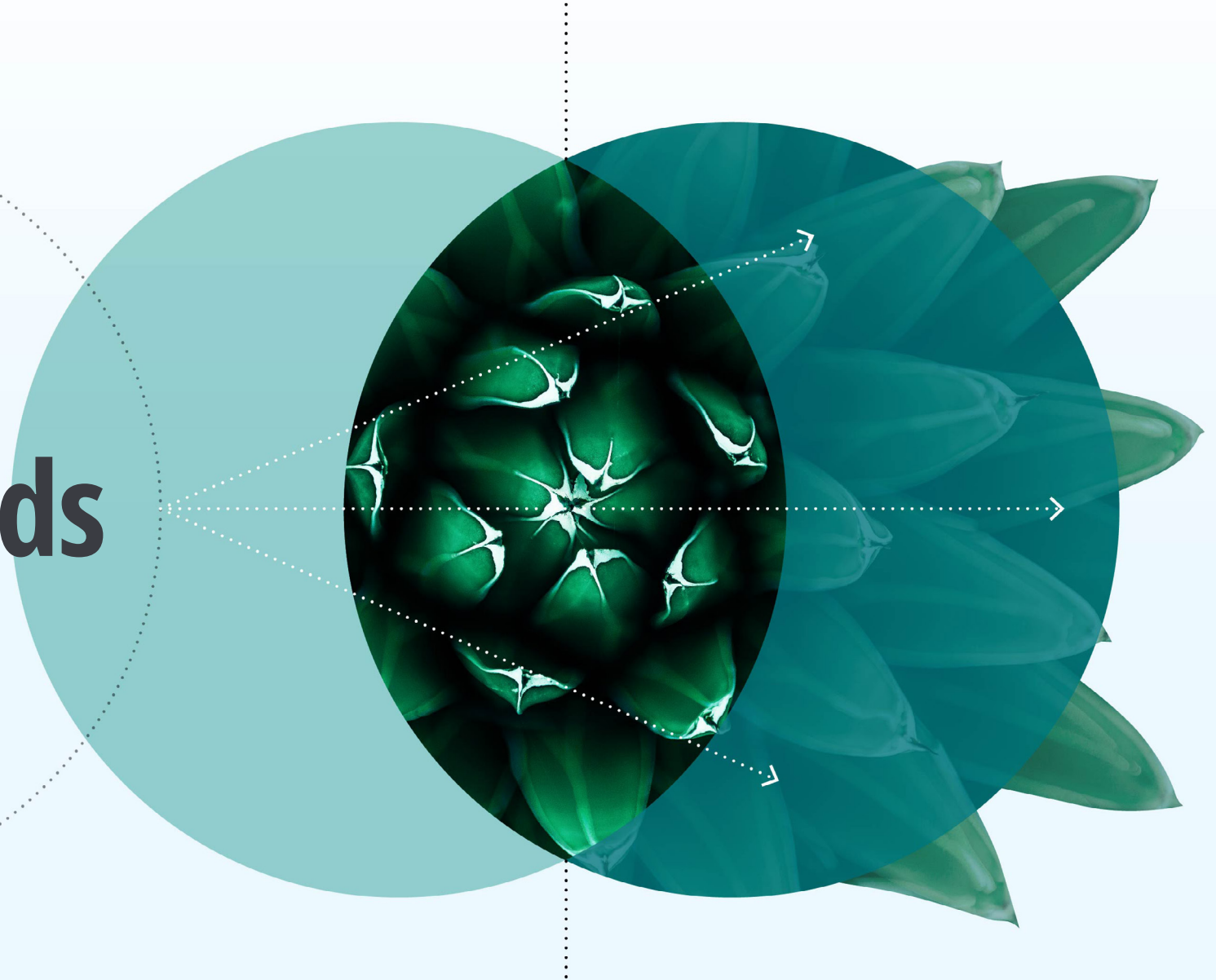


2022 Global Marketing Trends

Thriving through
customer centricity



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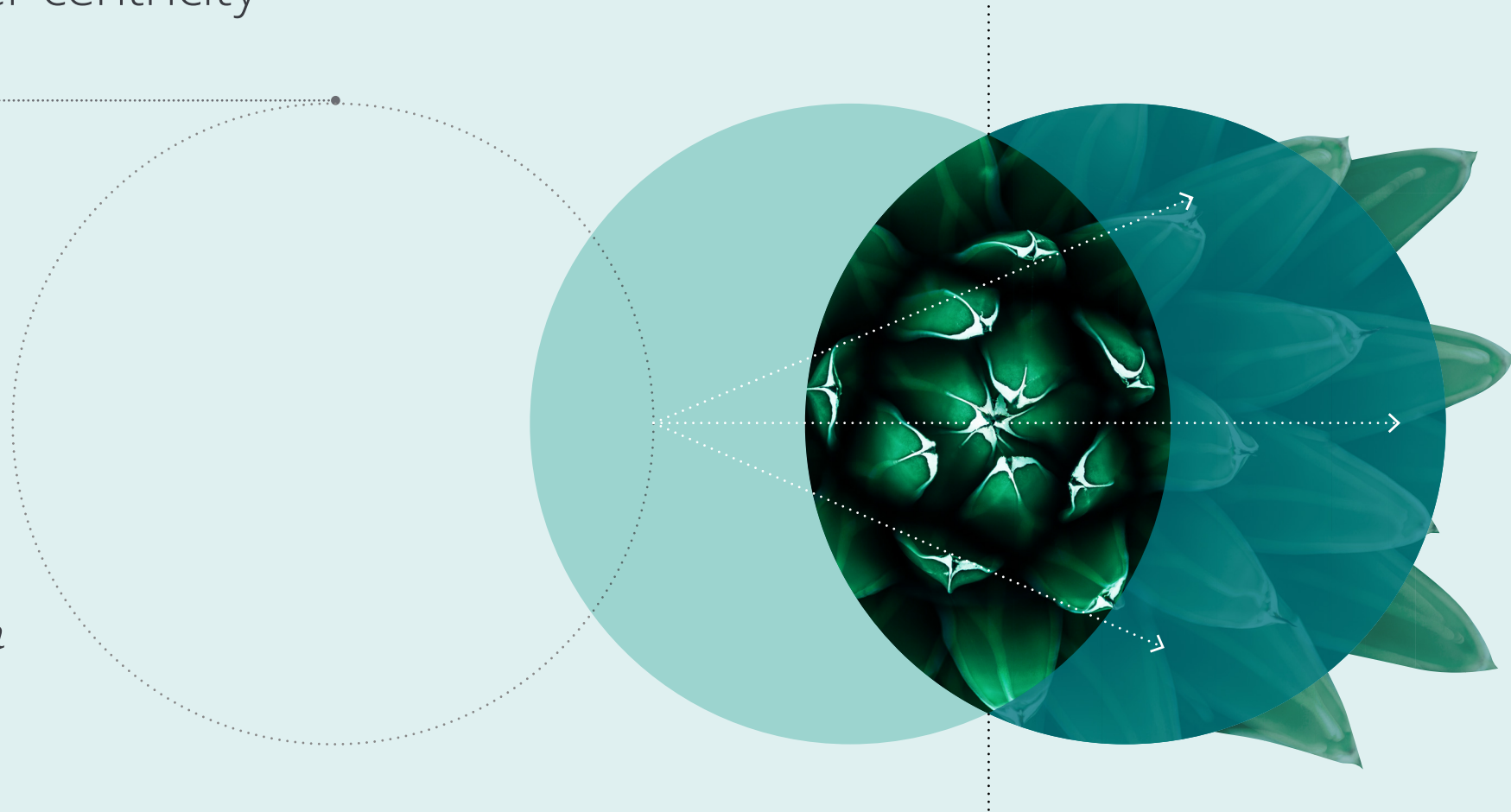
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Introduction

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.

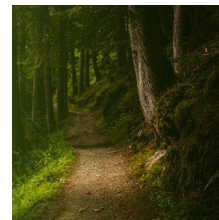
Building the *data* infrastructure

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.

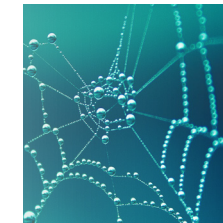
Designing dynamic *experiences*

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

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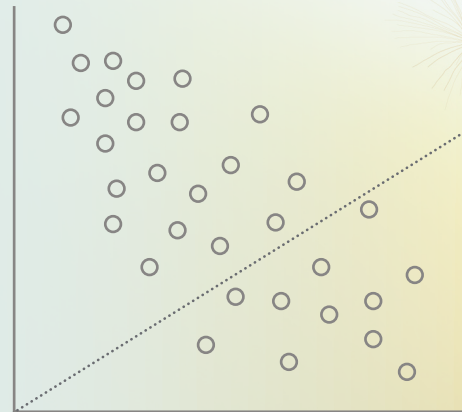


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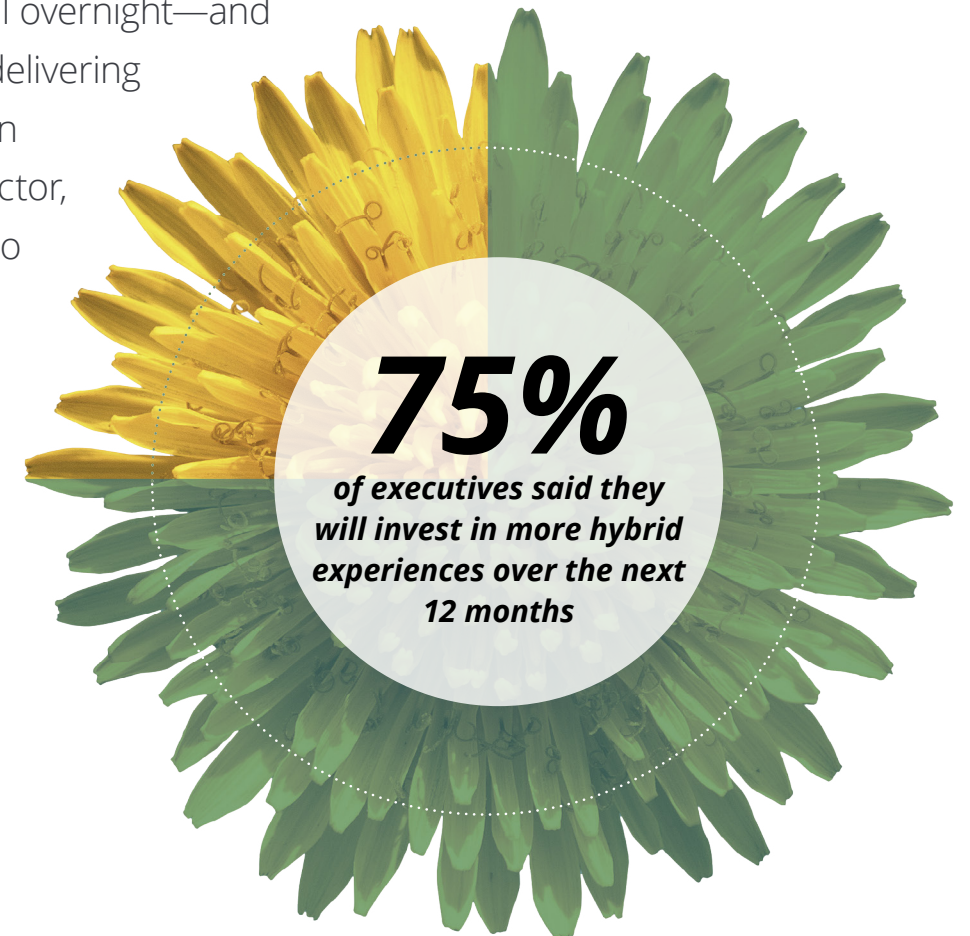
Elevating the hybrid experience

Human-centered design for our physical and digital environments



As brands deliver new digital experiences that meet changing customer preferences, the next step is to enhance hybrid customer experiences—and human-centered design can help.

Our lives went from physical to digital overnight—and amazingly, many brands excelled at delivering those digital experiences. Rather than people waiting weeks to see their doctor, telemedicine has empowered them to quickly schedule a 15-minute virtual appointment; numerous businesses have reaped the benefits of remote work and made it a permanent fixture (see our trend “[Building the intelligent creative engine](#)”); and e-commerce has exploded as the primary shopping method.

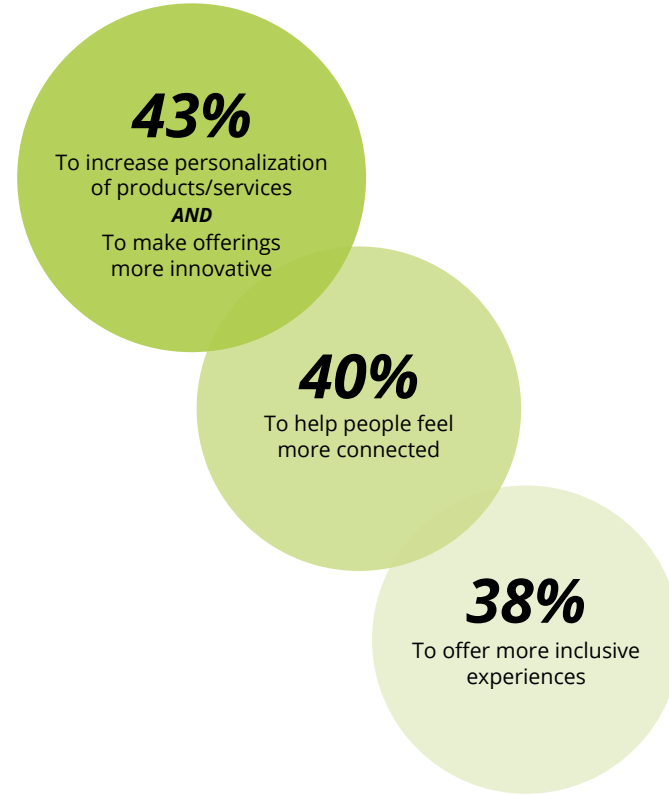


Elevating the hybrid experience

Now that brands seem more adept at digital delivery, the next challenge is to deliver the best of integrated physical and digital, or hybrid, experiences. In fact, when we surveyed over 1,000 global executives, 75% said they will invest more in delivering hybrid experiences over the next 12 months. As figure 1 shows, many executives are looking to hybrid to increase personalization (43%), innovation (43%), customer connection (40%), and inclusion (38%).

FIGURE 1

Why executives are investing in hybrid experiences



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

There are many challenges creating such an interconnected experience. If digital often exceeded expectations, people will expect no less from their hybrid experiences, and the proliferation of channels adds another layer of complexity. Moreover, creating great experiences often relies on analyzing consumer data, which becomes more difficult to obtain as people become more guarded in how their data is being used and third-party cookies are discontinued (see our trends “[Designing a human-first data experience](#)” and “[Meeting customers in a cookieless world](#)”).

Elevating the hybrid experience with human-centered design

When it comes to combining the best of physical and digital experiences, we are already seeing there is no turning back: In university education, a majority of US students now would like both digital and in-person learning options,¹ and a majority of professors in Germany indicate that they want to maintain hybrid elements, such as in-person teaching augmented with “digital elements,” after the pandemic subsides.² Another study highlights that almost 90% of patients in the United States would like to continue to use telemedicine for nonurgent issues, and over half said telemedicine allows them to see their doctor more easily.³

So, what's a brand to do? To meet the demand of elevating these experiences, it's best to start by putting the human at the forefront—and leading principles from human-centered design can help. By putting human needs at the center, involving select individuals as cocreators of the experience, and then rapidly innovating, brands can make their physical and digital experiences as agile and flexible as consumers have come to expect.

To help businesses elevate their hybrid experiences, we discuss how expanding choices, integrating feedback, and investing in the technological infrastructure can bring these design principles to life.

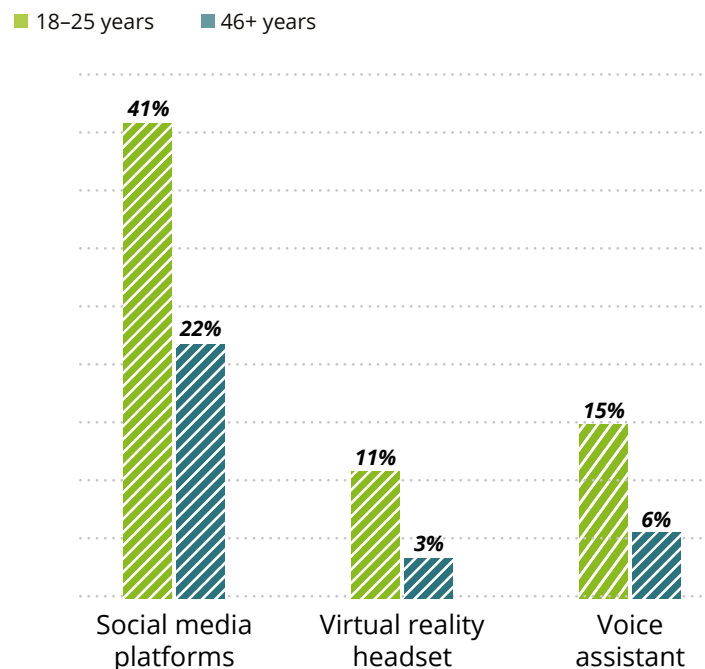
Enable choice through greater personalization

Understanding customers and meeting them in their preferred channel helps personalize their experience—and as importantly, engages the customer where they prefer to interact with the brand. For instance, in Deloitte's global survey of 11,500 individuals, we see younger generations gravitating to emerging channels—making purchases through social media, voice assistants, and virtual reality headsets—more often than older generations (figure 2).

Malorie Maddox, the chief marketing, communications, and strategy officer at Blue Cross and Blue Shield of Nebraska, says the health insurer is engaging with younger, more technologically proficient members through apps, social media, and streaming services. However, the insurer also continues to offer content via more traditional channels such as phone banks and face-to-

FIGURE 2

Younger generations are purchasing more often via emerging channels



Source: Deloitte Global Marketing Trends Consumer Survey, May 2021.

face interactions, which are preferred by some of its Medicare Advantage and Medicare Supplement members. According to Maddox, success starts with “knowing your demographics. We know our counties inside and out. We can look at the health challenges the Nebraskans in each of those specific counties face...[and] we tailor our content to help them meet those challenges.”⁴

Tailoring channels to customers also allows the brand to offer more inclusive experiences. As an example, one study found that 70% of sites are inaccessible to those with cognitive, visual, or hearing impairments.⁵ But when channel strategies are expanded to other options, such as voice assistants, the brand can better meet different customer needs.

These physical and digital options can also be most helpful when they are built in collaboration with the end user. A few years ago, the UK-based supermarket chain, Sainsbury's, piloted an in-store shopping app, SmartShop. The original intention was to empower people to skip the line and do self-checkouts on a mobile device. However, Sainsbury's found that many customers still wanted the in-person checkout experience. Recognizing the moment as a learning opportunity, Sainsbury's conducted survey and ethnographic research to better personalize SmartShop (including testing usability for those of various abilities). In the next iteration, which launched during the pandemic, Sainsbury's looked to “supercharge the customer experience” by offering more personalized shopping lists (such as providing recommendations based on dietary profiles), better integrating customer loyalty programs, and incorporating more intuitive checkout options.⁶

Understand what *better* looks like through rapid feedback

While investment in hybrid starts with offering freedom of choice, gathering feedback helps refine those options. Analyzing behavioral data, apart from getting inputs for tailoring experiences, also helps brands directly understand from users what they *wish* existed.

Guy Flament, the global CEO of France-based beauty and personal care brand, Yves Rocher, explains how marrying omnichannel experiences with feedback mechanisms starts with identifying “what are the moments of truth where we want to make a difference with the consumer, because you cannot invest at the same level—with the same intensity—everywhere on the [customer] journey.” Flament suggests those moments of truth are key places to implement feedback mechanisms, such as deploying net promoter scores across each channel after a new customer places their first order.⁷

For years, prospective startups deployed “fake doors” to gauge consumers’ interest in products.⁸ These took the form of product advertisements for nonexistent products—but if enough people clicked on the ad, the startup knew the idea just might have legs. Brands can implement similar feedback mechanisms in their digital and physical environments. When Knox Community Hospital wanted to understand if patients were satisfied with the timeliness of their appointments, it partnered with market research firm HappyOrNot to set up terminals across its campus

where patients could simply click if they were satisfied with the service.⁹ This made it easier for both patients to provide feedback and the hospital to collect it and then enact change.

Moving forward, brands can deploy QR codes across their various channels to empower consumers to either provide feedback or, like the startup example, signal what channels or services they would like to have in the future.

Build the infrastructure for a cohesive experience

Enabling a hybrid experience also requires infrastructure to ensure every facet of the customer experience is connected and cohesive. As former chief marketing officer of Keds, Emily Culp, explains, “It’s thinking about every touch point as chapters in a story. Each chapter should be able to stand on its own and captivate and immerse you ... Each chapter is special, but together, [they] tell a much fuller story.”¹⁰

This starts with gaining a complete line of sight into the customer journey. As that line of sight gets fuzzier with the decline of third-party cookies, brands should invest in infrastructure that captures customer behavior and analyzes it across all touch points. One such example is cloud-based customer data platforms. These platforms capture omnichannel data to map the entire customer journey and empower brands to more clearly design the solutions for which their customers are explicitly or subtly asking.

Humans take the lead

While systems and infrastructure play a role in delivering hybrid, it still starts with humans. By tailoring experiences to meet consumer needs and empowering consumers with choices, brands can help ensure they are on the right path to elevating experience, even before they hard wire their systems.

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.

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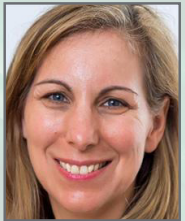
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