European Marketing Agenda 2022

" On the way to ... Data-Driven, Omnichannel Marketing"

European Marketing Agenda 2022: the “Via Dolorosa” to omnichannel and data-driven marketing

The journey into the land of desire continues ... The internet and the megatrend of connectivity have reversed the power relations between companies and customers and given rise to new economic sectors in the form of the sharing economy. The connected economy follows new rules and the “connected customer” is increasingly gaining in importance. As a megatrend, individualisation has made classic group-think obsolete. The market is no longer the masses, but rather a multitude of individuals. It is less and less about the products themselves and more about the experiences that are (or can be) associated with them. Social consumption plays a key role in the “experience economy”: other people’s consumption becomes decisive, namely those whom one admires (aka “opinion leaders”) and with whom one has an emotional relationship. Young consumers in particular seek social experiences through influencers who humanise information and endow it with personal credibility. The connected customer can no longer be defined demographically, but psychographically: through their desires, needs, interests and usage preferences. The future of marketing will thus no longer be aimed at market shares, but at the “synapse shares” of connected consumers ... based on data and across all touch points. The consequence: like Cassandra in the streets of Troy, all augurs predict the continuation of development in the direction of data-driven marketing and omnichannel to fulfil the (noble) expectations of this connected customer. The fact that the pop group Abba later dedicated the song “*Sorry Cassandra*” to the fortune teller Cassandra is hardly posthumous satisfaction for her. Instead of empathetic verses and a persistence in permanent hesitation (“*Sorry Cassandra, I misunderstood. Now the last day is dawning. Some of us wanted but none of us would.*”), marketing organisations find themselves in a balancing act between traditional marketing (for example, in retail with the production and distribution of flyers) and the development of competencies, processes and systems for data-driven marketing ... with constant or decreasing head counts and pressure on budgets.

In order not to fall prey to the fate of Cassandra (the story goes that she was stabbed to death) – for marketing organisations under increasing time pressure it is not a question of "either - or", but rather "both - and" – in

- the main topics and fields of action to be addressed,
- the barriers to be overcome,
- or even the competencies to be acquired in the organisation or
- personally,

… which (inevitably) leads to further challenges in terms of organisation. Cynical, but unfortunately true … The irony of history has a certain constancy: the Covid-19 pandemic that has prevailed since early 2020 continues to act as an "accelerator" for the digitalisation of companies in general and marketing in particular. If anything, digital projects and initiatives have been given a new boost by Corona and have (so far) managed to immunise themselves (without vaccination) against budget cuts and reallocations.

As marketing associations in Europe, our ambition will therefore also be to accompany this change in 2022 and to meet **8 fundamental requirements** in terms of content and format:

1. present and discuss current and future-oriented concepts;
2. less theoretically than on the basis of specific and practical implementation experiences;
3. not to offer unidirectional PowerPoint lectures, but rather platforms for interaction, discussion, high-quality exchanges and networking;
4. not a series of arbitrary success stories and the arbitrary enumeration of possible latest trends and opportunities, but rather specific contributions from the point of view of those responsible, including their personal experiences and specific "lessons learned";
5. no superficial "sales pitches", but a focus on conceptually valuable presentations and case studies from companies that have already implemented the respective topics and present their respective experiences (lessons learned);
6. from the strategy to implementation;
7. across a wide variety of sizes and industry segments;
8. cross-functional in the connection between offline, IT/digital, product management, pricing, innovation management, sales channel management or even in relation to organisation and leadership.

For the development of the present The **European Marketing Agenda 2022** as a content concept and as a "red thread" for 2022, we have once again conducted an annual survey of almost 6,000 marketing and sales managers in Europe together with the *European Marketing Confederation* (EMC). This survey was supported by discussions with the Board of Trustees of the German Marketing Association, the jury for the German Marketing Prize, the heads of the Competence Circle of the German Marketing Association, members of the CMO Community, members of the Digital CMO Community, and accompanying interviews. Once again, we would like to thank all of our colleagues for their many suggestions, food for thought, commitment and the "brain power" behind them. As in previous years, we can only say: thank you!

A big thank you for their support in analysis also goes to Jonas Kütt and Victoria Becker (Kantar).

We hope that this **European Marketing Agenda 2022** will once again offer many suggestions and discussion points and that we will then be able to further intensify these with you in 2022 in the most diverse formats across Europe.

It would be our great pleasure to see you again – hopefully in person – at some point in 2022!

Yours,

Andreas Balazs (Switzerland)

Chris Daly (United Kingdom)

Jonathan Deacon (United Kingdom)

Martin Huisman (Netherlands)

David Field (Ireland)

Tanja Kavran (Slovenia)

Alvydé Palaimaitė (Lithuania)

Carlos Sá (Portugal)

María Sánchez del Corral (Spain)

Ralf Strauss (Germany)

Georg Wiedenhofer (Austria)

European Marketing Agenda 2022 …
the main topics in 2022

In order to further analyse the challenges and specific strategies of the Chief Marketing Officers in Europe and to work out the trends for 2022, the Board of the *European Marketing Confederation* (EMC) once again initiated the trend study **European Marketing Agenda 2022** at the end of 2021. The central questions of this survey are the most important topics and challenges for 2022 from the perspective of marketing and sales. For this purpose, a total of almost 6,000 marketing/sales managers in Europe were asked for their assessments, resulting in a total of 645 complete responses.

If you ask marketing and sales managers in Europe about the most important topics for 2022 and beyond, key topics such as digital marketing, customer experience management or even content marketing emerge – as in previous years (figure 1).

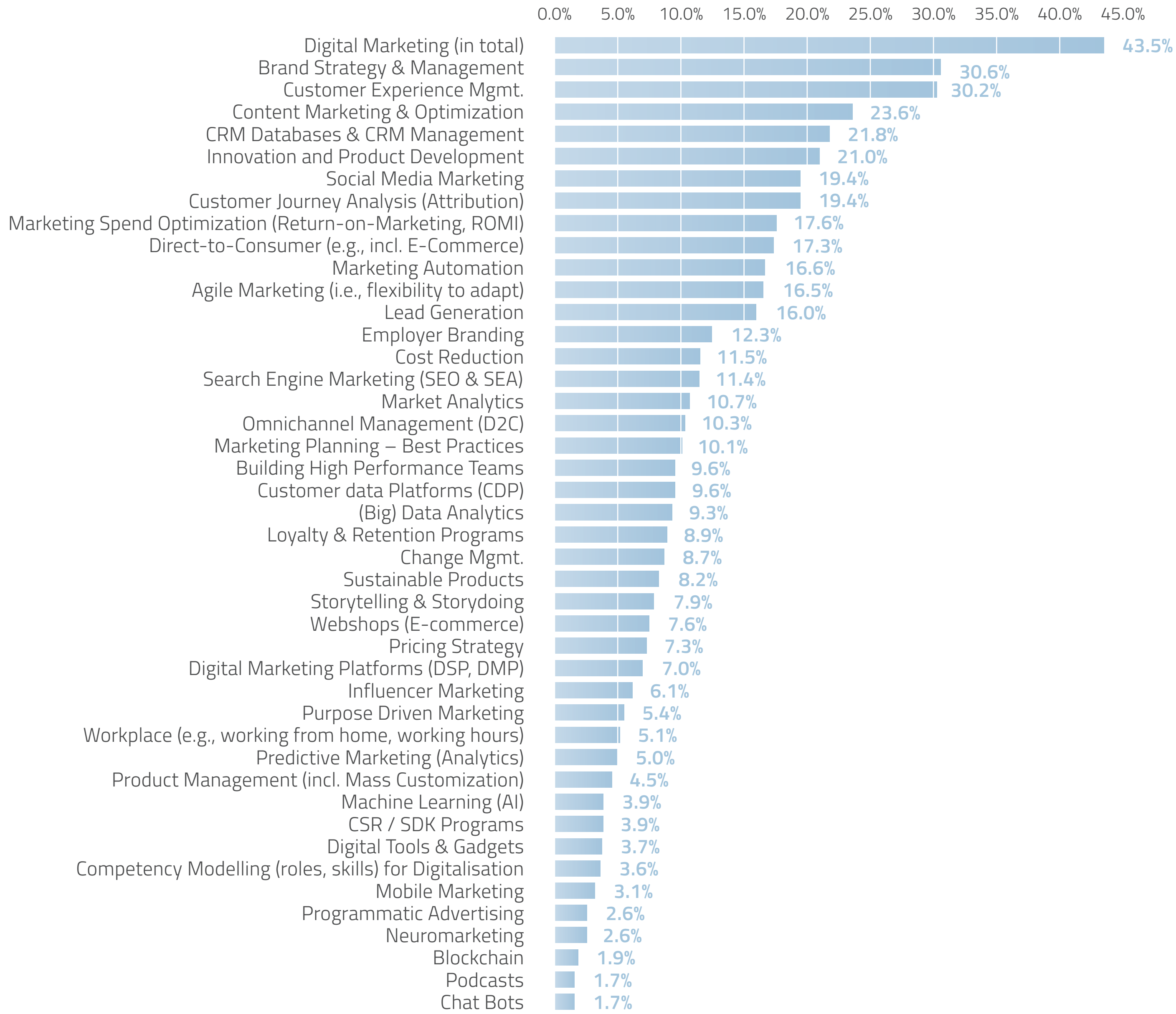


Figure 1: Most important topics in marketing in Europe in 2022 (multiple responses, as a percentage value, n=645)

While individual tools in the digital marketing environment are already sufficiently well understood and at least partially implemented, the interviews and the experiences of the last almost 30 years as well as project experiences show that it is not about technology or individual tools, but the orchestration of **cross-functional teams**, as well as the mass individualised approach in data-driven marketing. **Digital data platforms** (such as customer data platforms, CDPs) are the aphrodisiac for both analytics and for the operational targeting of all customer contacts (as parts of a broader **MarTech**) across all data points. The challenge here is not so much the optimisation of individual topics, but rather the orchestration from strategy through to implementation (figure 2). In other words, to not only have individual superstars in sub-disciplines for the Champions League (as is the case at Real Madrid, for example), but to form them into a team – from strategy to implementation, cross-functionally (e.g., Chelsea FC):

- The (1st) **Strategy and Business level** examines how value is created (products, services) between various business partners. Basically, two complementary development paths can be found here:
  - Customer centricity (external orientation): the customer as the starting point of all value-added chains. The best possible service of customer needs and wishes in the respective context and across touch points in the context of sales/marketing, but also service/dialogue (next evolution);
  - Performance Management (internal orientation): as marketing operations management, the internal efficient orchestration of all processes, budgets, personnel, data, applications and projects.
- Derived from this, the (2nd) **Planning & Control level** describes which goals, metrics and key performance indicators (KPIs) for implementation of the strategy, once adopted, are announced, which methods (model development) are used to optimise them, and which life cycle / journey phases harbour(s) the greatest potential;
- And efficiently anchoring the strategy and target systems in the organisation within the framework of the (3rd) **Change Management level**;
- The (4th) **Organisational and Process level** illuminates the operational processes: at least one process is integrated either between two or more business units, departments such as marketing and supply chain or the like with one or more business partners. Ideally, the organisational structure follows the processes;
- The (5th) **Requirements Engineering level** describes the derivation of requirements for IT applications from the strategy and processes perspective;
- The (6th) **Application level** describes how these processes are (to be) supported by the information system: the functions or data of an information system are retrieved or used by another information system or user;

- The (7th) **Integration level** establishes the connection between processes and data. Integration takes place between two or more systems (internally/externally). The link can be both synchronous (in real time) or asynchronous (batch).
- The (8th) **Analytics level** focuses on visualisation and interpretation of the data, e.g., on the basis of econometric modelling (data science) or personalisation;
- The (9th) **Data Management level** describes data aggregation (such as ETL operations) and the execution of initial data reconciliation (such as the creation of lookalike audiences);
- The (10th) **Technical level** considers the fundamental technical architecture and its components such as network or even deployment (e.g., cloud vs. on-premises).

Figure 2: Levels for cascading the strategy to the levels of processes, applications and data in data-driven marketing (source: Marketing Tech Monitor 2021)

Contrary to all **CRM** discussions over the last 25 years, almost one-third of senior marketing executives in Europe complain about the lack of an adequate CRM tool in their own company or discover customer experience management as an overriding concept. Another three quarters are of the opinion that they do have a CRM tool, but that it is only of limited use and useful for achieving their business goals. The cause most cited: implementation problems and insufficient experience in launching CRM. Regrettable … but true: although the terms Customer Relationship Management (CRM) and Customer Experience Management (CXM) are often treated as being synonymous, they do in fact pursue different objectives.

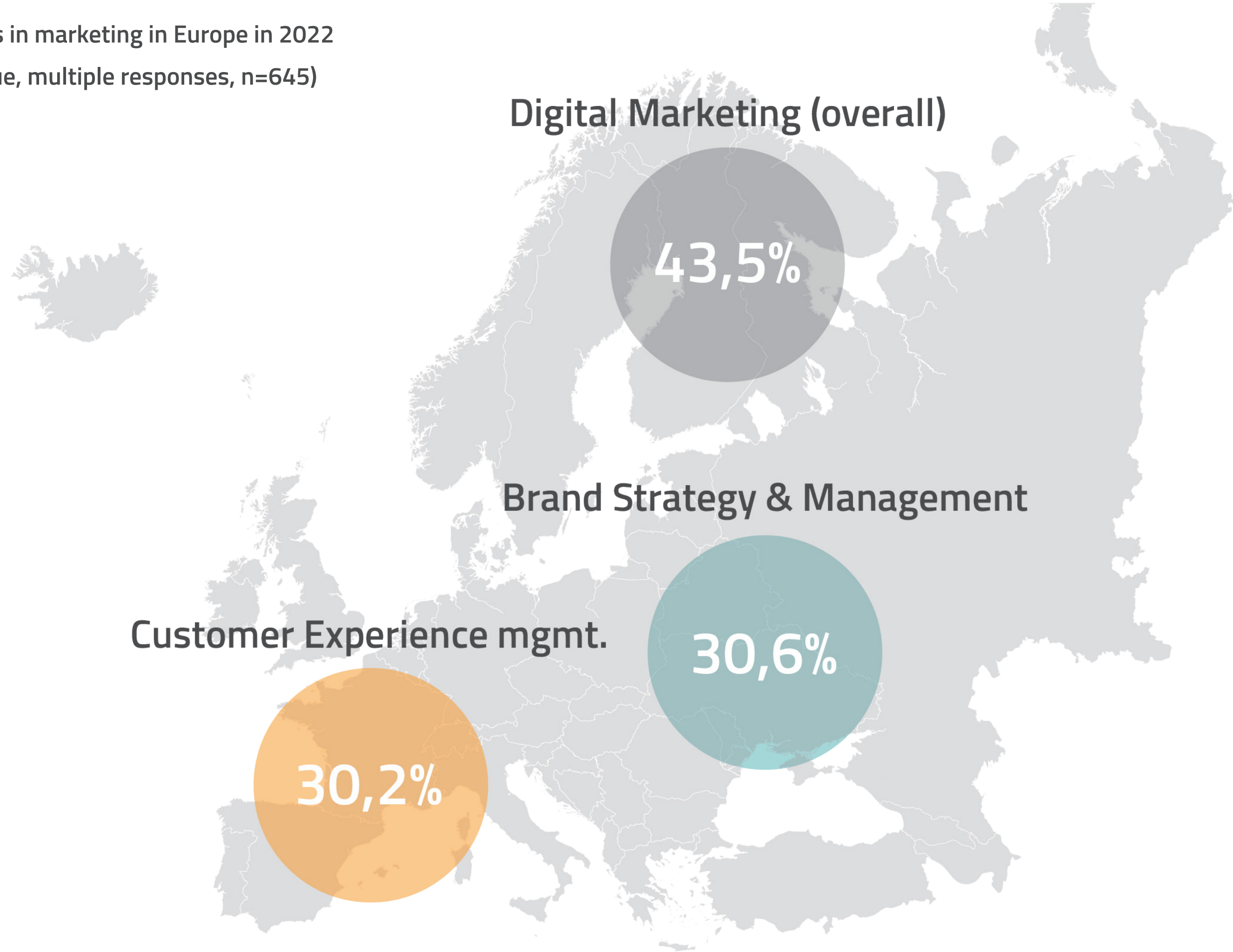
- CRM: Customer Relationship Management is a business strategy aimed at understanding and managing the requirements of the current and potential customers of a company in an effort to improve the relationship value. In reality, the term is usually reduced to IT tool applications and their functions and features.
- CXM: Customer Experience Management comprises both the individual experience in a single transaction/interaction and the total of all experiences across all touch points and channels between a customer and the company.

The reasons for the lack of CRM or dissatisfaction with the current degree of implementation can be found not least in the diverse spectrum of possible CRM application scenarios and stumbling blocks in implementation projects:

- Processes are not clear or not (sufficiently) documented;
- A profound understanding of processes is lacking or is only to be found among individual employees;
- This results in inadequately defined technical requirements;
- Overloading with requirements directly in the first project step;
- This goes hand-in-hand with insufficient support from top management;
- Overly complex, cross-functional projects;
- The lack of experienced project managers;
- Complex IT integration, for example including merchandise management (checking item availability), e-Commerce (content feed or check-out) or even financial accounting (invoices).

CXM, on the other hand, is to be understood more qualitatively, with a fundamental ability to make CRM information usable along all touch points. Where CRM systems have struggled to make customer data actionable at the point and time it can be used to benefit a customer interaction, CXM completes the customer journey for a positive customer experience and measurable benefit. Thus, many CRM concepts and application scenarios are likely to experience a renaissance as of 2022 under a broader customer experience management concept (figure 3).

Figure 3: Top 3 topics in marketing in Europe in 2022
(as a percentage value, multiple responses, n=645)



Interestingly, fast and radical approaches in the field of work design do not carry much weight ... even though "wannabe new work apostles" like to call for them again and again. It also transpires that in their current situation, marketing organisations do not need a "chairman" ... but rather a "leader" who mediates and prioritises the ambiguity between a wide variety of different topics. A marketing manager is quickly found and usually just as quickly worn out. A "leader" stays for a longer period of time. They do not preside as much as lead. They do not rely solely on a vote in the form of the position (or profile) currently assigned to them, but live from the invisible energy deposits from the network and communities-of-practice that connect them with many colleagues in a wide variety of companies. They do not hold an office, but rather have an idea of where the journey should go. Or as former US President Theodore Roosevelt once said: "*Keep your eyes on the stars, and your feet on the ground.*" And in the most diverse subject areas, in parallel, and in real time.

Aspects such as sustainability as well as social and ecological responsibility play an even greater role now than in the past from the perspective of brand managers. A sustainable connection should be established with a target group through shared values and needs. The basis is a higher value generally recognised as a "good thing", for example with Dove Real Beauty of Women ("helping women reconsider and refine what beauty is"). The challenge: the basic meaning of an abstract "giving something back" in place of pure sales to differentiate one's own brand works, but must be reinterpreted and communicated again and again so as not to get lost in the general background noise and in turn become a commodity itself. Attitude is a long-term issue that must above all be communicated and lived internally. Without consistency both internally and externally, attitude is soon exposed as a purely opportunistic instrument for selling off. Contrary to expectations, sustainable marketing is addressed by fewer than 10% of marketing managers – according to their own statements, the topic of "*sustainability*" is often included as a sub-topic in areas such as "*brand strategy & management*" or "*purpose-driven marketing*".

A comparison of the statements made by marketing and sales managers in Europe in the previous year (as part of the *European Marketing Agenda 2021*) with the most important topics for 2022 and beyond shows a clear **shift in the focus topics** (figure 4).

Greatest difference	LOWER SIGNIFICANCE in 2022 (compared to the *European Marketing Agenda 2021*)	HIGHER SIGNIFICANCE in 2022 (compared to the *European Marketing Agenda 2021*)
1	Digital transformation (overall)	Customer Experience Mgmt.
2	Marketing Spend Optimization (Return-on-Marketing, ROMI)	Direct-to-Consumer (e.g., incl. e-Commerce)
3	Customer Data Platforms (CDP)	Agile marketing (i.e., flexibility to adapt)

Figure 4: Comparison of the most important topics in Europe in 2021 (European Marketing Agenda 2021) for the following year 2022 (top 3 topics in each case, in percent, different numbers of cases)

The comparison with the top 3 topics between 2021 and 2022 shows several **effects** (figure 5):

- On the one hand, implementation of digital, data-driven marketing remains the top priority in 2022, increasingly hand-in-hand with the need to change the organisation (competencies, roles, processes);
- More classic topics such as "*Brand Strategy & Management*" or even "*Content Marketing & Optimisation*" are once more gaining in importance. Digital requires brand strategy and content … and vice versa ... it is and remains one **and** the same thing … two equal, complementary sides of the same coin;
- In addition to the development and expansion of individual instruments, the overarching concept of Customer Experience Management is clearly gaining in importance ... and is relegating singular individual topics such as customer journey analyses (attribution modelling) or even higher-value analytical application scenarios such as marketing mix modelling (ROMI) to the ranks. With growing maturity and experience, higher-level concepts are increasingly gaining the upper hand, while individual tools and instruments as "enablers" tend to recede in importance.

Top priorities	European Marketing Agenda 2021	European Marketing Agenda 2022
1	Digital marketing (overall) – 43.1%	Digital marketing (in total) – 43.5%
2	CRM databases & CRM Mgmt. – 34.8%	Brand strategy & Management – 30.6%
3	Optimisation of marketing expenditure (return on marketing investment) – 31.5%	Customer Experience Mgmt. – 30.2%

Figure 5: Comparison of the top 3 priority topics in Europe in 2021 (European Marketing Agenda 2021) and 2022 (European Marketing Agenda 2022) (top3 topics in each case, as a percentage value, different numbers of cases)

While topics such as digital transformation or the development of own customer data platforms still tended to rank higher in 2021, they are declining significantly, in some cases by up to 15% compared to the previous year. Although in most companies the late romantic enthusiasm for marketing automation and big data has given way to the realisation that the necessary foundations first need to be created in the form of platforms and aggregated databases, CDPs are clearly declining in importance (figure 6). Why? The concept and the possibility of combining personalised and anonymised data (such as cookies) within the framework of a CDP is still hidden under an opaque fog for most companies.

Ultimately, the goal must be to be able to collect **first-party data** from as many customers as possible (even if they are only indirect customer relationships) via content or various types of community concepts and to further enrich and gradually qualify this data in the direction of a CRM application scenario with personalised data (figure 7). The ePrivacy Regulation is proving to be the apocalyptic horseman for the established data biotopes. These are specified by the European General Data Protection Regulation (GDPR) with regard to requirements for the data protection-friendly use of software technology. According to the ePrivacy Regulation, only cookies that have no impact on the user's privacy may be set without consent. These include, for example, cookies that are used to analyse the number of visitors to a website. Cookies that affect the privacy of users and are used, for example, to recognise users (such as retargeting), will in future require the express consent of the user ("unambiguous consent"). In future, the user will be able to give their consent to or rejection of cookies through general default settings in the browser. The browser thus becomes a type of "super-cookie" that manages all other cookies. Every browser must implement a do-not-track mechanism and be able to accept cookies from websites visited directly, but block cookies from third parties (3rd party cookies). Advertisers are then no longer allowed to ignore this do-not-track mechanism (as before). With the implementation of the ePrivacy Regulation, the online advertising market in its current form faces an existential threat, as forms of advertising such as cookie-based retargeting are almost unthinkable. Contextual or semantic targeting is the first choice as a replacement. Since only the content and

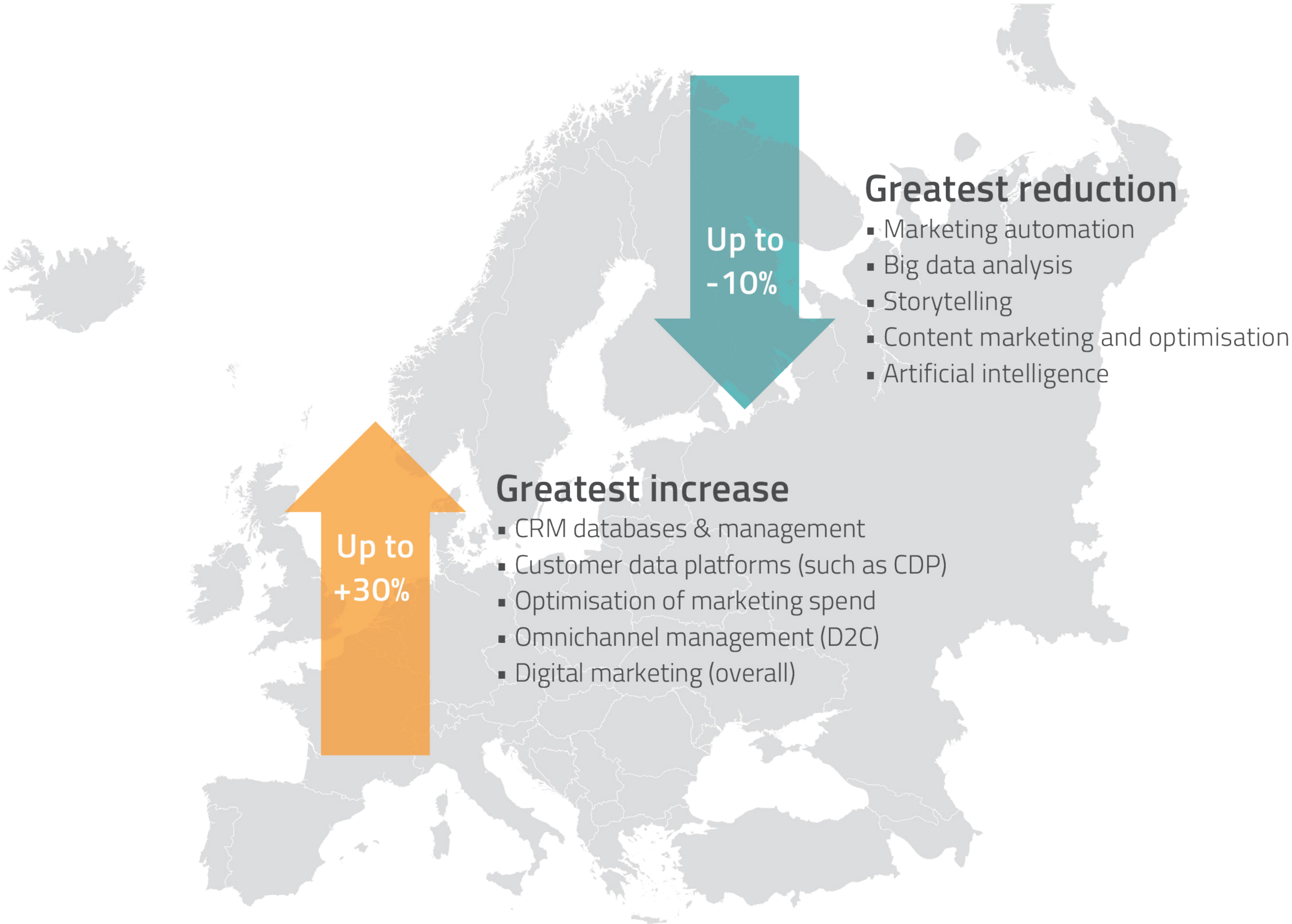


Figure 6: Overview of the growth in importance of the most important topics in marketing in Europe in 2021 and 2022 (top topics in each case, as a percentage value, different numbers of cases)

the mood of the content currently consumed by the user are compared with the content of the advertising banner, cookies are not necessary for the delivery of ads, nor are personal data or identities. Content that has been consumed in the past is irrelevant for contextual targeting. Current interests in the here and now are only used as a projection surface for underlying user interests via currently viewed content. The announcement by *Google* at the beginning of 2021 that it will stop the use of 3rd party cookies in Chrome is aimed in the same direction. The future after the *Google* moratorium without an exact date is uncertain.

	1st party data	**2nd party data**	**3rd party data**	**ID networks / Substitute 3rd party**
Datatypes	**PII data** = personal identifiable info, e.g. e-mail, name, postal address, telephone no. and purchasing data **Personal but anonymous data**, e.g. pseudonym cookie ID, device ID or ad ID, IP address, other pseudonym end user IDs **Transactions and performance data**	**PII data** from cooperations with card programmes (e.g. Miles & More) **Personal but anonymous data**, e.g. from cooperations with retailers (aka retail media) **Transaction data and behavioural data**	**Personal but anonymous data** from campaign tracking on external sites **Behavioural data**	**Personal but anonymous data**, e.g. pseudonym cookie ID or ad ID, IP address, other pseudonym end user IDs
Data sources	Website, call centre (CDP/CRM)	Agencies, partners, DSPs, SSPs, ad server	Professional data aggregators, third-party service providers such as info services, publishers, social widget providers, Google marketing platform, retargeting providers	ID networks such as ID+, NetID …
Acquisition	Own collation, development at customer's via incentive systems	Contracts with partners, agencies	Purchasable/Traded via DSPs	Networks offer ID matching (often via e-mail as identifier) plus poss. data enhancement

Figure 7: Differences between data (types) and channels, each of which can be activated in different ways

Establishing an independent data strategy turns out to be the only way to escape GAFA auction mechanisms in a platform-dominated world. Even consumer goods manufacturers that have traditionally used an indirect sales approach (via established trade structures in grocery retailing, for example) will (have to) build and use end-customer data and interaction points in the future. The reason: to gain direct consumer insights and build direct-to-consumer business models in the longer term, beyond established oligopoly-like structures in retail or GAFA.

Application scenarios for **artificial intelligence** (AI) can be found, for example, in recommendation engines for the realisation of cross- and up-sell potentials, forecasts on customer churn (churn management), sentiment analyses in social media monitoring, automated service scenarios, for example via chat bots, automated A/B testing in e-mail marketing or even recruiting automation. In most cases, these application scenarios are supplied "ready to use" by software manufacturers, apart from e-Commerce pure players or companies with a larger BI area. Like artificial intelligence, **block chains** as a basic technology or transaction protocol between market participants will remain on the "watch list" in the years ahead. From a marketing and sales perspective, block chain in particular has the potential to revolutionise existing market structures in the long term, for example in areas such as product creation and liability, traceability of the path of individual raw materials through the supply chain to the finished end product, secure consumer and advertising data, or increasing the efficiency of online advertising (e.g., with *AdHash*).

There are sometimes considerable differences in the priorities for 2022 between the countries in Europe (figure 8): in the Eastern Alps, the focus in **Austria** – apart from changing chancellorships – is on topics in the area of "*Digital marketing*" (49%), closely followed by "*Brand strategy & management*" (30%) and "*Employer branding*" (29%). "*Digital transformation*", which was still hyped in the previous year, is thus giving way to more operational fields of action. "*Big data*" and "*Predictive analytics*" feature comparatively less than in other countries. "*Content marketing*" (27%), "*Lead generation*" (27%) and "*Social media marketing*" (23%) are still topping the hit parade of topics for 2022 in one of the few countries in Europe.

In **Lithuania**, topics such as "*Social media marketing*" (40%), "*Brand strategy & management*" (38%) or "*Innovation & product management*" (24%) will dominate in 2022 alongside "*Digital marketing*" (51%). Compared to other countries, significantly less time and effort are allocated to topics such as "*Mobile marketing*", "*Artificial intelligence*" or "*Competence modelling*". Analogous to other analyses, an advanced status of digitalisation ensures that the addressed topic areas spread further across all "marketing P's". Compared to the most important topics of the marketing agendas of the previous years, Lithuania thus shows itself to be largely constantly and (statistically significantly) dichotomous: on the one hand, with a high focus on rather longer-term focal points such as employer branding or brand strategy; on the other hand, with a strong focus on the more extensive implementation of digitalisation. However, without having to pay greater attention to the implementation of data analytics ... this field of action seems to have already been largely implemented and resolved.

As in previous years, **Germany** presents itself differently from other European partner countries: here, "*Customer Experience Management*" (48%), "*Direct-to-Consumer*" (37%) are dominant, followed by "*Marketing Spend Optimisation (Return-on-Marketing, ROMI)*" (36%). This is fuelled (as in other countries) by the need to build "*Omnichannel Management (D2C)*" with 20%. Marketing will continue to be dominated here in 2022 by the development of adequate platforms ("*customer data platform*" with 21%) and organisational structures in the form of the "*development of high-performance teams*" (12%) for efficient implementation of digitalisation. Compared to other countries, Germany displays the greatest affinity for omnichannel management. Germany is thus very consistent with the previous year, with only the CRM field of action being relegated to the ranks by an overarching CXM.

Priority	Austria	Germany	Lithuania	Slovenia	Switzerland	UK	Portugal	Spain	Other
1	Digital marketing (in total)	Customer Experience Mgmt.	Digital marketing (in total)	Digital marketing (in total)	Digital marketing (in total)	Brand strategy & Management	Digital marketing (in total)	Digital marketing (in total)	Digital marketing (in total)
2	Brand strategy & Management	Direct-to-Consumer (e.g. incl. e-Comm.)	Social media marketing	Marketing automation	Innovation and product development	Content marketing & optimisation	Brand strategy & Management	Customer Experience Mgmt.	Brand strategy & Management
3	Employer branding	Marketing Spend Optimisation (Return-on-Marketing, ROMI)	Brand strategy & Management	Content marketing & optimisation	Cost reduction	Digital marketing (in total)	Content marketing & optimisation	Customer journey analysis (attribution)	Customer Experience Mgmt.

Figure 8: Top 3 topics in Europe in 2022 in the various countries (from top 5 topics in each case, multiple responses, n=645)

In all countries in Europe, realities are changing rapidly and making plans and planning obsolete. **Agile working** means embracing these uncertainties and changes in the environment in order to remain adaptable. This way of thinking in small steps – continuous trial and error, adaptation and working in small interdisciplinary teams – is now mainstream in the field of software development. And it is also shaking up the control function of middle management on a large scale. Agile employees are supposed to act faster, more successfully, more objectively and in a more self-determined way, and deal less with planning, controlling and monitoring. Adequate organisational structures and high-performance teams are needed to ensure internal cooperation and coordination along the web-supported value creation processes as well as the willingness to innovate. Increasingly, this requires a leadership style that is characterised by inspiration, reputation and a high degree of cooperation up to the maximum level of a "*leaderless organisation*" (holacracy). This also means that the principles of leadership are changing in the direction of digital leadership: by being open to the use of newer tools, leaders demonstrate that they themselves want to use these tools, be more agile, network within the company, and let employees participate more in processes, for example by means of[1]

- Psychological safety;
- Dependability;
- Structure & clarity: team members assume responsibility for implementing and achieving the goals, e.g. via OKRs;
- Meaning: as the core to intrinsic motivation;
- Impact: success as a "by-product" of an overarching framework.

Swiss marketing managers are also consistent with their Alpine colleagues in Austria in 2022: "*Digital marketing*" (44%) will dominate the 2022 marketing agenda, closely followed by "*Innovation and product development*" (28%) and "*Cost reduction*" (28%). The federal list of priorities thus focuses on further digitisation in marketing, while maintaining the thematic priorities in the area of product development and cost management. The field of action "*Digital transformation*" or "*Brand strategy & management*", which still dominated in 2021, will thus be overtaken by other topics ... for example, "*Brand strategy & management*" will drop slightly from 24.2% (2021) to only 22% (2022). The once postulated move away (in the longer term) from "push marketing" to "pull marketing" and the strengthening of the brand are apparently giving way to a Corona-induced further digitalisation of marketing. Switzerland also presents itself (statistically significantly) as the country a) in which the reduction of general marketing costs has the comparatively greatest significance in 2022 and b) which shows the greatest consistency compared to 2021.

[1] https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/introduction/

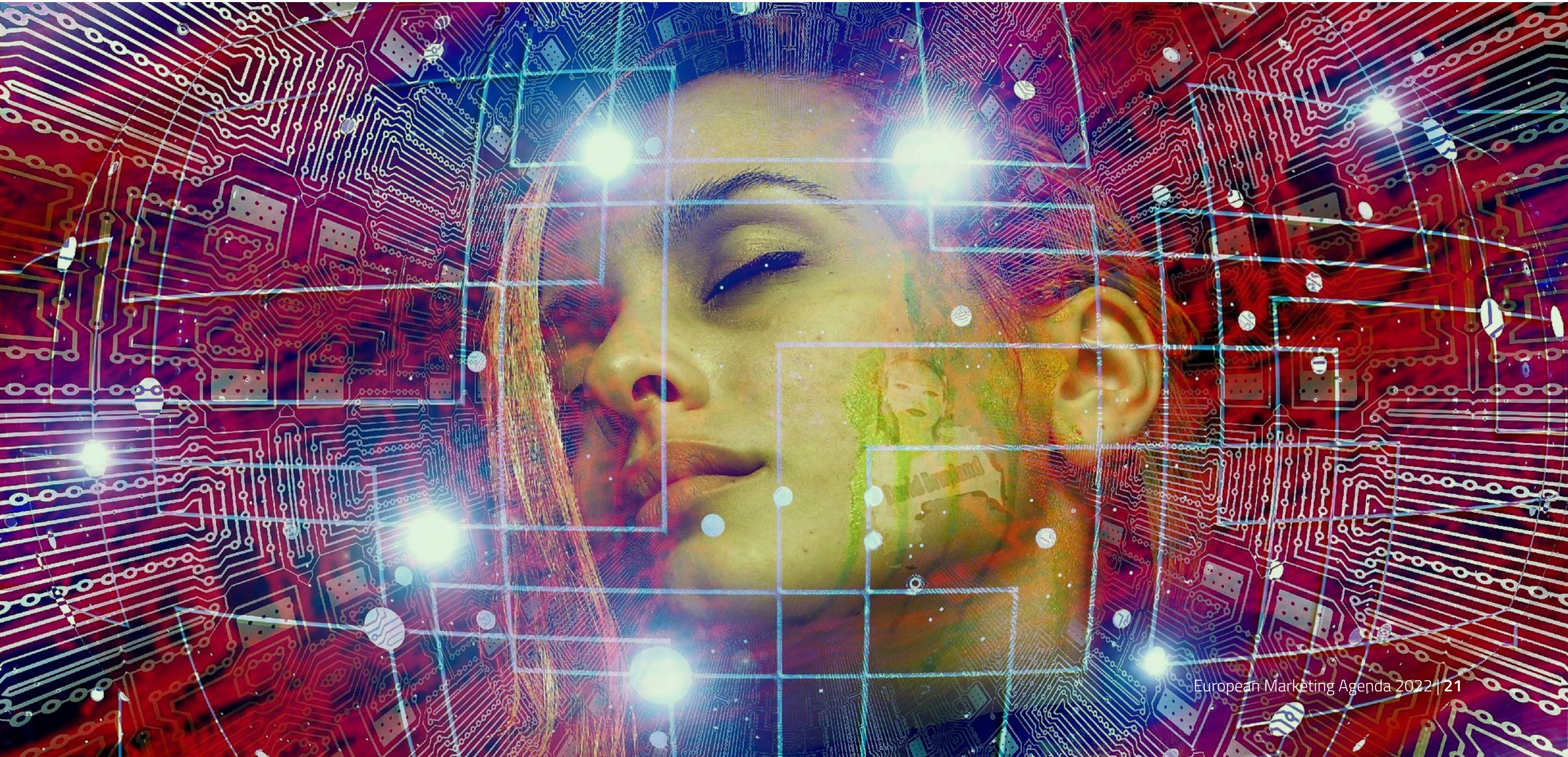
The situation is different in **Slovenia**: led by "*Digital marketing (overall)*" (52%), the already established brand management and brand staging requires a directional shift towards increasing marketing automation (42%) and away from traditional push-to-pull mechanisms in the context of "*Content marketing and optimisation*" (33%), supported by "*Innovation and product development*" (30%) and "*Brand strategy & management*" (24%). While "*Digital transformation (overall)*" was still in the spotlight in the previous year, Slovenia presents itself (statistically significantly) as a pioneer in the area of marketing automation across all European countries.

In the **United Kingdom**, the aftermath of Brexit goes hand-in-hand with a focus on "*Brand strategy & management*" (46%), "*Content marketing & optimisation*" with approval ratings of 42% or even "*Digital marketing (in total)*" (34%), closely followed by "*Marketing planning – Best practices*" or even "*Social media marketing*" (27.6% each). Some of the focal points in other European countries such as "*cost reductions*", "*web shop (e-Commerce)*", "*customer data platforms (such as CDP)*", "*employer branding*", "*mobile marketing*", "*artificial intelligence*" or even "*programmatic advertising*" and "*block chains*" appear marginally at best in the Anglo-Saxon hit parade of topic areas for 2022 with approval ratings of less than 10%.

Spain will continue its campaign in the field of data-driven marketing in 2022: the dispatches of the heralds of data-driven marketing rank "*Digital marketing (in total)*" (46%), "*Customer Experience Mgmt.*" (29%) and "*Customer journey analysis (attribution)*" (29%). Spain is therefore the only country where a wave in the area of "*customer journey analysis*" and the associated attribution modelling is imminent. Spanish marketing managers are comparatively unfamiliar with topics such as "*storytelling*", "*cost reduction*" or even "*competence modelling*".

In 2022, their colleagues in the west of the Iberian Peninsula (**Portugal**) will focus on "*Digital marketing (in total)*" (54%), "*Brand strategy & management*" (40%) or even "*Content marketing & optimisation*" (23%). Only just under 1% of CMOs can warm to fields of action such as "*Innovation and product development*" or "*Social media marketing*" and "*Customer Experience Management*". This means that even within the Iberian Peninsula the focus for 2022 is changing: while in the East – in addition to digital marketing – concepts such as customer experience management or customer journey analysis are dominant, the West between the Algarve and Porto is guided more by brand and content. The challenges for a more comprehensive customer experience approach are certainly complex here, as in other countries in Europe, but in most cases can be traced back to 5 factors.

- Other organisational units involved: Customer Experience Design extends far beyond the functional boundaries of individual corporate areas;
- Change management;
- insufficient (direct) measurability;
- insufficiently integrated processes and systems;
- insufficient data quality and aggregation.



Corona pandemic … still (unfortunately) an accelerator of digitalisation …

The global Covid-19 pandemic (unfortunately) continues to act as an "accelerator" for further digitalisation in marketing in the assessments of European marketing managers and board members who indicate that Corona is already ensuring (figure 9) that

- the digital channels for customer interaction are (necessarily) prioritised, as is the consolidation of data across different sources and touch points;
- following the development and expansion of marketing tech platforms and scalable eco-systems for customer interaction (marketing automation), it has taken the top spot in terms of priorities;
- the marketing organisation in terms of structures, the (lived) cross-functional cooperation model or even the required competences are being (or have to be) reconsidered in more detail. The focus is on establishing a marketing operations function to orchestrate all functions and projects.

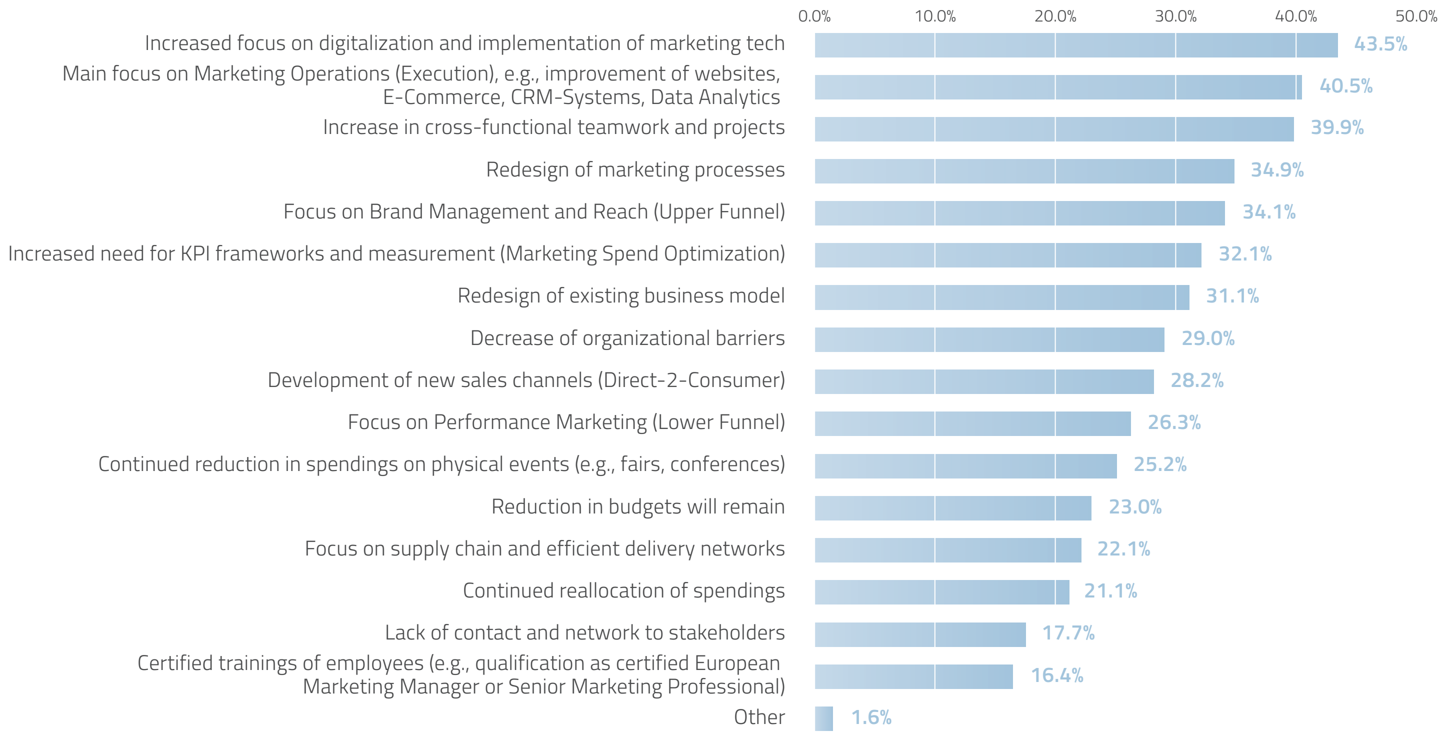


Figure 9: Impacts of the Corona pandemic on the marketing function in Europa in 2022 (top boxes in each case, multiple responses, n=645)

Companies in the different countries are trying to digest the effects of the pandemic in very different ways: while Austria, together with Lithuania and Spain, is aiming at the development/expansion of marketing tech, Germany and Slovenia are focusing their efforts on establishing a marketing operations function (figure 10).

Priority	Austria	Germany	Lithuania	Slovenia	Switzerland	UK	Portugal	Spain	Other
1	Increased focus on digitalisation and implementation of marketing tech	Main focus on Marketing Operations (Execution), e.g. improvement of websites, e-Commerce, CRM Systems, Data Analytics	Increased focus on digitalisation and implementation of marketing tech	Main focus on Marketing Operations (Execution), e.g. improvement of websites, e-Commerce, CRM Systems, Data Analytics	Redesign of existing business model	Focus on Brand Management and reach (upper funnel)	Redesign of marketing processes	Increased focus on digitalisation and implementation of marketing tech	Increased focus on digitalisation and implementation of marketing tech
2	Decrease in organisational barriers	Increased focus on digitalisation and implementation of marketing tech	Main focus on Marketing Operations (Execution), e.g. improvement of websites, e-Commerce, CRM Systems, Data Analytics	Redesign of existing business model	Increase in cross-functional teamwork and projects	Redesign of marketing processes	Increased focus on digitalisation and implementation of marketing tech	Main focus on Marketing Operations (Execution), e.g. improvement of websites, e-Commerce, CRM Systems, Data Analytics	Focus on Brand Management and reach (upper funnel)
3	Increase in cross-functional teamwork and projects	Increased need for KPI frameworks and measurement (Marketing Spend Optimization)	Redesign of marketing processes	Increase in cross-functional teamwork and projects	Decrease in organisational barriers	Focus on performance marketing (lower funnel)	Increase in cross-functional teamwork and projects	Redesign of marketing processes	Redesign of marketing processes

Figure 10: Top 3 impacts of the Corona pandemic on the marketing function in Europa in 2022 (out of the top 5 topics in each case, multiple responses, n=645)

This means that the countries in Europe differ (statistically significantly) from each other in the way they deal with the pandemic:

- While in countries like Slovenia or Germany the focus is more on the implementation of MarTech, marketing spend optimisation and marketing operations (execution),
- Other countries such as Switzerland or Portugal tend to focus on redesigning processes or even the traditional business model.

After almost two years of the Corona pandemic, both reinforcing and hindering effects for further digitalisation in marketing are becoming apparent (figure 11).

Reinforcing effects	**Hindering effects**
General movement towards digital (collaboration models, video) and digital channels for customer interaction (social).	Budget cuts due to upcoming (anticipated) recession and inflation
(Temporarily) lower licence costs for many providers	Marketing operations already fully utilised due to crisis programmes
Stronger focus on cross-channel marketing spend optimisation (via KPIs, ROMI) and control	Increased risk of insolvency for smaller providers and start-ups in the marketing tech sector due to lower capital investment by venture capitalists
Recession promotes performance marketing (sales) and tools for it	Lack of staff availability due to widespread short-time work
Rethinking cross-functional cooperation, organisational structures and competences	Investment models no longer reliable, new ramp-up models have to be developed ("Black Swan"), no reliable forecasts possible
Longer (pre-) runtime of marketing tech projects makes them largely immune, at least to short-term fluctuations	Deprioritisation of basic processes and "doing homework" – strong focus on tactical, revenue-optimising actions
Less expensive applications tend to support platform building (eco-systems)	Maximum utilisation of IT due to home office, procurement problems in IT for computers, pads etc.
Greater willingness of employees to actively participate in the transformation	
State financial aid for digitalisation	

Figure 11: Reinforcing and hindering effects attributable to the COVID-19 pandemic on marketing digitalisation and the adoption of marketing tech (source: European Marketing Agenda 2021; Marketing Tech Monitor 2020)

European Marketing Agenda 2022 – A long way to go … the challenges and obstacles

Aggregating the most important challenges for marketing in 2022 across Europe, the topic of "*customer experience*" is at the top of the list (37.9%), followed by all issues concerning "*consolidating distributed customer data to obtain a 360-degree view of the customer*" (32.7%). The life cycle of a (data-driven) customer experience thus encompasses all customer relationships at all levels – from brand awareness prior to purchases to replacement or disposal of products and solutions. The key to customer loyalty lies in providing the customer with the best possible experience ("moments of truth") at all times, both online and offline. This is based on the realisation that the evaluation of performance is shaped in particular by "critical moments" in which excellent performance or non-performance is perceived particularly clearly. The customer experience is significantly shaped by the perceived quality as well as the "experience flow", i.e. the extent to which services and products are presented as high quality, tailored to the needs of the user (relevant) and in a natural sequence in the respective context in terms of perceived attributes and presentation.

The greatest challenges in 2022 will include areas of action in terms of (figure 12):

- Establishing a **consistent customer experience** along all "touch points",
- Consolidation of all existing and newly-generated **data stocks**, for example within the framework of data management (such as ETL operations) as a prerequisite;
- Building on this, the recruitment of experienced data analysts or **data scientists**;
- **Change management** to change the existing organisation in terms of working methods and the use of IT applications;
- And in connection with this, the further creation of a common understanding of the importance and the foundations and platforms for the implementation of **data-driven marketing**.

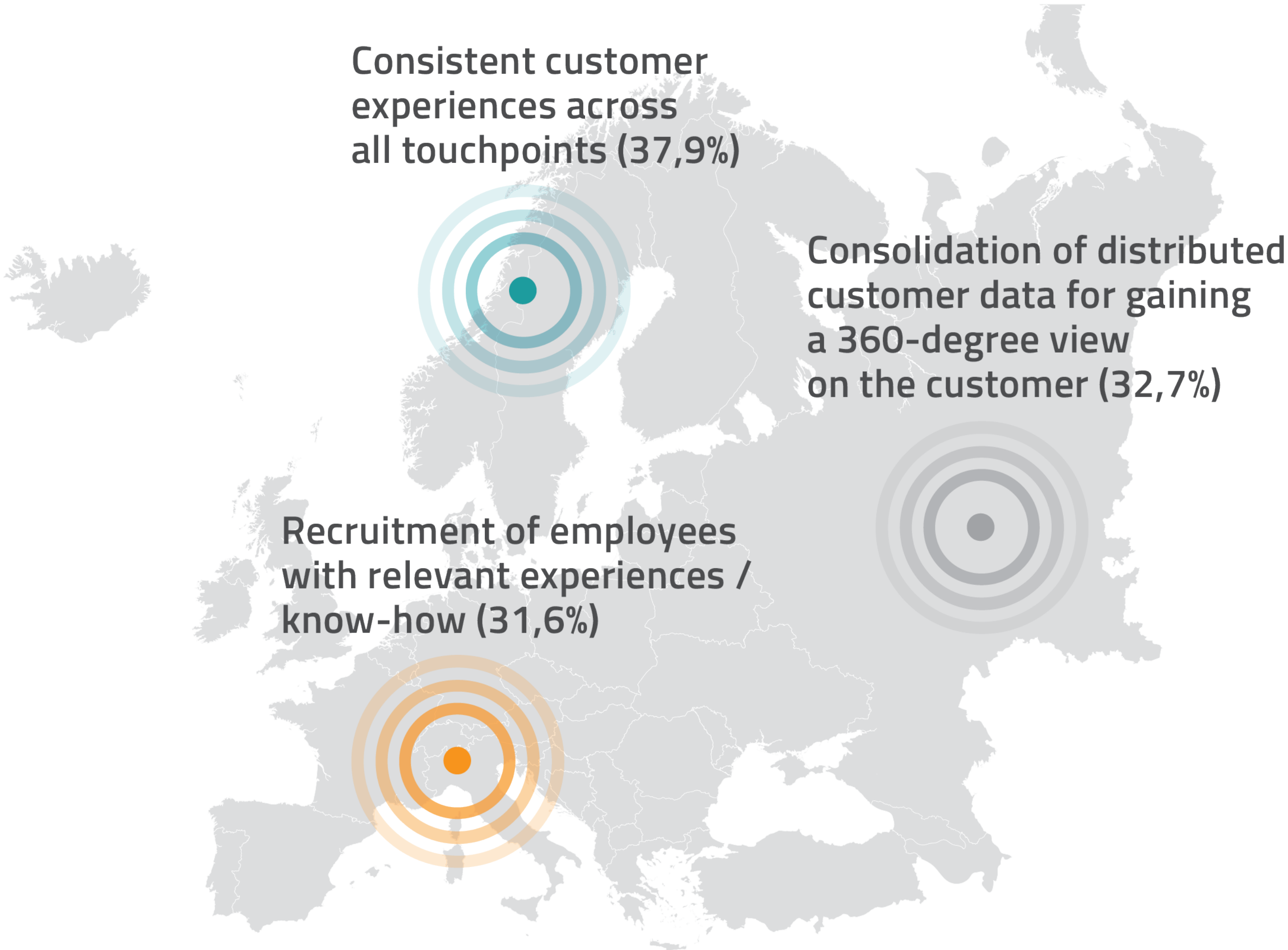


Figure 12: Top 3 challenges/obstacles for marketing in Europe in 2022 (top 5 challenges/obstacles in each case, as a percentage value, multiple responses, n=645)

Topics such as

- acquiring the necessary **experience** in digitalisation and the associated combination of specialist and IT expertise,
- **recruiting** employees with the relevant know-how or even
- establishing modern work structures under the concept of "**New Work**" with elements such as self-determination, democratic management structures, creative workspaces, fast/agile decision-making processes, and flexible work models

are also significantly increasing in importance compared to previous years. The foreseeable reason: with increasing experience in implementation in the area of conflict between IT and business, know-how is becoming all the more important and urgent. At the same time, the compulsion to work from home in most companies in Europe has led to the formerly programmatic discussions about remote work coming to an abrupt end due to the pandemic. European marketing managers envisage the next evolutionary leap in the area of **(big) data analytics** and **predictive analytics** as:

- The procedural and technical consolidation of all data sources, for example through the use of so-called data stewards;
- Analysis and conclusion using artificial intelligence in "deep learning";

in order to generate useful consumer insights from the resulting "data lakes" and then implement them in the form of marketing spend optimisation. At the same time, the **insourcing** trend has been observed for about two years, where certain fields of competence are built up in separate departments. Although this requires a continuous knowledge update, it also reduces the dependence on individual service providers. The reason: many of the topics such as data analytics or marketing tech are gradually becoming a core competence that need to be built up in-house.

According to their own assessment, many companies are more in the stage of "helpless desperation" and "getting caught up" in a multitude of individual issues in view of the sometimes massive **challenges** (figure 13). The causes:

- The multitude of new technologies and terms meets a rather traditional (reach-focused) marketing organisation;
- Firmly established (documented) processes often exist only in rudimentary form; in fact, lived practice is dominated by purely experiential knowledge and routines. The reasons for this: documentation of (implicit) process knowledge makes employees (feel they are) replaceable, is hardly taken seriously and accepted ("bureaucratic overhead") or is ploughed up over-critically in discussions;
- An established interaction between the business and IT for further digitalisation either does not exist at all or is rather characterised by bad experiences or projects of the past;

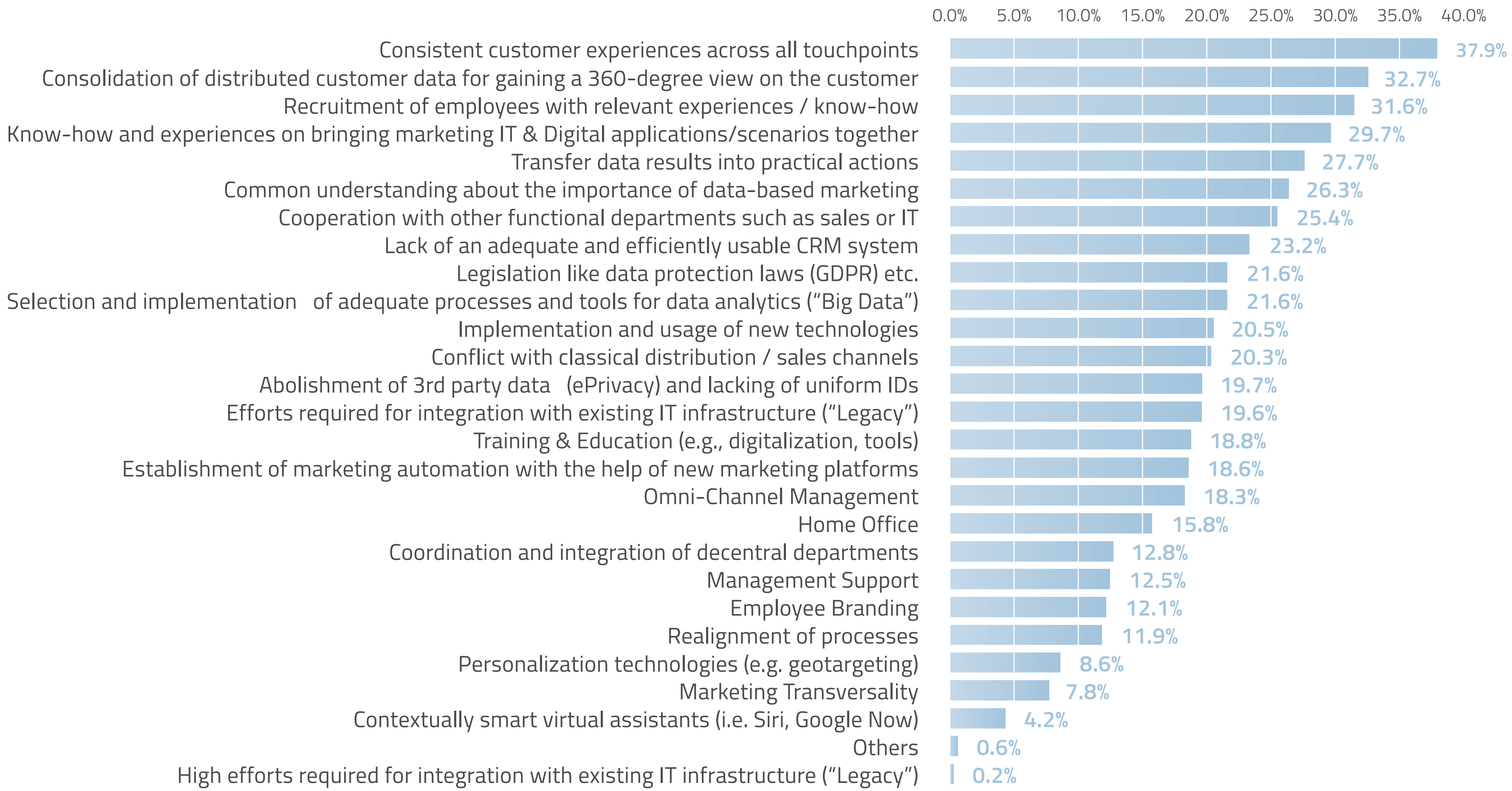


Figure 13: The most important challenges/obstacles in marketing in Europe in 2022 (top 5 challenges/obstacles in each case, as a percentage value, multiple responses, n=645)

- In the meantime, many implementation projects with digital/IT components have not achieved the initially announced goals or have only achieved them to a limited extent ... or have been "refocused" or discontinued altogether, in some cases with considerable costs being written off;
- Digital topics have already been outsourced to external agencies for cost reasons or due to a lack of know-how (e.g. due to the lack of a "marketing technology specialist" or a "digital integration manager") ... access and future uncertain;
- The actual successes realised still lag far behind the initially euphoric expectations;
- There are still a number of hurdles – such as insufficient in-house competences, escalating implementation costs or security issues (such as data security, GDPR) and
- Uncertainty regarding the fair assessment of further prospects for success and thus the associated investment risks have not been or cannot be fully eliminated.

The multitude of challenges and obstacles will thus remain in 2022 – the "*common understanding of the importance of data-driven marketing*" as a perceived obstacle increases to more than 26% compared to the previous years. With increasing experience in the implementation of data-driven marketing, the perceived obstacles rise or (presumably) give way to a more realistic assessment of one's own performance in implementation.

The consistently articulated goal of greater "user centricity" as a noble strategic overall goal and obstacle/barrier at the same time

- thus refers not only to (external) customers in terms of total customer experience management or experience design, but also to the (internal) company organisation;
- often remains stuck in the lowlands of marketing operations (competencies, processes, systems) or perception is obscured by operational issues,
- the existing corporate culture does not sufficiently succeed in anchoring the mission statement and brand values consistently in the organisation, or else
- autocracy and a strict alignment with rigid hierarchical bureaucratic structures (e.g., alignment with the respective superior) prevent a higher degree of self-organisation and organisational learning in a "Fail Faster" approach.

As before, there are considerable differences across Europe (figure 14): in the Alpine countries of **Austria** and **Switzerland**, challenges such as the "*recruitment of employees with relevant experiences / know-how*" dominate, while in **Germany**, salvation is first sought in the "*consolidation of distributed customer data*". Across Europe, the focus is on the knowledge for linking marketing (specialist area), IT and digital applications.

Priority	Austria	Germany	Lithuania	Slovenia	Switzerland	UK	Portugal	Spain	Other
1	Recruitment of employees with relevant experience/ know-how	Consolidation of distributed customer data for gaining a 360-degree view of the customer	Consistent customer experience across all touch points	Consistent customer experience across all touch points	Recruitment of employees with relevant experience/ know-how	Consistent customer experience across all touch points	Consistent customer experience across all touch points	Consistent customer experience across all touch points	Consistent customer experience across all touch points
2	Consistent customer experience across all touch points	Know-how and experience in bringing marketing IT & digital applications/ scenarios together	Recruitment of employees with relevant experience/ know-how	Transfer data results into practical actions	Transfer data results into practical actions	Recruitment of employees with relevant experience/ know-how	Transfer data results into practical actions	Consolidation of distributed customer data for gaining a 360-degree view of the customer	Recruitment of employees with relevant experience/ know-how
3	Know-how and experience in bringing marketing IT & digital applications/ scenarios together	Selection and implementation of adequate processes and tools for data analytics ("Big Data")	Transfer data results into practical actions	Know-how and experience in bringing marketing IT & digital applications/ scenarios together	Consistent customer experience across all touch points	Know-how and experience in bringing marketing IT & digital applications/ scenarios together	Know-how and experience in bringing marketing IT & digital applications/ scenarios together	Omnichannel Management	Implementation and usage of new technologies

Figure 14: Top 3 challenges/obstacles in marketing in Europe in 2022 in the various countries (from top 5 challenges/obstacles in each case, multiple responses, n=645)

The “Pandora’s Box of Customer Experience” lies in the implementation: there are usually hundreds of different customer processes at an organisational and process level, even in more basic product segments in the omnichannel (such as retail or consumer goods manufacturers), but also in more complex segments such as insurance companies, energy suppliers or in the mobile phone sector. Case studies and projects usually have two different entry lanes here: (1st) In an ideal world, comprehensive transparency is created about ACTUAL processes, customer satisfaction and the drivers/KPIs along all processes. Small but spicy side effect: the organisation may be paralysed for months with the recording and collection of process flows and data without having made a single customer happier or being able to show specific successes of any kind. Therefore, in most cases a (2nd) rather pragmatic approach seems advisable: to start with the analysis of key touch points, processes and specific “pain points” from the customer’s point of view that have a demonstrable impact on satisfaction and business development.

Case studies and project experiences prove that four pillars usually have to be established in parallel:

- Establish CX/customer satisfaction circles: receive input from the CX/customer satisfaction cockpit or satisfaction results or KPIs from BI models. In a cross-functional composition, for example by experts from BI (analytics), (own/external) trade, offer, customer care, marketing/CRM or (digital) product management, pragmatic procedural/organisational measures to improve satisfaction are discussed and decided along a customer experience map (for example Starbucks figure 15);

Mapping satisfaction (circles) with the anticipated effects on business-relevant KPIs such as recommendation, CLV or churn rates shows an acute need for action. Satisfaction should always be contrasted with metrics to measure business success. For example, customers at *Starbucks* may criticise a long queue, but this has no impact on loyalty because the taste rating of the high-priced coffee (perceived) overcompensates. In other words, aroma and coolness factor are more important than queues and inflated prices. The connection to CRM data and BI models is essential for analysing these trade-off relationships (in the sense of a conjoint analysis). At the core of this is the question of what influences the respective business goals at the single-attribute (such as satisfaction and recommendation) and experience level.

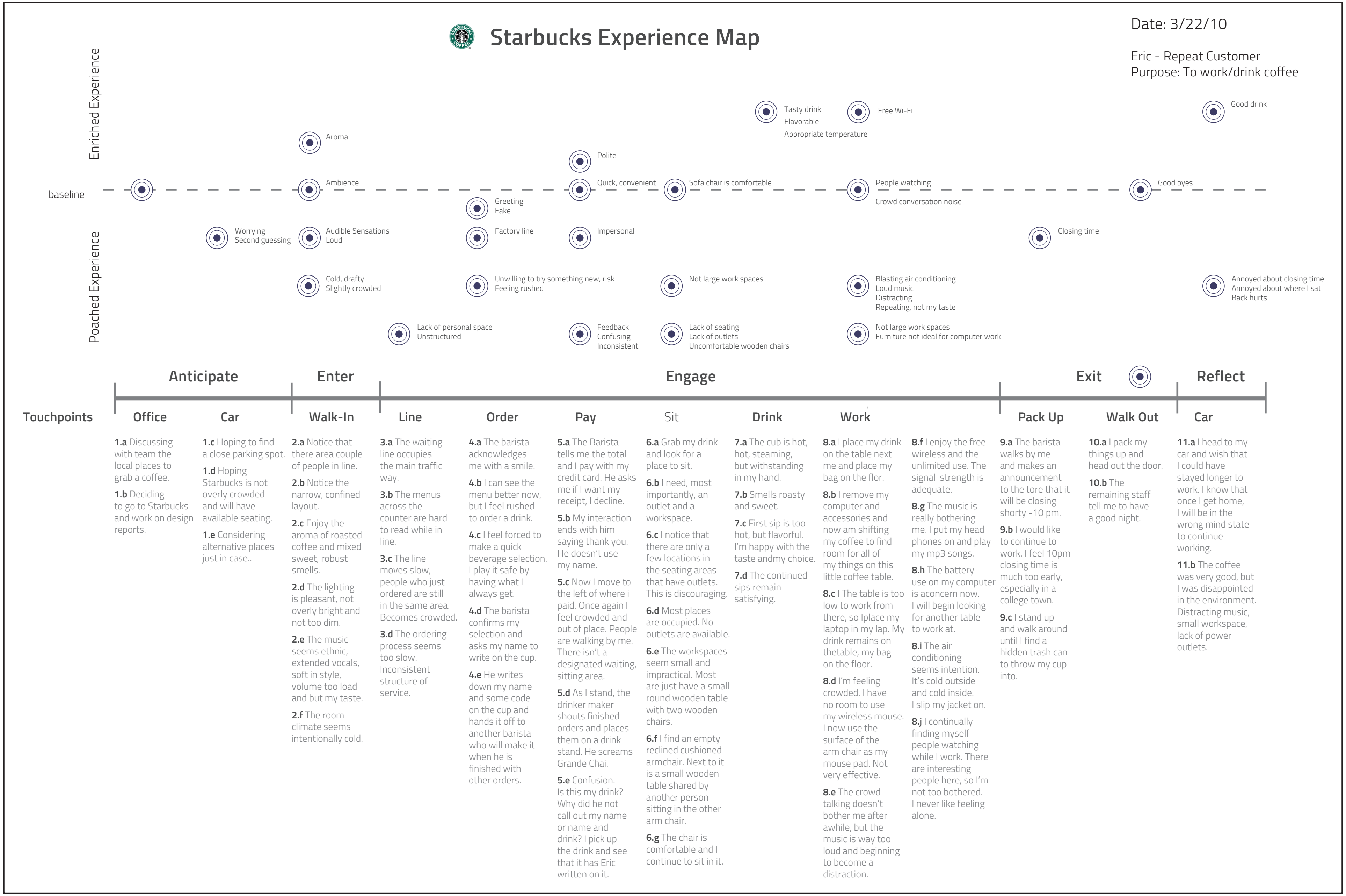
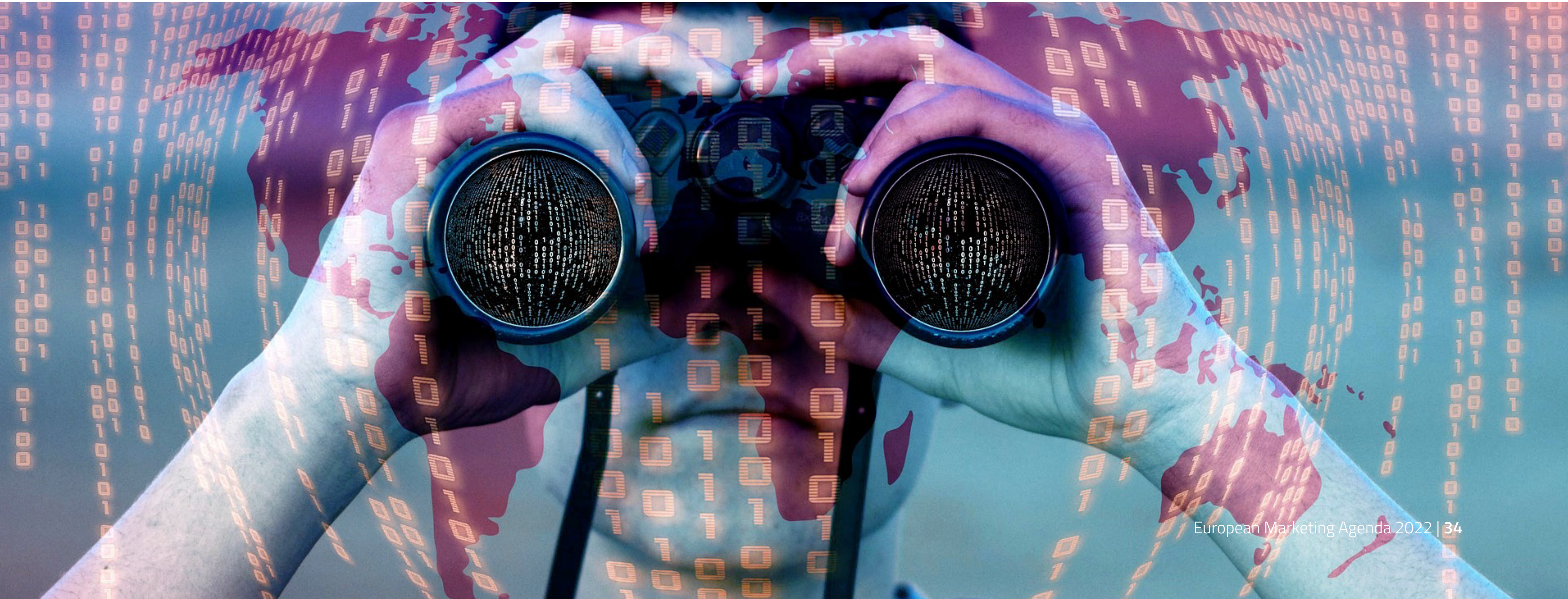


Figure 15: Customer Experience Map at *Starbucks*

- Customer Excellence Board: all customer-focused IT requirements are grouped according to IT effort (in man-days of IT development effort) and foreseeable impact on business success to prioritise IT projects, as well as the benefit as anticipated uplift of business or customer KPI metrics. Topics with a focus on customer satisfaction, service and digitalisation are then given more "attention" compared to the frequent focus on short-term distribution/sales topics. Control and tracking can be done via Kanban boards, for example in *Jira*;
- Customer-focused development: product owners divided according to different life cycle phases and front ends ensure implementation, supported by their own product owner boards (e.g., for backlog monitoring), which can be viewed transparently;
- Digitalisation of customer journeys in cross-functional teams: analyses key journeys of new customers / customers and contact drivers, e.g., from a customer care perspective (e.g., the goal is to increase the self-service rate). The result is joint quarterly targets, digital (service) processes, traffic measures to increase online self-service and logins as well as increasing automation rates. The use of chat bots via text/voice, intelligent FAQs on the web or in the app also help to increase chat efficiency. Specific fields of action are tracked and controlled via KPIs, such as "*digitalisation and automation rate customer care of all touch points*" or even "*verified e-mail addresses*".



European Marketing Agenda 2022 – Trends in marketing and technologies

The disillusionment after an initial "digital drunkenness" as well as the migration of employees of traditional companies to "start-up cultures" causes organisational performance to attract increasing attention as a "digital permanent construction site". To prevent its own marginalisation, an "adapt or die" principle applies to the marketing function more than ever before.

But there is no "master solution". The challenge is to develop an organisational model that is geared to the specific needs of the company, its products, market situation and future opportunities along all trends and technologies (figure 16). Marketing organisations are currently undergoing fundamental change. Among their biggest challenges are existing organisational silos that still prevent the much-needed collaboration at the interface of marketing, sales, category management (merchandise) and IT. This is compounded by the lack of technology and data-affine talent and the fact that their own HR department is often helpless in the face of the challenge of attracting such talent. Going hand-in-hand with "*Future of Learning*" and "*New Work*" is the challenge of how to attract digital natives and largely autonomous senior professionals who do not (cannot) even begin to meet standard recruitment requirements and processes, as

- these formal processes tend to focus on the same **(stereo) types of "clones"** with similar education and social background;
- both large companies and medium-sized enterprises still face the challenge of convincing young talent of the "sex appeal" of their own company in terms of **employer branding**. While previous generations primarily sought security and a generous salary, younger generations have other demands on their employers, such as flexible working hours, learning opportunities, development opportunities or the implementation of the latest findings in occupational psychology in everyday business;
- In addition, trends such as inclusive leadership (diversity) or even sustainability, which were only of secondary importance in previous years, are becoming more important.

The digital euphoria, as well as the migration of employees from traditional companies to "start-up cultures", means that organisational performance continues to attract a lot of attention. Start-ups are more likely to be credited with the ability to develop an agile, adaptive culture and business models that are more responsive to the customer in terms of customer centricity, adapting their concepts, business models and organisation to their needs, and thus offering real added value to the end customer. Against this background, **growth hacking** is a new method. Originating in the start-up environment, **growth hacking** managers approach the topic of marketing from the perspective of innovation, scalability and user connection. The concept is to integrate possible growth, i.e., customer acquisition, monetisation, customer care, expansion of the customer relationship and viral forces into the product itself, analogous to Twitter's list of suggestions from other users. In other words: Twitter has built marketing "into the product itself" and not built marketing "around the product".

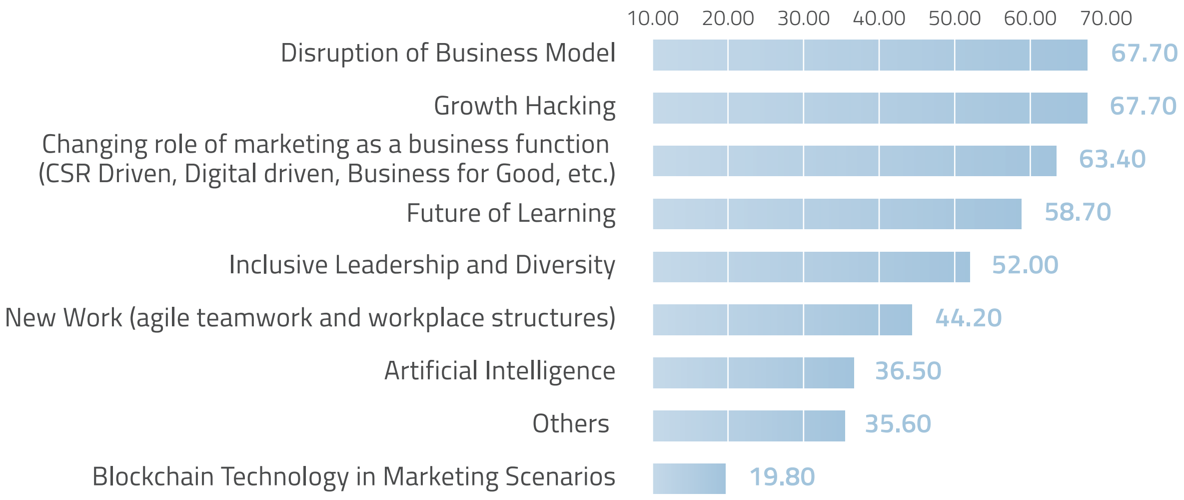


Figure 16: The most important trends and technologies in marketing in Europe in 2022 in the various countries (each from top 5 trends and technologies, average rank, top boxes, total 4= "*important*" and 5= "*very important*", n=645)

Thank you

A heartfelt thank you is extended to all colleagues on the Board of Trustees of the German Marketing Association, the jury for the German Marketing Award, the Board of the German Marketing Association (DMV), the Board of the European Marketing Confederation (EMC), the leaders of the Competence Circle of the German Marketing Association, the CMO Community and the digital CMO Community for the wealth of ideas, effort, dedication and "brain power" behind each of these.

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