth organizations). Such metrics include those pertaining to product portfolio measurements (50%); diversity, equity, and inclusion (47%); and the employee review process (44%).

FIGURE 1

High-growth brands prioritize purpose across the organization

In your opinion, which of the following statements reflect what company purpose means to your organization?



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

Note: N=1,039 and excludes public sector responses.

Putting purpose into action

To position purpose as a competitive differentiator, brands can consider the following actions, based on insights derived from our consumer and executive studies:

- **Start with organizational “ethos,” then refine through stakeholder values.** There are many internal facets that define an organization—values, company history, and, to a lesser degree, products and services offered—and that also underpins its purpose. However, stakeholder expectations and value can also shape that purpose, and different macro issues resonate with specific stakeholder groups and segments, as our consumer survey showed.

Yves Rocher, a France-based beauty and personal care brand, derived its purpose “reconnect people to nature” from the views of its founder of the same name, says global CEO Guy Flament. “Our founder was convinced that humankind, without nature, will disappear... The point is not to exploit nature but to manage our lives to be symbiotic with nature.” As such, each of Yves Rocher’s products and experiences are designed to empower all stakeholders, from employees to customers to manufacturers, to better understand and connect with this guiding purpose.³

Organizations can consider their strengths as they decide on which issues to focus to make a tangible impact. This can prevent them from leaning too far into issues for which they’re not equipped to make an impact.

- **Purpose requires enterprisewide alignment—and being held accountable.** The highest-growth brands more often measure their purpose, from product delivery to the employee review process. Establishing key performance indicators can help ensure the brand continuously keeps its purpose front and center—and aligns that purpose across the entire organization. As former chief marketing officer (CMO) of Keds, Emily Culp, notes, it takes “humility and wherewithal to take a step back and take in every single touch point so you’re asking your warehouse employees, if you manufacture service and goods, all the way through reading social media comments [and] call log transcripts” to truly understand how your company is living out its purpose in the eyes of all stakeholders.⁴
- **CMOs connect purpose and the customer experience.** Lisa Bowman, the former head of corporate relations at The UPS Foundation and global CMO of United Way, explains that “the marketer absolutely has a role in defining the *why*, because the *why* is the absolute soul of the brand.”⁵ CMOs are uniquely positioned to bring the customer voice to the organization and ensure that purpose is embedded in every customer touch point. This includes brand messaging, product and service delivery, and guiding the employees responsible for delivering these customer experiences. For instance, in order to

keep its purpose and mission front and center for employees, global B2B technology company VMware assesses each of its product lines to ensure they closely align to “sparking innovation that creates lasting change” through its product use cases—an activity that also helps ensure purpose is top of mind for employees as well.⁶

The companies that continuously work to ensure that their purpose mirrors stakeholder needs, and then commit to bringing those solutions to life, are the ones likely best positioned to make purpose a competitive differentiator.



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. Edelman, *Edelman Trust Barometer 2021*, March 2021.
2. OneTrust, "Home page," accessed September 3, 2021.
3. Interviews conducted between May and August of 2021 as part of the 2022 *Global Marketing Trends* research.
4. Ibid.
5. Ibid.
6. Example highlighted by VMware CMO Carol Carpenter during our *Global Marketing Trends* interview series conducted in August 2021.

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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.

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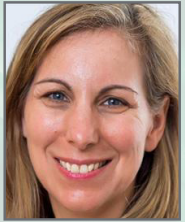
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