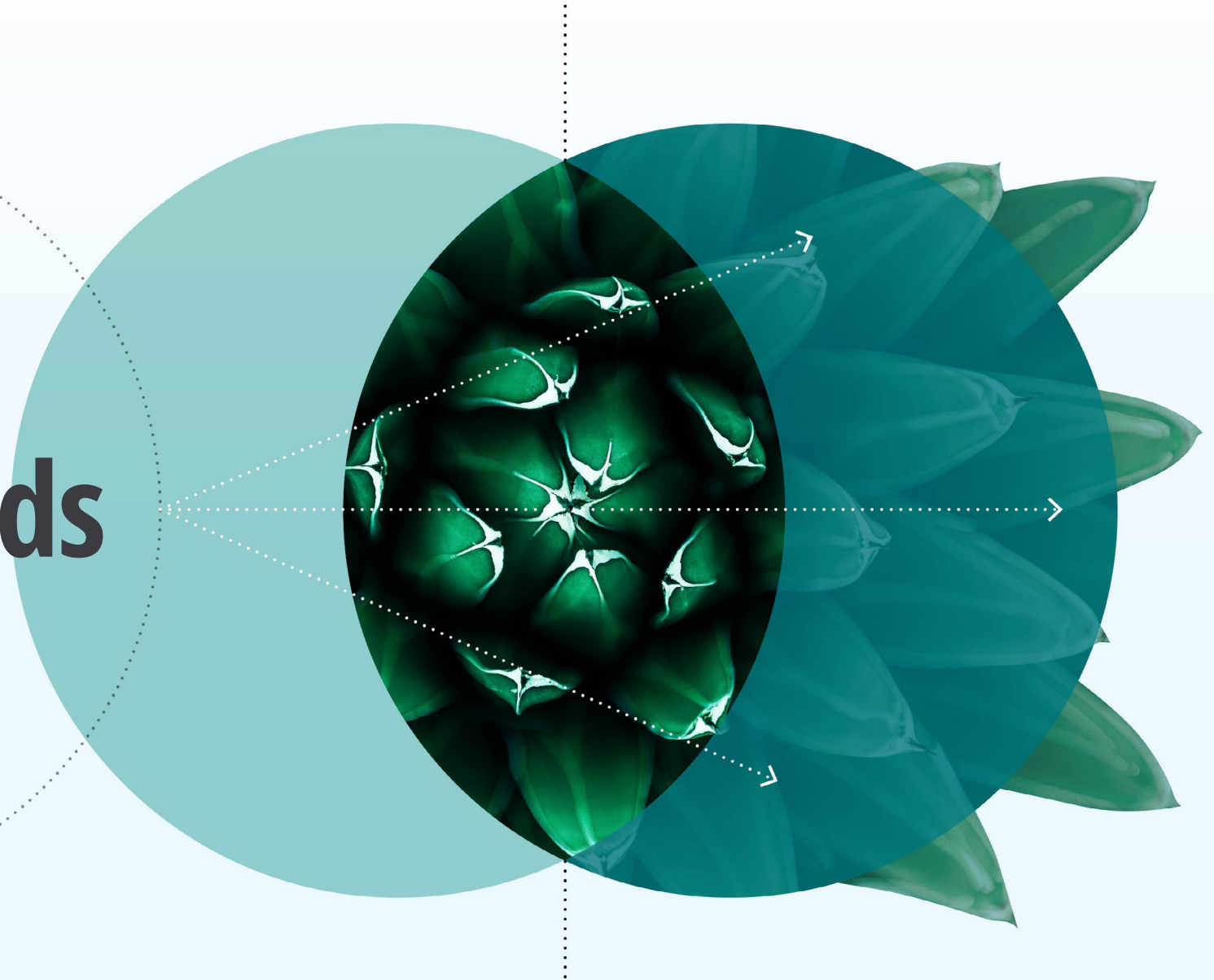


2022 Global Marketing Trends

Thriving through
customer centricity



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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.](#)

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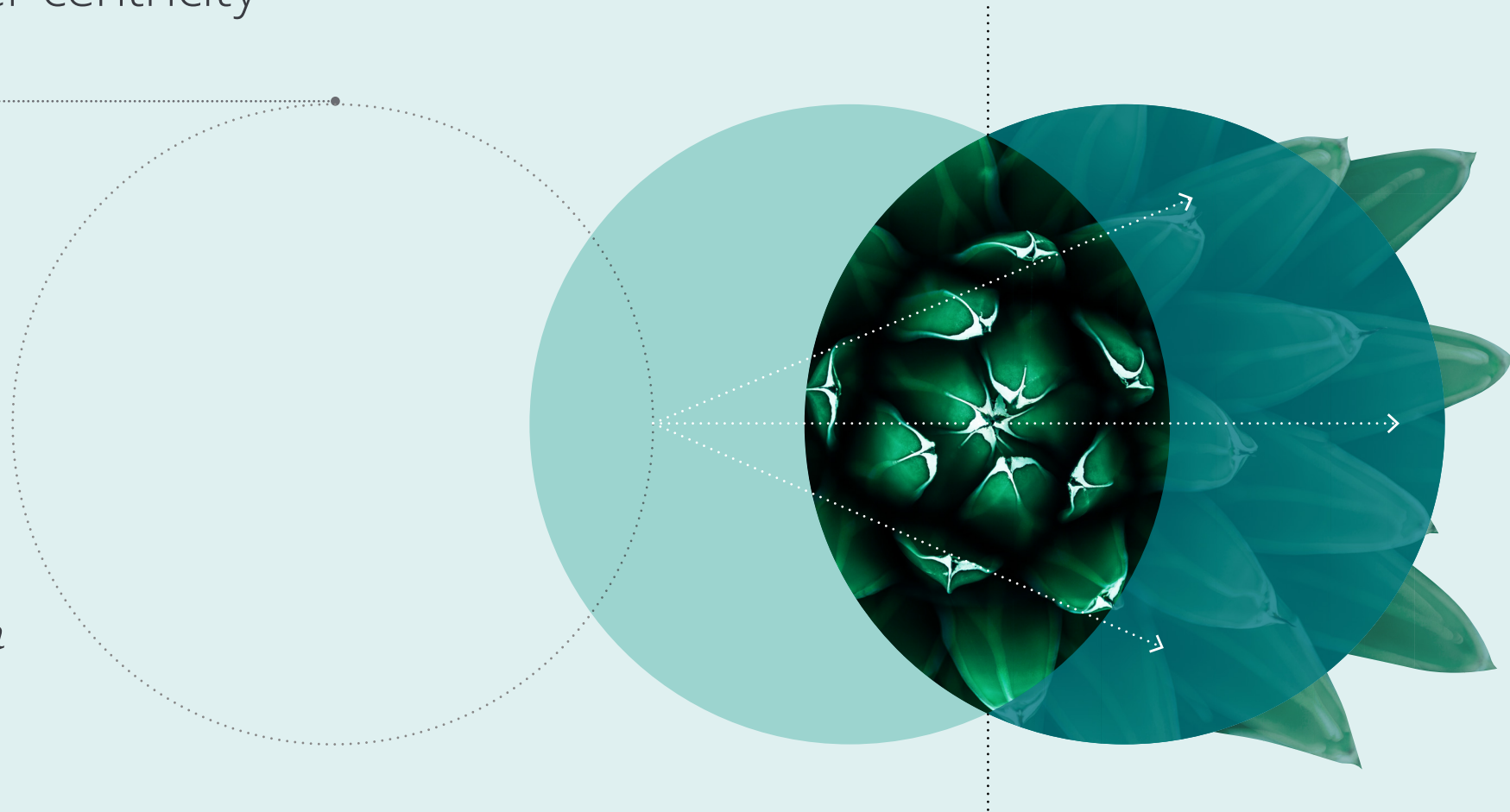
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Introduction

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.

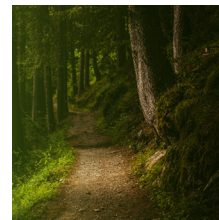
Building the *data* infrastructure

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.

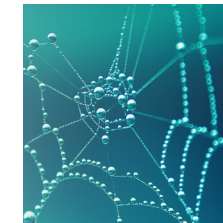
Designing dynamic *experiences*

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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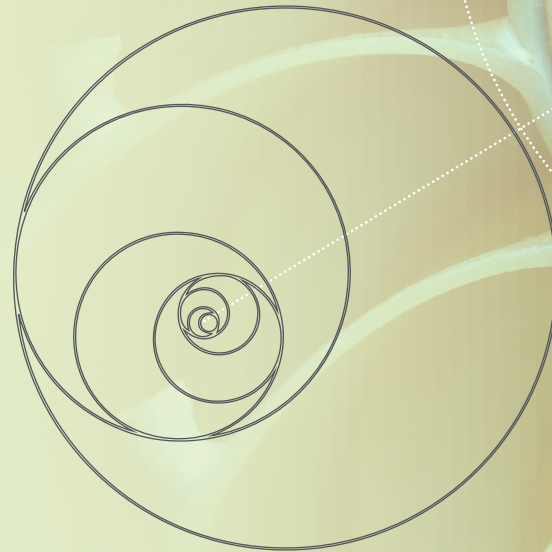


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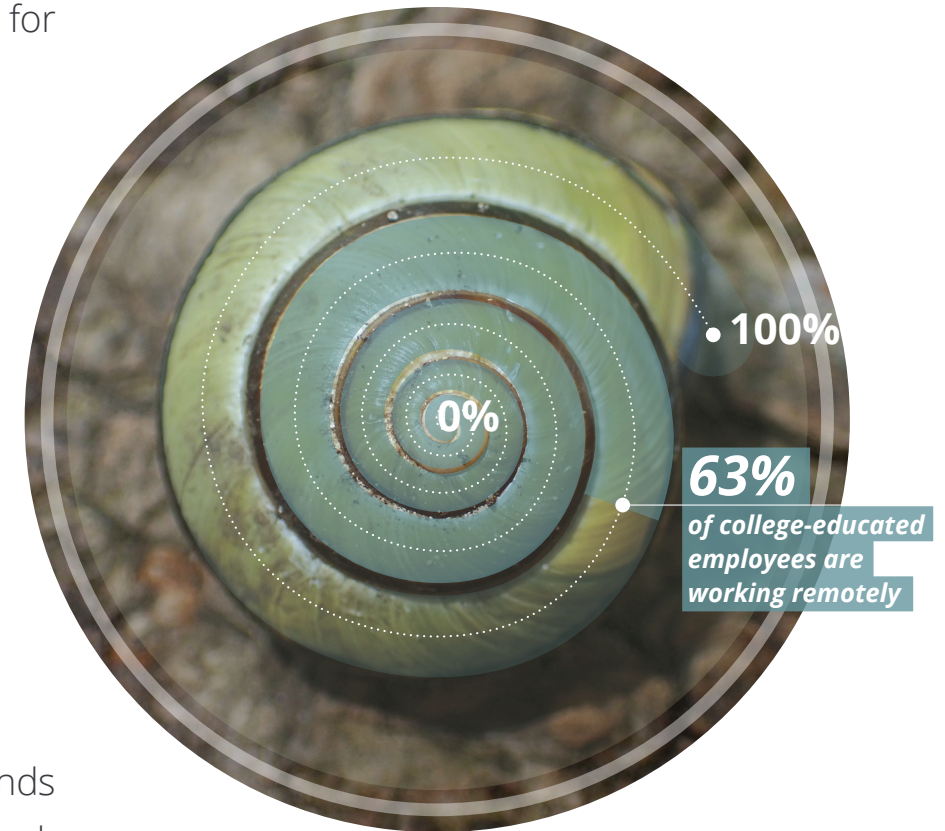
Building the intelligent creative engine

How unconventional talent strategies connect marketing to the customer



As data becomes more important to customer strategies, marketers are gravitating toward hiring people with more analytical skills. How do new marketing talent strategies enable this shift—while retaining the creative part?

Marketing was once pegged as a field for creatives, but the rise in big data and artificial intelligence has changed the demands of the profession. Now, marketers aim to uncover the most nuanced insights about their customers and connect brand messages to those moments in their daily lives. Similarly, there's a growing expectation that marketers can bring these insights back into the organization to help inform everything from purpose to customer data strategies (see our trends "[Purpose—A beacon for growth](#)" and "[Designing a human-first data experience](#)" to learn more).



Building the intelligent creative engine

In this more data-intensive environment, we already see marketers gravitating toward hiring more analytical skills. When we surveyed 556 global chief marketing officers (CMOs) and asked them to identify the top skills of their highest performers, analytical expertise edged out creative skills in almost every industry, with the exception of the consumer industry—something that would be almost unheard of 10 years ago (figure 1).

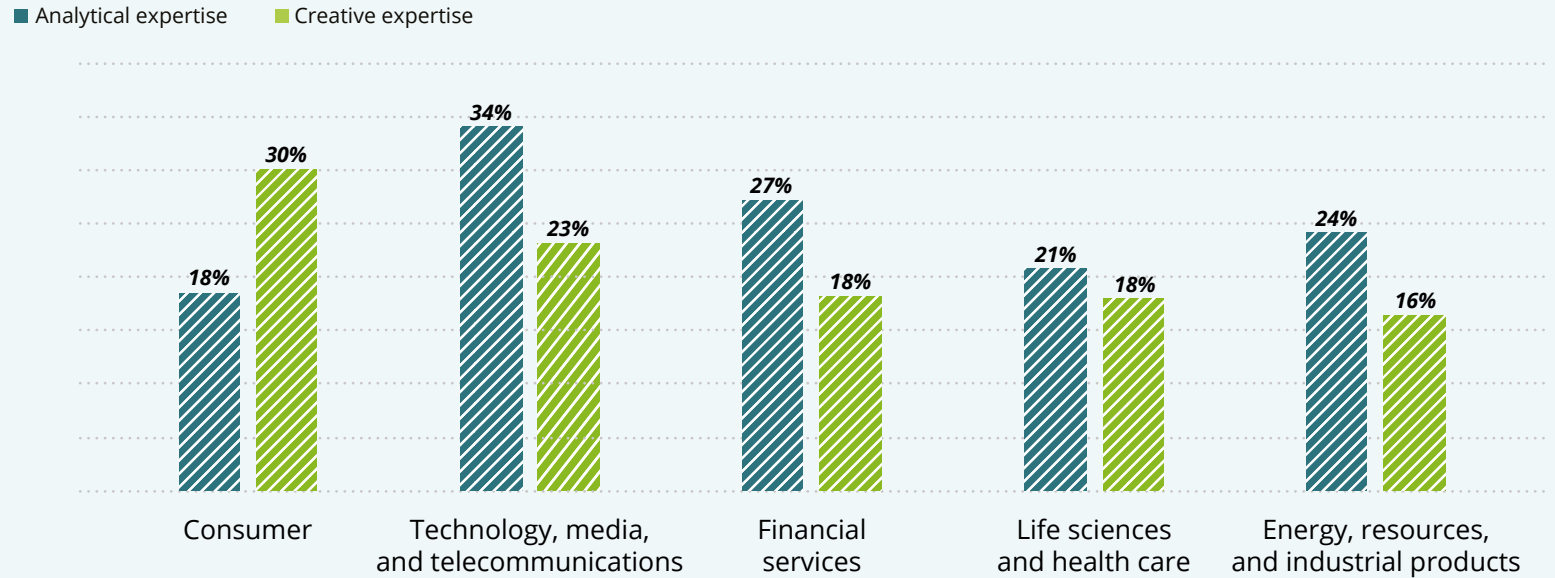
Meghan Nameth, senior vice president of marketing at Loblaw Companies Limited, Canada's leading food and pharmacy retailer, explains why these more analytical skill sets are rising in importance: "Our sources of creativity and our paradigms around where creative thinking comes from are shifting. Some of the most creative people I've ever worked with are data scientists. That might be surprising given I've worked with some amazing agencies and creative partners. But part of what really great data scientists do is they make lateral connections between what looks like disparate points of information."¹

But make no mistake, this isn't a one-to-one swap of creative skills for analytical and technical skills. Instead, it's about convening data scientists, strategists, programmers, and creatives together to make the whole greater than the sum of its parts—which isn't always the easiest or most straightforward endeavor.

FIGURE 1

Chief marketing officers often identify analytical expertise as a more important skill than creative expertise

Chief marketing officers who identified analytical and creative expertise as top skills



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

Shifting to a more collaborative mindset

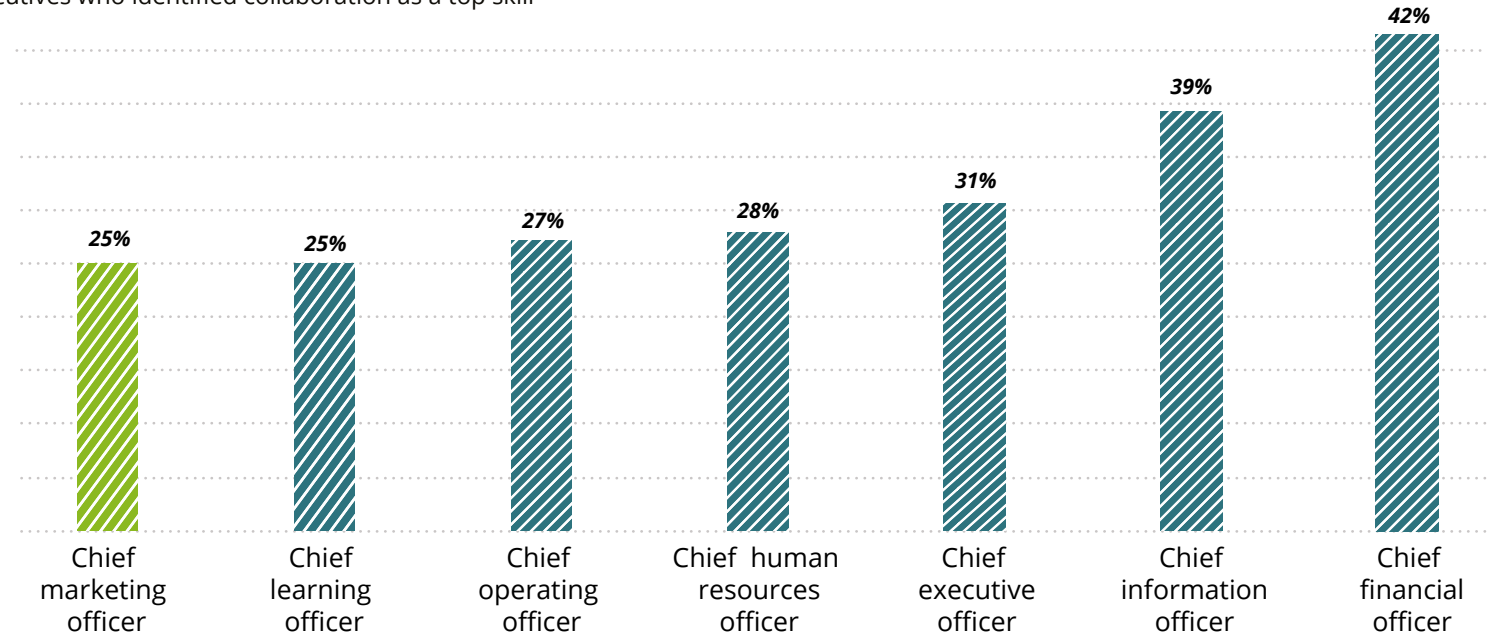
At its core, bringing these skills together will require greater collaboration. However, this too will likely require a mindset shift for most CMOs, who may be more used to working on a linear production schedule. This is especially true when comparing CMOs with their executive peers: While other executives routinely identified collaboration as a top skill, the CMOs prioritized it lower than the rest of the C-suite did (figure 2).

With the goal of getting ever closer to the customer, collaboration, both internally and externally, can be key to building a creative engine that moves at the speed of culture. In this spirit, we discuss how marketers can design more agile team structures and rethink external relationships, such as influencer strategies, to capture the most important customer insights and meet customers in the moments that matter.

FIGURE 2

Chief marketing officers prioritized collaboration lower than other C-suite roles did

Executives who identified collaboration as a top skill



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

Fueling intelligent creative with agile teams

Finding the right talent structure can be fatiguing. And every time an organization undergoes an organizational redesign that doesn't work, resistance for future change management initiatives can increase.

Instead of focusing on massive overhauls, the answer may be to make smaller, more agile changes that focus around a single objective. Nameth believes in taking an approach to organizational structure where different skills are brought together to solve a single problem:

From a structural standpoint, it's really hard to teach lateral thinking; one way to compensate where you may not have that naturally is to build "pods," where you have a data science person, a data engineering team, graphic designers, and a demand gen[eration] team connected so that you get different thinking on one problem. If your objective is to attract more customers into your retail environment, what are all the signals or moments along the way that would shift their journey?²

For Loblaw, that objective, for instance, may be to understand the varying consideration points to entering its retail stores: "It may mean if [customers] are heading to a different store, reminding them through an advertisement that we have better pricing or intervening in digital when they're searching for a store location."³

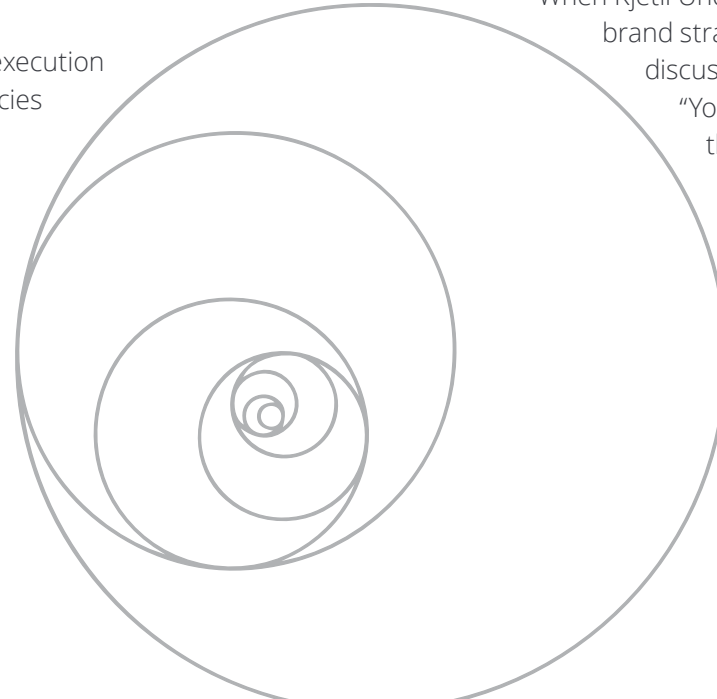
Another complication is global consistency. Nanne Bos, the chief communications officer of Netherlands-based financial firm Aegon, says, "The most effective and future-proof approach to global marketing is not centralized nor decentralized, but about increasing coherence across markets—while allowing for flexibility." Bos indicates this can be achieved by "setting up a global design hub that allows a local customer experience team not only to download design elements but also to upload [them] so that other markets can use them as well."⁴

The agency and the influencer: Creative at the speed of culture

Agencies are often core to creative execution for many brands. But, as many agencies work with various clients, the work produced can sometimes feel more commoditized rather than bespoke.⁵ Simultaneously, the social influencer has exploded as a "go-to" product spokesperson. And these individuals are closer to products—and customers—than almost anyone.

Brands don't have to myopically view social influencers just as product reviewers. Instead, they may be the next iteration of the creative agency. In fact, one entertainment company is now providing briefs to known influencers in their target demographics and asking them to assist in developing the creative content.⁶ This means moving the relationship from "influencer" to "creator" and putting those individuals at the center of the brand to work on bigger-picture creative challenges. We saw this manifest organically with the social-influencer-driven "100 baby challenge" in Sims 4, where gamers competed against one another to see who could produce 100 digital babies the fastest.⁷ In essence, influencers didn't just review products; they *influenced* user behavior. Brands can do the same by augmenting their brand-influencer relationships with challenges and creative briefs.

When Kjetil Undhjem, the head of marketing and brand strategy at Australian-based bank ANZ, discusses influencer strategies, he says, "You can't just pick [influencers] because they are famous; you have to pick one that has that interest and has that following, and then you can give them a fair bit of freedom in terms of how they create that content."⁸ This means making sure they know the subject matter, such as financial well-being.



Further, in some regions such as China, the influencer marketing industry is years ahead of most of the world as influencer agencies are already on the rise.⁹ Recently, global social media platform TikTok started hosting “creator camps” where influencers “provide strategic counsel to brands.”¹⁰

Integrating a remote workforce to fill the skills gap

Even the best-designed teams need the proper backgrounds and skill sets to be successful. And with 63% of college-educated employees from our survey of 11,500 global respondents working remotely, marketers are confronted with both opportunities and considerations for making this digital-physical construct of work successful.

Broadening the aperture

Steve Carlile, the CMO of online cosmetics company Younique Products, has seen the rise in remote work permanently change how the brand sources talent—to the strategic advantage of the company. The benefits include gaining access to specialized skill sets, building a more diverse workforce, and, in many cases, bringing workers geographically closer to business partners and suppliers. As Carlile explains, “We were able to find the right talent, and, as we expanded the geographic scope, we were intentional about it.”¹¹

Based out of Utah, Younique was able to enhance its R&D and product marketing functions through the remote workforce. Further, with manufacturing partners based on the US East Coast and Europe, Younique hired a head of R&D “a stone’s throw away from being able to plug in closely with our manufacturing partners.” And in terms of diversity, while Utah has a relatively homogeneous population, Younique was able to cultivate a more representative talent base that better reflects the customers it serves—an increasingly important dimension when trying to be culturally relevant.

Optimizing hybrid

While remote work will carry on, hybrid brings a new element to consider. Bill Beck, the CMO of health insurance company Anthem, sees the power of bringing key portions of strategic work together for in-person collaboration. For instance, when Anthem was designing a new creative platform, Beck recognizes the moment the team came together to think through the execution of the platform as a key turning point in the project’s development. Beck notes, “It just reminds me of the importance of being together. Especially as a marketer, the face-to-face collaboration from a creative aspect is where we’re going with hybrid.”¹²

For the CMO, it’s less about organizational redesigns and more about a cultural shift—one that reshapes how marketers work toward common goals that unlock compelling creative.

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. Sourced from Deloitte interviews conducted between May and August of 2021 as part of the 2022 *Global Marketing Trends* research.
2. Ibid.
3. Ibid.
4. Ibid.
5. Christine Cutten and Libby Cousins, *2021 Global Marketing Trends: Marketing disrupted*, Deloitte Insights, 2020.
6. From Deloitte client work.
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10. Rebecca Stewart, "The stage is set for brands to jump on TikTok's influencer marketing boom," The Drum, April 8, 2021.
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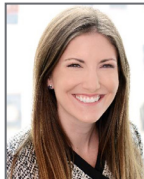
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RECOGNITION AND APPRECIATION

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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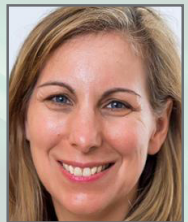
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