2022 Global Marketing Trends

Executives that serve Business-to-business (B2B) and Business-to-consumers (B2C) companies and Global consumers
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Thriving through customer centricity

Executives are balancing productivity with increasing engagement with customers, employees, and society.
Thriving through customer centricity

Marketers are constantly evolving with the world around them. If last year was about responding to an unprecedented shock, this year is about recovering, and for those best positioned, thriving in this customer-centric world.

Our survey of 323 B2B and B2C executives revealed that many are prioritizing productivity, digital acceleration, customer engagement, and employee wellbeing as top outcomes to achieve over the next 12 months.

Combined with the insights from 11,500 global consumers, we see seven trends rising to the surface that can help marketers refine their approach to meeting the needs of people inside and outside of the organization, better navigate their data and technological environments, and deliver more holistic experiences for the humans they serve.
Executive Summary

High-growth brands are ahead of their lower-growth peers in several ways, including activating purpose more holistically, measuring diversity, equity and inclusion (DEI) efforts across the organization, and deploying more sophisticated first-party data strategies.

**Purpose—A beacon for growth** Consumers still prioritize price and quality when making purchase decisions. However, a deeper look shows purpose-driven purchasing criteria still exist—it’s just a more nuanced discussion. To cut through the noise and resonate with these customers can take a holistic commitment to purpose—and high-growth brands are doing just that.

**Authentically inclusive marketing** Younger and more diverse demographics notice diverse advertising. But it takes more than diverse advertising to win over customers. It can require a true commitment to DEI—and high-growth brands lead the way.

**Building the intelligent creative engine** A majority of the college-educated workforce shifted to remote work during the pandemic. Marketers can integrate this new talent pool to fill skill gaps, bring in more diverse thoughts, and get geographically closer to their business partners.

**Meeting customers in a cookieless world** High-growth companies are not only getting ahead of their lower growth peers in shifting to a first-party data strategy, but they are also deploying more sophisticated use cases, including dynamic creative optimization and programmatic media.

**Designing a human-first data experience** The most well-received—and trusted—customer data experiences typically start with strong brand relationships. They also rarely include some form of in-depth tracking, such as third-party cookies and geo tracking.

**Elevating the hybrid experience** A majority of executives plan to invest more in hybrid experiences over the next year to increase their ability to offer personalization, greater innovation, and help people connect.

**Supercharging customer service with AI** When customers weigh purchase options, timely offers and knowledgeable customer service are the most helpful nudges. Brands can combine artificial intelligence (AI) and customer service to deliver a true end-to-end experience.
We surveyed 323 executives from B2B and B2C brands and 11,500 global consumers to better understand how top brands are meeting the needs of today’s customers.
INTRODUCTION

DEMOGRAPHICS: EXECUTIVE INSIGHTS

The 323 executive respondents

ANNUAL REVENUE*

- $250M-$1B: 26%
- $1B-$5B: 44%
- $5B-$25B: 25%
- $25B+: 5%

COUNTRY

- US: 60%
- UK: 19%
- France: 11%
- Japan: 5%
- Netherlands: 6%

BUSINESS TYPE

- Mix of both B2B and B2C: 100%

ROLE

- CEO: 46%
- CFO: 13%
- CIO: 12%
- CMO: 12%
- CHRO: 6%
- COO: 5%
- CLO: 4%

ANNUAL GROWTH RATE*

- Negative Growth: 9%
- 1%-10% growth: 51%
- +10% growth: 40%
INTRODUCTION

DEMOGRAPHICS: CONSUMER INSIGHTS

11,500 consumer respondents

GENDER

- Male: 51%
- Female: 48%

AGE GROUP

- 18 - 25: 44%
- 26 - 45: 40%
- 46+: 16%

EDUCATION LEVEL

- Some high school: 17%
- High school: 5%
- Undergraduate degree: 31%
- Graduate degree: 29%

RACE / ETHNICITY*

- Under-represented group: 31%
- White: 69%

REPRESENTATION BY COUNTRY

- US: 17%
- Canada: 4%
- Mexico: 4%
- Brazil: 4%
- Chile: 4%
- South Africa: 4%
- China: 4%
- India: 4%
- Japan: 4%
- UK: 4%
- France: 4%
- Spain: 4%
- Portugal: 4%
- Iceland: 4%
- Turkey: 4%
- Sweden: 4%
- Denmark: 4%
- Switzerland: 4%
- Italy: 4%
- Portugal: 4%
- Iceland: 4%
- Turkey: 4%
- Sweden: 4%
- Denmark: 4%
- Switzerland: 4%
- Italy: 4%
- Portugal: 4%
- Iceland: 4%
- Turkey: 4%

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Top outcomes executives hope to achieve over the next year

Executives are focused on productivity and customer engagement

Top Three Outcomes Executives Hope to Achieve

1. Improve productivity and efficiency (37%)
2. Improve engagement with your customers (36%)
3. Accelerate your move to digital platforms/technologies (28%)

Other outcomes:
- Improve employee wellbeing (28%)
- Drive greater revenue (28%)
- Increase organizations impact on society (26%)
- Reduce internal/operating costs (26%)
- Improve risk management (24%)
- Create differentiation with your competition (23%)
- Change your business model (19%)
- Retain top talent (16%)
- Disrupt your industry (10%)

Executive survey, Q11: In the next 12 months, what are the Top 3 greatest outcomes you hope to achieve? N = 323
Purpose—A beacon for growth

How brands can gain competitive advantage through an authentic purpose
Price & quality are still top of mind considerations

Price and quality are top buying considerations

Potential reasons

- Price
- Quality
- Delivery speed
- Ability to customize
- Environmentally sustainable materials / methods used
- Seller provides a safe purchase experience
- Brand commits to addressing social inequities
- Brand supports the community
- High standards for protecting personal data

Consumer survey, Q15: This question seeks to better understand why you chose your particular [item selected]. Please rank the top three most important reasons for choosing your [item selected]. N = 11,500
When we look deeper, we see other important purchase considerations for consumers beyond price and quality—but it’s more nuanced to demographics and categories.
Where issues beyond price and quality rise to the forefront

25 years-old and younger see sustainability as a top purchasing criteria in Beauty & personal care

view data privacy as a top purchasing criteria in Banking Products & Services

are more loyal to brands that commit to addressing social inequities*

33%

23%

57%

Consumer survey, Q15: Please rank the top 3 most important reason for choosing your (product/experience) N = 11,500
*Consumer survey: I am more willing to shop at brands that commit to addressing social inequities. N = 11,500
How do brands make their purpose stand out and fuel growth?

An integrated purpose may be especially necessary in a world where many consumers still emphasize price and quality when making purchasing decisions.
High-growth brands emphasize purpose across the enterprise

While product and service delivery is still the most common, high-growth brands are putting an emphasis on employees and society.

Executive survey, Q11: In your opinion, which of the following statements reflect what company purpose means to your organization? The organization’s purpose...

*N = 323*

- Inspires how the organization delivers products and services: 65% (72% for +10% growth)
- Drives the corporate social responsibility investment strategy: 59% (64% for +10% growth)
- Articulates a set of values to guide employee decision-making: 34% (61% for +10% growth)
- Is fundamental to brand messaging: 41% (45% for +10% growth)

The largest delta between negative and high growth.
High-growth brands measure purpose initiatives more often

High-growth brands integrate purpose into the employee review process at a significantly higher rate than their lower-growth peers

Executive survey: Q16. How is your organization measuring its purpose related activities? N = 288

48% for high-growth versus 25% for negative-growth
Purpose—A beacon for growth

How brands can gain competitive advantage through an authentic purpose

**Purpose requires enterprisewide alignment** Purpose can’t be done in isolation, and—as we’ve seen with high-growth brands—it takes a holistic approach.

**Purpose takes accountability** The highest-growth brands more often measure their purpose, from product delivery to the employee review process. Establishing KPIs can help ensure the brand continuously keeps its purpose front and center. These KPIs can also help prevent brands from leaning into areas for which they are not ready.

**Purpose is about the relationship with the customer** A clearly defined purpose can resonate with customers—and CMOs can bring that unique viewpoint to the organization.

To learn more about these recommendations, read the full Purpose: A beacon for growth chapter here.
Authentically inclusive marketing

Winning future customers with diversity, equity, and inclusion
Consumers—especially younger generations and those part of under-represented groups—are noticing diverse advertisements and shopping more with brands that make a commitment to addressing social inequalities.
Younger generations are more likely to notice inclusive ads

<table>
<thead>
<tr>
<th>Category</th>
<th>18 - 25</th>
<th>26 - 45</th>
<th>46+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auto (n = 1,583)</td>
<td>35%</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>Travel (n = 2,428)</td>
<td>32%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Apparel &amp; footwear (n = 4,834)</td>
<td>23%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Beauty &amp; personal care (n = 4,580)</td>
<td>28%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Household equipment (n = 3,532)</td>
<td>30%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>Furniture (n = 3,010)</td>
<td>30%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>Electronics (n = 4,205)</td>
<td>23%</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Banking Products &amp; Services (n = 3,161)</td>
<td>31%</td>
<td>28%</td>
<td></td>
</tr>
</tbody>
</table>

Consumer survey, Q18: At the time of making your [product/experience] purchasing decision, were you aware of the brand: prominently promoting diversity in advertisements (e.g., ethnically/racially diverse imagery, highlighting individuals with different abilities). N = 11,500
Taking note of brands that address social inequities

When we asked people, in general, are they more willing to shop at brands that commit to addressing social inequities, nearly 57% agreed or strongly agreed.

Notably, under-represented groups older than 45 agree as much as younger generations, while there is a significant drop for white respondents.

Consumer survey: I am more willing to shop at brands that commit to addressing social inequities. N = 2,000 (U.S. responses only)
It’s not just about advertising, it’s about committing to create change and equitable outcomes.

And the highest growing brands are measuring their DEI efforts more holistically.
**High-growth brands measure DEI progress more often**

High-growth brands especially put a premium on measuring hiring and talent retention objectives, and brand messaging & imagery.

### HOW ORGANIZATIONS ARE MEASURING DEI EFFORTS

<table>
<thead>
<tr>
<th>Objective</th>
<th>Negative growth</th>
<th>1% - 10% growth</th>
<th>+10% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring objectives</td>
<td>14%</td>
<td>26%</td>
<td>33%</td>
</tr>
<tr>
<td>Talent retention objectives</td>
<td>17%</td>
<td>25%</td>
<td>28%</td>
</tr>
<tr>
<td>Brand messaging &amp; imagery</td>
<td>24%</td>
<td>24%</td>
<td>40%</td>
</tr>
<tr>
<td>Community investments</td>
<td>20%</td>
<td>27%</td>
<td>31%</td>
</tr>
<tr>
<td>Mentorship programs</td>
<td>24%</td>
<td>31%</td>
<td>27%</td>
</tr>
<tr>
<td>Inclusive leadership behaviors</td>
<td>34%</td>
<td>30%</td>
<td>31%</td>
</tr>
<tr>
<td>Training programs</td>
<td>27%</td>
<td>32%</td>
<td>31%</td>
</tr>
<tr>
<td>Diversity of customer base</td>
<td>38%</td>
<td>35%</td>
<td>38%</td>
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<tr>
<td>Business partnership expectations</td>
<td>34%</td>
<td>39%</td>
<td>38%</td>
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<tr>
<td>Data capture objectives</td>
<td>39%</td>
<td>41%</td>
<td>38%</td>
</tr>
<tr>
<td>New product/service objectives</td>
<td>43%</td>
<td>42%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Executive survey, Q30: Has your organization established key performance metrics for any of the following DEI objectives? \( N = 323 \)
Authentically inclusive marketing

Winning over your future customer may take committing to DEI

It’s more than diverse imagery
Customers may take note of diverse advertising, but they are also keenly aware when businesses fall short of the values they espouse. Instead, it takes a holistic approach—both in front of and behind the camera—to help ensure the messages brands create are congruent with the values they live by.

Align metrics to advertising
It’s not just about featuring diverse voices and imagery, but also considering how individuals are represented within those messages. Brands can better hold themselves accountable by implementing metrics and conducting regular “content audits” to help ensure authentic brand messaging.

To learn more about these recommendations, read the full Authentically inclusive marketing chapter here.
Building the intelligent creative engine

How unconventional talent strategies can bring marketing closer to the customer
With 63% of people switching to remote work, new talent pools emerge for companies that were once confined by geographic limitations.

But remote work will put even more emphasis on collaboration.
B2B and B2C marketers are elevating analytical skills

Marketing was once considered a field for creatives, but many marketing leaders are now prioritizing more analytical skill sets

EXECUTIVES WHO IDENTIFIED ANALYTICAL AND CREATIVE EXPERTISE AS TOP SKILLS

![Bar chart showing the percentage of executives identifying analytical and creative expertise as top skills in B2C, B2B, and a mix of B2C and B2B.]

Executive survey, Q27: Thinking about your highest performing direct report, select the top two skills that you believe accounts for their strong performance. N = 543
Collaboration is a top skill to executives

While strong collaboration skills ranked as the number one skill across the c-suite, **CMOs were least likely to identify it as a top skill**.

Executive survey, Q27: Thinking about your highest performing direct report, select the top two skills that you believe accounts for their strong performance. **N = 283**
Building the intelligent creative engine

How unconventional talent strategies can bring marketing closer to the customer

**Stand up more agile talent models** By starting with a clear objective, marketers can create pods of various skill sets, such as data scientists, programmers, graphic designers, and creatives, to work on strategic objectives together—rather than through a linear production process.

**Rethink traditional forms of talent** Social influencers are the latest form of talent that can be redeployed as creative agents rather than simply product spokespeople. Not only can this get the brand closer to the customer, but it can engage with the market in more novel ways.

**Put a premium on collaboration** While most of the c-suite identified collaboration as a top skill set, CMOs were least likely to do so. But with a growing remote workforce, collaboration should be a priority in helping ensure these new voices and skills are fully embedded within the organization.

To learn more about these recommendations, read the full *Building the intelligent creative engine* chapter here.
Meeting customers in a cookieless world

How growth leaders are rethinking customer marketing and data strategy in a rapidly changing digital world
Shifting to a first-party data strategy

PERCENT SHIFTING TO A FIRST PARTY DATA STRATEGY

- Negative growth (n = 29): 45%
- 1% - 10% growth (n = 164): 62%
- +10% growth (n = 130): 76%

High-growth companies are shifting to a first-party data strategy.

Executive survey, Q16: As use of third-party cookies decreases, does your organization plan to shift its data strategy to rely more on first-party data.

N = 323
First-party data use cases

CMOs from high-growth brands lead the way in more sophisticated use cases, such as dynamic creative optimization and programmatic media.

Executive survey, Q19: How is your organization using first-party data for each of the following activities? \( N = 147 \)

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Meeting customers in a cookieless world

How growth leaders are rethinking customer marketing and data strategy in a rapidly changing digital world

**Cultivate unique first-party data** Marketers who focus on developing first-party data for their brands can create more opportunities to reach those customers by cultivating unique data insights and long-term measurement. One way to do this is by offering value in exchange for data.

**Build deeper relationships with ecosystem partners** First-party data requires organizations to build infrastructure and take more of that information control in-house. But to grow the first-party data, marketers may need to look outside their walls. Marketers should look to strengthen those relationships with partners, such as tech giants and media publishers, to gain access to their walled gardens and corresponding data insights.

**Rethink your analytics** Without third-party cookies, prospecting and retargeting will most likely become less individualized. However, to establish, maintain, and deepen customer relationships, companies should reimagine how they use analytics and targeting. This may mean shifting the focus from individuals to cohorts, which gives marketers a way to target ads to groups without requiring details of individual users.

To learn more about these recommendations, read the full *Designing a human-first data experience* chapter here.
Designing a human-first data experience

Interacting with customers—and their data—to foster trust
We presented 10 scenarios where a brand or organization deploys personal data. We asked consumers to indicate how “helpful” or “creepy” they find each scenario.
Three types of data usage scenarios

We categorized scenarios as “in-depth” if the brand tracked the user’s behavior through geo-tracking, third-party cookies, or perceived device listening.

In-depth data only
After talking to a friend about how much you want to get a cup of coffee, an advertisement for coffee shows up on your social media feed moments later.

In-depth & relationship data
You enter your favorite store and moments later receive an in-store coupon as you are browsing the aisles.

Relationship data only
You regularly shop on a brand's app and receive recommendations / alerts when items go on sale.
We then created a net “helpful” score by subtracting the “creepy” from “helpful” responses.

And the highest scored scenarios lead with strong brand relationships—and almost never involved in-depth tracking.
**Net helpful score**

**Net Helpful Scores (NHS) are calculated by subtracting the percentage that indicated the scenario is creepy from those that indicated it is helpful (neutral and unsure responses were removed).**
Designing a human-first data experience

Interacting with customers—and their data—to foster trust

**Build strong relationships first** You can’t lead with deeper tracking methods before the consumer trusts you. Instead, establish a strong customer relationship before utilizing in-depth forms of tracking.

**Coordinate with security teams upfront** Marketers can no longer interact digitally without consequence, so they should embed cyber security as soon as possible in planning successful programs.

**Transmit honest communications and motives** Implement accurate and honest marketing and communications—especially around security policies. A good rule of engagement: In clear, easy-to-understand language, articulate why specific personal information is needed, how it is used, and always give the customer the option to opt out.

To learn more about these recommendations, read the full *Designing a human-first data experience* chapter here.
Elevating the hybrid experience

Where human-centered design creates greater choice in physical and digital environments
Executives are looking to hybrid to create more personalization, innovate more, and help people connect.

Simultaneously, more consumers—especially younger ones—are using emerging channels to interact and purchase from brands.
ELEVATING THE HYBRID EXPERIENCE

Bridging the physical-digital connection

REASONS FOR INVESTING IN HYBRID EXPERIENCES

- Opportunity for innovative offerings: 44%
- Greater personalization of products/services: 42%
- Help people feel more connected: 42%
- Offer more inclusive experiences: 38%
- Stakeholders expect both physical and digital options: 36%
- Rising digital costs: 34%
- Digital offerings alone couldn’t provide a holistic experience: 29%
- Addresses safety concerns: 29%
- Physical offerings alone couldn’t provide a holistic experience: 28%
- Prevent erosion of corporate culture: 20%

72% said they will invest more in hybrid experiences over the next 12 months

Executive survey, Q22: Why are you increasing your investments in hybrid experiences? N = 234 (limited to those indicating they will invest in hybrid experiences)
Creating powerful hybrid experiences means empowering people with choices—and embedding feedback mechanisms to design for those choices.
Emerging channels are gaining traction

Younger generations are gravitating toward emerging channels to make purchases

EMERGING PURCHASE CHANNELS

Social media platform
Virtual reality headset
Voice assistant

Consumer survey, Q20: In the last month, I have made a purchase through a. N = 11,500
Elevating the hybrid experience

Where consumer choice elevates the physical and digital of hybrid

Empower people with choice—and embed feedback mechanisms along the way Many executives indicated that they are investing more in hybrid to provide greater personalization. But to really understand what choices consumer segments are gravitating toward, implementing feedback mechanisms can be essential. These mechanisms can include QR codes in physical environments and feedback buttons in the digital sphere.

Build the systems to maintain cohesion across the experience The proliferation of channels and choice will likely require a data infrastructure that can tie the multiple touchpoints together. That may start with a customer data platform that ties desperate data elements into a cohesive customer journey.

To learn more about these recommendations, read the full Elevating the hybrid experience chapter here.
Supercharging customer service with AI

Combining a reimagined AI strategy with service to unlock a true end-to-end customer experience
We asked consumers to identify what helped them make their purchase—timely offers and knowledgeable customer service consistently rose to the top.
Timely offers and knowledgeable customer service lead the way

Across all eight categories, timely offers never ranked lower than 2nd and customer service never ranked lower than 3rd

Q14: Did any of the following help you make your purchase decision: (“An offer was presented just when you needed it” and “knowledgeable customer service”) N = 11,500

Helpful options

- A timely offer
- Knowledgeable customer service
- Technology made it easier to learn more about the product / experience
- Customized recommendations
- Free trial / sample
- No hassle return / cancelation policy
- Other
- None of the above

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Timely offers are regularly fueled by AI while knowledgeable customer service is—or should be—a human-centered endeavor.

Bringing these together can unlock their full potential.
Supercharging customer service with AI

Marrying AI and service to unlock a true end-to-end customer experience

**Marketers don’t have to be data scientists to unlock AI** Between customer data platforms and machine learning, marketers can deploy sophisticated AI use cases without being data scientists themselves. Rather it’s about thinking strategically about channel strategies and customer needs and using the tools available to create dynamic customer experiences.

**Don’t lose the human touch—empower it** Leaning more on AI doesn't mean removing the human from the experience. Rather, AI can help customer service and contact center agents deliver more thoughtful—and helpful—experiences to customers.

To learn more about these recommendations, read the full Supercharging customer service with AI chapter here.
Access the full research and data insights at:

www.deloitte.com/globalmarketingtrends

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