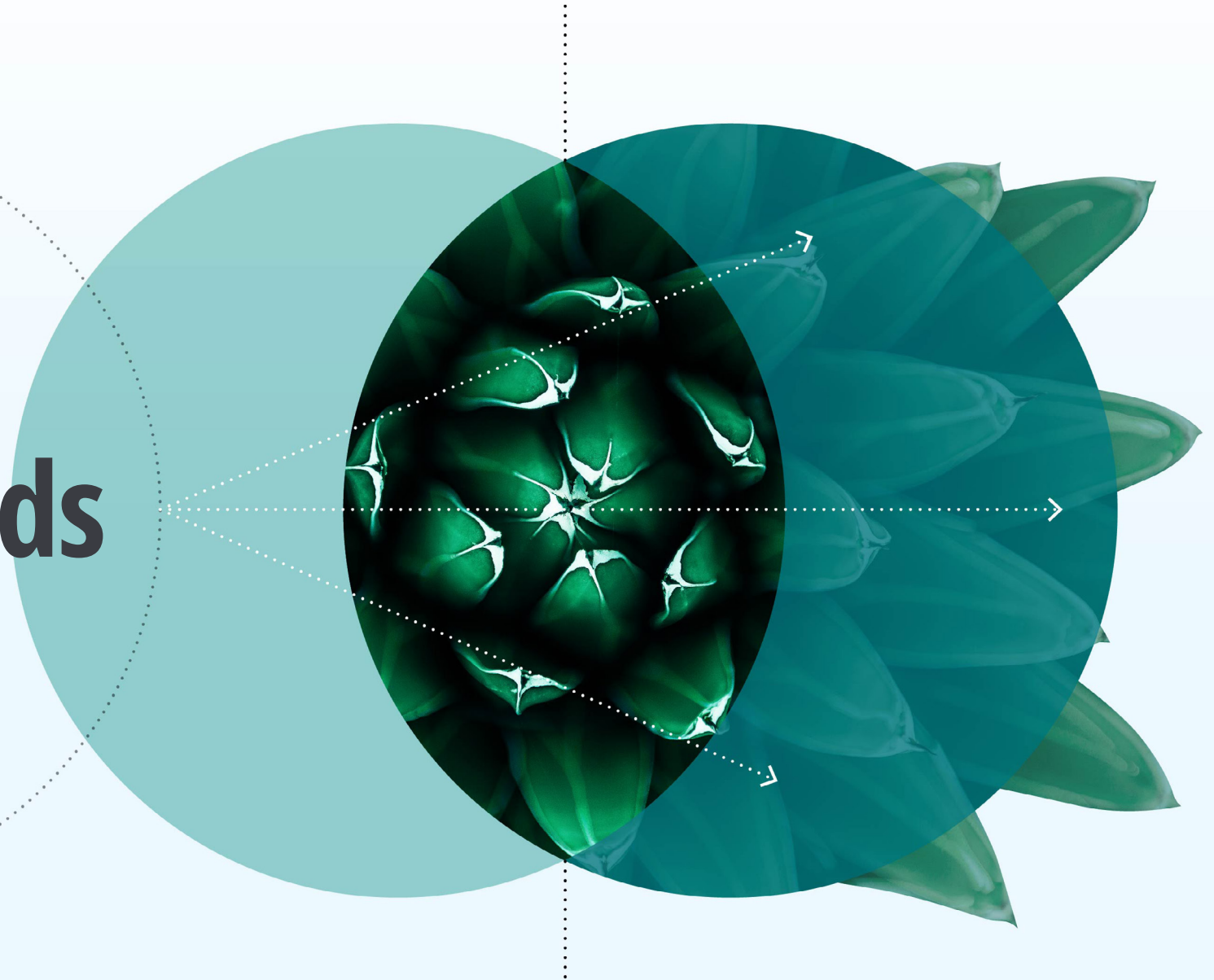


2022 Global Marketing Trends

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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Table of contents



4 Introduction
Thriving through customer centricity

10 Supercharging customer service with AI
Reimagining AI strategies to unlock a true end-to-end customer experience

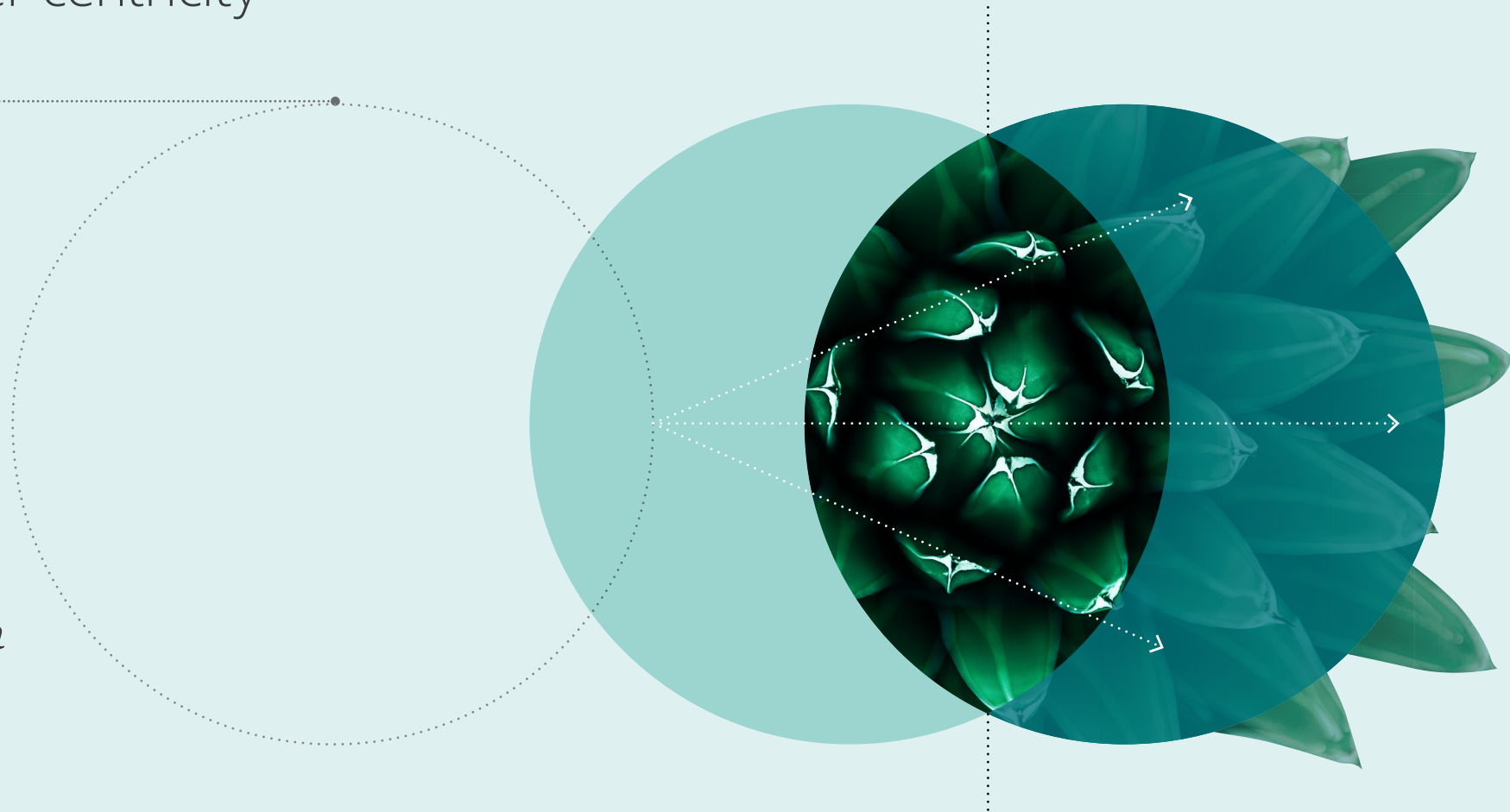
18 Recognition and appreciation

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 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.

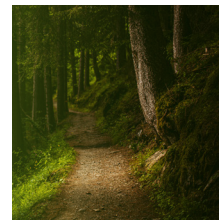
Building the *data* infrastructure

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.

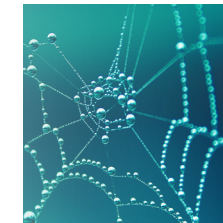
Designing dynamic *experiences*

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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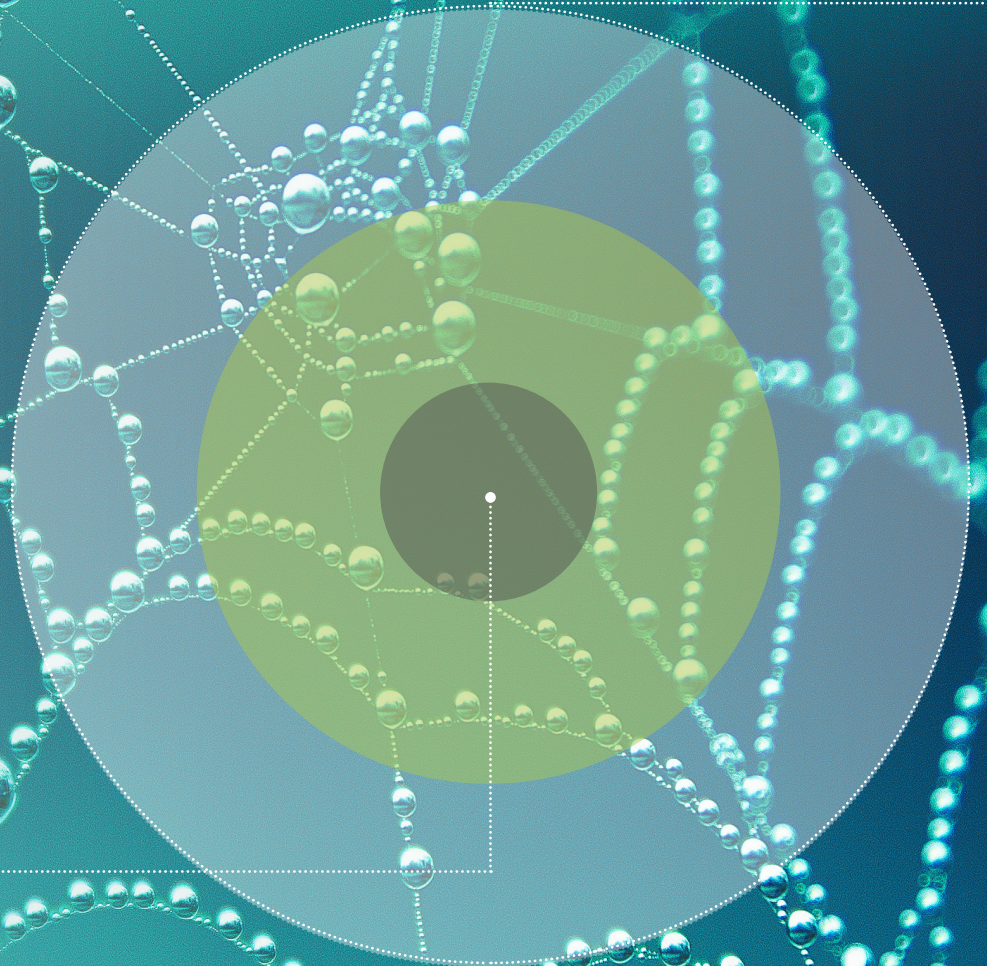
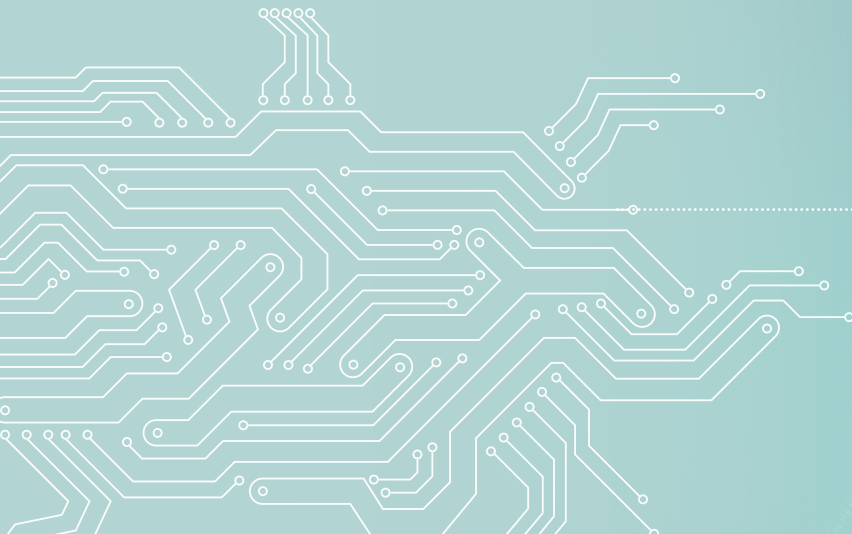


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Supercharging customer service with AI

Reimagining AI strategies to unlock a true end-to-end customer experience



Artificial intelligence can integrate two marketing tactics—getting the right offers to customers at the right time and delivering great post-sales service—to make the customer experience even better.

For every brand, helping customers make purchase decisions by delivering on their needs is a top priority. But that's not as easy as it sounds. A surge in digital channels and hybrid online-offline journeys along with heightened customer expectations have complicated brands' desire to create and deliver a dynamic experience that equips customers with the right information and incentives—when they need it most.

The No. 1 most helpful tactic for spurring purchases:

Timely offers

Supercharging customer service with AI

Deloitte surveyed 11,500 global consumers to better understand what information they found most helpful while making purchase decisions across a variety of product and service categories. Two tactics stood out: timely offers and knowledgeable customer service (figure 1). In fact, across eight sectors, respondents cited a “timely offer” most often, with “knowledgeable customer service” as the second-most helpful option in six categories. These two dimensions routinely outperformed customized recommendations, free trials and samples, no-hassle returns and cancellation policies, and augmented technology (such as virtual showrooms).

Building on that feedback, brand marketers and customer experience leaders should be asking: How can we get the best offer in front of our customers—when they need it most—and equip service agents with the right information to offer those customers a level of service that helps them make the best purchase decisions?

We believe the answer is to optimize artificial intelligence (AI) within the customer experience—achieving harmony between human tasks and machine capabilities.¹

FIGURE 1

Timely offers and knowledgeable customer service help lead to more purchases

Did any of the following help you make your purchase decision?

	Auto	Travel	Apparel & footwear	Beauty & personal care	Household equipment	Furniture	Electronics	Banking products & services
Timely offer	37%	36%	36%	34%	41%	39%	40%	32%
Knowledgeable customer service	39%	31%	21%	21%	35%	34%	28%	34%
No hassle return/cancellation policy	20%	30%	23%	13%	26%	26%	22%	17%
Technology made it easier to learn more	31%	28%	13%	13%	28%	25%	29%	31%
Customized recommendations	26%	24%	14%	18%	22%	24%	19%	24%
Free trial/sample	21%	9%	7%	14%	7%	9%	7%	11%

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

Designing a dynamic customer experience

A dynamic experience for customers means delivering the assistance and information they need, whenever, wherever, and however they want it. One prong of this is the utilization of AI that has enabled brands to deliver more personalized and creative marketing material and helped predict customer behavior. Designing and deploying an AI strategy that assists customers in their moment of need may be the most effective way to ensure the right offers meet customers at any point in their customer journeys.

However, AI isn't enough. For instance, a self-service chatbot without live service may convey to the customer that the company prioritizes cost savings over helpfulness. That's where the human side of contact centers comes in.

Employing customer agents as part of a dynamic experience serves a twofold purpose for brands: It embeds humanity within their customer journey and creates an opportunity to expand the

view of customer service beyond the point of sale. For instance, each customer interaction gives agents a captive audience to whom they can upsell. Our recent [contact center survey](#) found that more brands are viewing their contact centers as revenue generators rather than mere cost centers—and this is driving investment strategies for many businesses. In fact, the number of respondents who have revenue generation as their No. 1 strategic priority is projected to double over the next 24 months. (At the same time, cost reduction is expected to shrink by 32% over the same time period.)²

Promisingly, AI and contact center strategies don't need to be mutually exclusive.

Where the two tactics meet

Often, brands use AI solutions to focus on a particular piece of customer service, such as using data to identify timely offers. However, when AI is embedded with purpose and planning into critical parts of the *entire* experience—producing timely offers and providing relevant insights to contact centers—it can create a more holistic customer service solution.

So, instead of treating AI and contact centers as siloed investments, each with its narrow purpose, marketers should aim to create a more integrated

machine-human handoff to better serve customers and support employees.³ What does that look like?

Ideally, brands would use AI to embed data insights throughout the customer journey to produce the most relevant offers. For an extra layer of personalization, AI can serve as an “agent-assist”: When powered with human-centered design, AI can provide service representatives with relevant information as they serve customers to help the latter make the right decision.

Take a typical customer interaction from one global travel and hospitality company with a reputation for fantastic customer service.⁴ AI and integrated data immediately let the service agent know the customer's travel itinerary, where they may have had trouble completing a booking on the site, what in-person experiences or outings they plan to attend during their travel, and—after addressing the customer's issue—provide a cross-sell or upsell opportunity, if appropriate.

While this company may be considered an early adopter, it will not be alone for long. Results from the contact center study show that 79% of contact center leaders plan to invest in greater AI capabilities in the next two years.⁵

Consider VMware, a global business-to-business technology company. From providing more tailored recommendations to customers around timely security updates to better equipping customer call center employees with clearer guidance, AI is changing how VMware holistically delivers on the customer experience. And chief marketing officer (CMO) Carol Carpenter makes a point that “it's meant to supplement our technical advisors and customer success folks, not replace them.”⁶

We believe the answer is to optimize artificial intelligence (AI) within the customer experience—achieving harmony between human tasks and machine capabilities.

Connecting the dots

Implementing a dynamic end-to-end strategy necessitates a real understanding of your current customer experience, including the opportunities to improve it.

To begin, brands should have a clear picture of their customers—perhaps employing a customer data platform that can integrate the vast amounts of data collected from disparate sources.

Next, marketers should look at how they're currently bringing data insights to life. And encouragingly, they don't need to be data scientists to bring these capabilities to their organization. Between more enterprise software-as-a-service platforms embedding AI capabilities directly into the product suite and cloud-based machine learning capabilities offered by multiple vendors, marketers can think less about the technology and more about the strategic application of it to transform a customer journey.⁷

Australia-based travel and hospitality company Crown Resorts went through a similar transformation. CMO Nic Emery started with mapping out the customer journey and understanding

what points make the biggest differences in the customer experience—and part of that was helping ensure the right technology was in place to provide great personalization at scale. Emery describes the process as starting with putting the data in one place and overlaying it with a cloud-based customer relationship management system to “feed the critical parts of interactions our front-of-house staff needs today.” By doing so, Crown Resorts is uncovering “small windows,” such as acknowledging a loyal customer’s birthday when visiting any of their properties, that “will make quite a big difference to the experience customers will have.”⁸

To better appreciate the customer experience—and its potential deficits—consider these three key tasks:

- *Understand the experience strategy:* Identify each channel and touch point along the customer journey.
- *Make sure they're connected:* The channels and touch points should create a congruent experience for customers.
- *Design with human-centered factors at the forefront:* Consider the entire service experience, including the customer, talent, and third-party service providers.

Bill Beck, CMO of the health insurance company Anthem, explains how Anthem is embedding AI in all of its channels, from digital self-service tools to call centers: “We are using AI to understand why a member is potentially calling us—and how we can provide service for them when they call. For example, if it’s a benefits question, we can get ahead of it before they call, so that we can quickly take care of them.”⁹ This also provides time for its associates to serve members in more proactive ways, such as promoting nutrition plans to individuals who may be at higher risk for diabetes.

Ultimately, AI tools are available to help marketers and customer service leaders create an end-to-end customer experience that seamlessly blends AI and human service—to better serve customers *and* the bottom line.

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

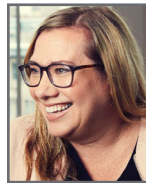
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8. Deloitte *Global Marketing Trends* interviews.
9. Ibid.

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ACKNOWLEDGMENTS

The authors would like to thank **Klaus Nadler** (Germany) for his 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:

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- **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

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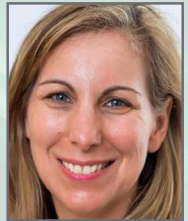
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Cover artwork: Tank Design

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