



2021 Global Marketing Trends

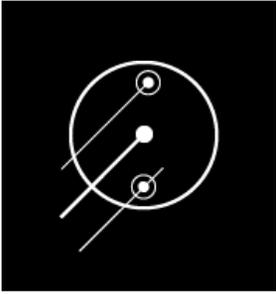
A government and public sector perspective

How can public sector leaders foster a more human connection with the people they serve?

2020 proved to us unequivocally that it is impossible to predict the future. In what feels like overnight, COVID-19 brought upon a level and speed of change few of us have ever witnessed in our lifetimes. From people and businesses to public sector organizations, we needed to find new ways to navigate and adapt.

In this time of uncertainty, how do you uncover and discuss the implications of global marketing trends at a time when the world has seemingly turned on its axis and continues to change in unpredictable ways?

Each of our 2021 global marketing trends shares the common theme of breaking out of our often-defensive mindsets to more holistically—and authentically—meet human needs. In this spirit, we took a public sector-specific look at Deloitte’s 2021 Global Marketing Trends to help governments break through this wall of uncertainty and take action to help their people. These trends can enable leaders to respond to citizen needs as they unfold, pivot operating models to better align to evolving needs, and foster the human connection we all crave.



Lead with purpose

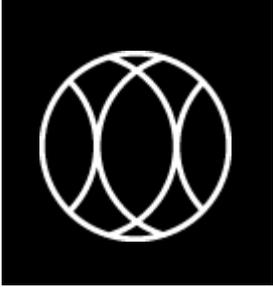
Organizations that lead and build around purpose can achieve better outcomes by providing consistency and relevance for their employees and the people they serve. While some public sector organizations consider how to reposition themselves and best serve their stakeholders during COVID-19 and moments of crisis, the most successful ones have positioned themselves to remain steadfast in one key driver—their purpose. The pandemic has shown that organizations that know the basis and motive on why they serve their stakeholders are uniquely ready to navigate unprecedented change.

Getting started

- **Let purpose evolve with the organization and bind its people together.** Every organization is founded with a core purpose, but purpose needs to be nurtured and revisited, especially during a crisis. As you reconsider your purpose in the context of a changing environment, use it to help bring people across organizational silos.
- **Tell your story and make it impactful.** Authenticity and success are rooted in an organization's commitment to making a difference and sharing its story.
- **Place those you serve at the heart of your decisions.** In order to serve their community, government must understand how people get their information, what their communications preferences are, and what services they need. Use data and insights to understand what they value and connect it to your purpose.

Trends in action

The COVID-19 pandemic caused local and global disruptions to supply chains. America Makes began a program to attract and partner with ongoing inter-agency and private COVID-19 initiatives focused on producing PPE to match heightened demand. To get the word out, they developed a creative campaign to reach media, industry influencers, and market leaders through digital platforms and virtual events. The campaign allowed America Makes to strengthen its messaging tone, voice, and brand position in the additive manufacturing ecosystem, while securing positive coverage for its critical work providing PPE during the pandemic.



Seek out fusion opportunities



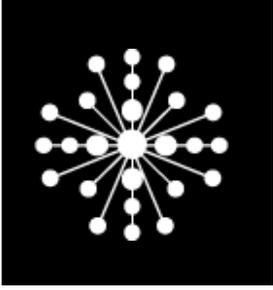
During a crisis, change happens in real time. Deep expertise in a variety of subject areas are crucial for an organization to adjust to unprecedented change. The pandemic revealed collaboration between government and like-minded organizations is more important than ever. It accentuated the need for the private and public sectors to work together to meet varying customer needs. Cross sector collaboration, new business models, and the development of citizen engagement strategies can help organizations serve their constituents efficiently during times of crisis.

Getting started

- **Identify ecosystem trends.** Pay attention to those organizations that are disruptive, as well as to stakeholder behavioral patterns and external conversations. If you want to achieve your mission, you must understand how to leverage your ecosystem.
- **Be open to new partnerships.** Partnering with companies will help you discover new ways to serve your customers. Broadening your viewpoint to include the perspective of others in the ecosystem will result in a more seamless customer experience.
- **Offload the risk.** Engagement with the private sector in collaborations on innovations will enable you to offload the risk and share the reward.

Trends in action

The CDC needed to enlist scientific and world leaders in the fight against superbugs. Through market research and a creative campaign, stakeholders from government, nonprofits, and the private sector came together to take action by signing onto the Antimicrobial Resistance Challenge —a yearlong effort to accelerate the fight against antimicrobial resistance across the globe



Encourage citizen participation



Governments embracing citizen participation and empowerment create dynamic, two-way engagement across all stages of the customer journey. Organizations who engage with customers through gathering insights, co-creating with constituents, and achieving customer advocates, allow for increased participation and brand identity across a wide spectrum of audiences. Understanding your constituents and delivering a service that meets their needs will increase overall trust, satisfaction, and overall participation in a common goal.

Getting started

- **Encourage engagement and collaboration.** Create mechanisms to capture citizen data and feedback at every phase of their interaction with your organization. Use this information to continually improve your services.
- **Be responsive to customer needs.** Respond to constituents to let them know that they have been heard and be transparent in the process.
- **Check in regularly with your employees.** Your staff and customer service representatives on the front lines may be able to offer invaluable customer intelligence from their conversations and direct interaction.

Trends in action

Government organizations looking for ways to make customer interactions more personal and powerful can tap into several best-in-class technology platforms. For example, the United States Postal Service (USPS) receives over a billion visits annually to its main website, USPS.com, and desired to better understand customer feedback across their website applications. By using Medallia, a customer experience measurement and management platform, USPS was able to put detailed insights, such as areas of improvement and key strengths, into the hands of stakeholders. Targeted website surveys captured customer feedback during the most relevant points in a user's journey. This allowed USPS to better understand customer perception and changing needs, thus elevating messaging and services for their customer base.



Scale agility



Breaking down barriers and working across teams will enable public sector leaders to react quickly in high-impact situations and drive engagement in moments that matter most. There is a big shift towards digital technology and investment in real time tools that will better help public sector leaders understand their audience in order to make real and authentic connections. As markets are in constant change and behaviors are shifting in our current climate, pivoting to a digital strategy will meet customer needs while gaining relevance through real time audience metrics.

Getting started

- **Move from reactive to proactive.** Leverage real-time customer stakeholder data to gain insights and respond in real time.
- **Start small and scale up.** Adopt an agile mindset of testing, learning, and iterating for a specific initiative or within a specific department. Once you understand how agile can work for your organization, then you can scale.
- **Embrace cross-functionality.** Agility requires culture shift. Breaking down internal silos and sharing information across teams may enable shorter lead times and rapid stakeholder interaction.

Trends in action

The Military Health System (MHS) needed to communicate historic TRICARE changes to more than nine million service members, retirees, and family members (e.g., beneficiaries). These changes improved health care delivery and enhanced medical readiness but required that beneficiaries proactively manage their health care. Deloitte worked with the MHS to launch “Take Command,” a social marketing campaign to encourage beneficiaries to take important actions related to their TRICARE health benefit. As a part of the campaign, they also redesigned the [tricare.mil](https://www.tricare.mil) website to simplify content, making the complex health care benefit easier to grasp.



Re-imagine the human experience



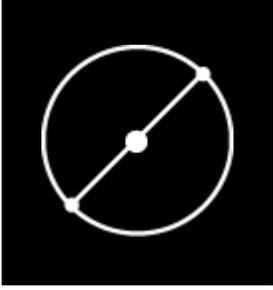
Digital technologies can ease busy lives, but they can also erode one of life's most fundamental elements: human connection. Government agencies can elevate the human experience by connecting their citizens, workforce, partners, and other stakeholders through shared values. If your brand becomes more human – by acting, helping, and doing things that matter – your organization is more likely to thrive. That said, social change programs often fail to account for the irrationality in human behavior. The art and science of making change more human – more of a social experience, rather than a top-down initiative – therefore becomes an essential element for success.

Getting started

- **Understand your audience.** Outlining various stakeholder values, needs, interests and motivation will help identify shared connections across audiences.
- **Design with empathy.** Understanding how your stakeholders benefit from your services will enable you to more effectively meet their needs.
- **Design the human-centered experience.** Draw inspiration from shared values to build more connected and inclusive human experiences.

Trends in action

The State of Connecticut was looking to better serve business owners and entrepreneurs in the state. The Connecticut Digital Service worked with Deloitte Digital to design a new one-stop portal to make the process of opening a business easier for constituents. Amid user research, brand development, product design, and marketing, COVID-19 hit. With only a few months before launch, the team performed another round of field research to ensure the product would answer business owners' real time responses and questions to the pandemic. The findings from this user research informed future releases for the product to meet the real human centered needs of Connecticut business owners, and guided marketing and communications strategy. New essential business functionality allowed businesses to receive immediate approval to restart and recover during the pandemic.



Commit to building trust

Change is a constant for public sector organizations, that operate in evolving environments with continuous new policies. A [Gallup survey](#) conducted in September 2020 found that “20 percent of U.S. adults say they trust the government in Washington to ‘do the right thing’ just about always or most of the time.” Trust is a critical currency for government agencies, especially when it comes to the handling of their constituents’ sensitive information, and when health is on the line. It’s critical agencies not only deliver on their promise, but be transparent in their messaging, be purposeful in the way they communicate, and consistently engage their stakeholders. In order to gain the trust of valued constituents and garner closer relationships moving forward, agencies must fill an information void and establish recurring communication and engagement efforts.

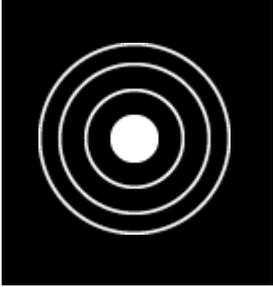


Getting started

- **Close the gap between what you say and what you do.** Deliver on the purpose and promise of government shared in the core message through the human experience.
- **Be clear of data usage and practices.** Establish data protection and privacy practices that can be shared with stakeholders to help create a trusted connection with your organization.
- **Align data policies to purpose.** Design your data usage policies thoughtfully and ensure that data capture and usage align with your mission. It’s important for government agencies to communicate to stakeholders how their data is being used and protected. Likewise, be up front with stakeholders about how artificial intelligence (AI) is being deployed and how it can improve their experience.
- **Design for relevance.** Combine constituent data and AI algorithms in ways that support a more coherent, more relevant, and less invasive customer experience.

Trends in action

Facing an unprecedented spike in unemployment insurance applications, the New York State Department of Labor launched a “Tech Surge,” in partnership with Google Cloud, Deloitte, and Verizon, to improve the reliability of the state’s online and telephone-based application systems. The project included critical upgrades that increased its capacity to accept and process applications, making it easier for New Yorkers to apply for benefits.



Transform talent experiences



The workforce is changing, but talent remains its core asset. Blending and creating new roles can bridge inclusivity gaps and better account for the collective stakeholder experiences to create deeper connections and greater engagement with constituents. As trends evolve and citizen needs change, talent models must also advance to answer outside needs. As a pandemic continues to shift our economy alike, organizations are forced to change how they accomplish work. To address this change, governments must push talent transformation to the forefront of their agenda. These three trends as a talent model can amplify skill sets, create flexibility for quickly responding to citizen needs, and consequently, make talent a differentiator.

Getting started

- **Understand the intellectual diversity of the workforce.** Agencies that acknowledge and value an individual's diverse experience can create a sustained and connected experience for all their people.
- **Encourage a holistic, enhanced human experience.** Integrate both talent and customer experiences by taking into account all stakeholders within your ecosystem. Inspire your talent to find meaning in their work, while increasing engagement with your customer.
- **Build in talent data-driven insights.** Combining workforce experience data (quantitative) with the results of face-to-face meetings (qualitative) can reveal whether people are fulfilled by their work. Personal interactions can also encourage deeper relationships and loyalty across the workforce.

Trends in action

The Virginia Department of Transportation (VDOT) has embraced technological innovation as part of its forward-looking organizational strategy. The agency worked with Deloitte to identify how coming changes would alter its work and the skills, jobs, and talent it would require. Using an agency-wide talent assessment to understand where the most critical skills gaps are in the current workforce, this information will serve as the basis for both training programs and the agency's future recruitment strategy.



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