



VIKTOR GLADKOV/SHUTTERSTOCK

Reuters Events: State of Marketing 2023

Prepare for the Unpredictable

In this four-part series, we aim to help marketing professionals set benchmarks, strategize, and tackle the challenges that lie ahead

December 2022



Welcome to Reuters Events: State of Marketing 2023

Marketers are facing a period of turbulence. Grave geo-political and macroeconomic factors have prompted the World Bank to warn of “the steepest slowdown” to growth since 1970, with a global recession now at a tipping point.

For marketers the pressures are real. Regulators are cracking down on data privacy compromises and false claims of sustainability. As food and fuel prices soar,

customer attrition is fast becoming an uncomfortable reality. Meanwhile, competition for talent is at its fiercest, and cookie deprecation is here. Yet it is not all doom and gloom. Although every recession is different, some of today’s household names – from General Electric to FedEx and Microsoft – were established in a recession. “Their winning formula for commercial success,” the UK’s [Chartered Institute of Marketing](#) reminds us, “was forged in adverse trading conditions, when the owners recognized new opportunities for innovation and expansion.”

Reuters Events: State of Marketing 2023 is being compiled to support our community of marketing professionals through 2023 and beyond. Building on the success of our Strategic Marketing gatherings, both online and in person, extensive quantitative and qualitative research is already underway. In this short introduction, we bring you the highlights from the first responses to a global survey, as well as snippets from interviews with senior marketing leaders. Featuring insights from Sony, Nespresso, Frito-Lay and Mondelēz International, the stage is now set. Join us over the next few months for the insights you need to prepare for the unpredictable.

2023 Top Marketing Priorities

Brand evolution **25%**
 Creating personalized content **23%**
 Omnichannel marketing **22%**

Reuters Events: State of Marketing Survey

Setting the Stage for 2023

In the coming weeks and months, we will be tracking new trends and delving into detail with further surveys, desk research, interviews and case studies. Read on now for the overarching priorities, challenges and possibilities to be shared in four parts beginning January 2023.

- Part 1:** Purpose-driven, Measurable, Valuable
- Part 2:** The Art and Science of Storytelling
- Part 3:** Data Privacy and the Power of Insight
- Part 4:** Investments, Resourcing and the Future of Talent



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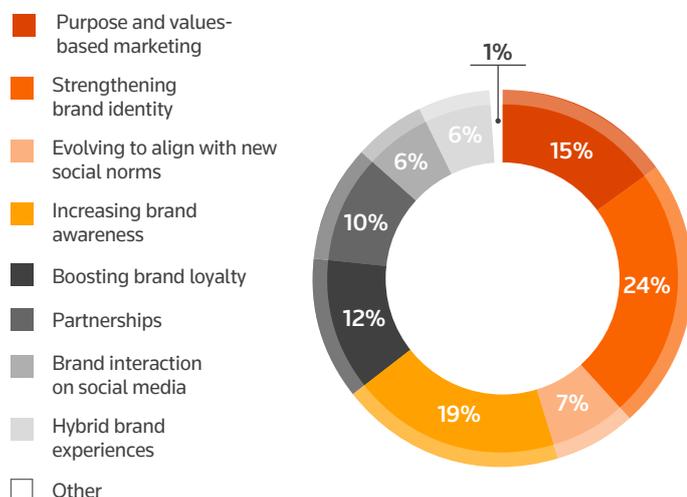
PART 1

The first installment of Reuters Events: State of Marketing 2023 – **Purpose-driven, Measurable, Valuable** – is given that title for good reason, as the early findings of the survey show.

As Stacy Taffet, Senior Vice President, Brand Marketing, at PepsiCo’s Frito-Lay, sees it: “For purpose-driven marketing to be effective, you have to believe it, you have to live it, and it has to be really close to what your brand is about.”

Keeping a brand at the front of the customer’s mind is one of the first steps to thriving in a recession. Marketers recognized this in 2022, but it is even more important as we approach 2023. According to the initial findings of the State of Marketing survey, the top brand priorities in the coming year are: strengthening brand identity, increasing brand awareness; and purpose and value-driven marketing.

What are your top brand priorities going into 2023?



How effectively are the causes you are championing translating into action?



Just as important is a brand’s ability to closely align brand purpose with their product or service. Across the industries surveyed, 72% of respondents say they are achieving this.

But marketers recognize that for purpose-driven marketing to be truly effective, it must be embraced across the organization. Justin DeGeorge, Vice President, Marketing at Nespresso, explains why: “Consumers, and especially younger generations, will be much more focused on ensuring that the brands that they’re inviting into their lives offer meaningful value that they can clearly justify.”

However, when it comes to whether the causes brands are championing – everything from sustainability and inclusivity to social equity – are actually translating into action, it is a mixed picture.

Just over a third say they are doing so very effectively, while a third of brands are still unsure or do not think their efforts are effective at all, with 7% admitting to woke-washing.



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PART 2

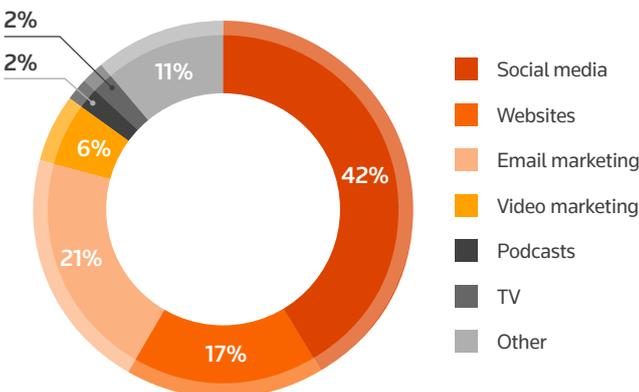
Creative content carefully placed is still important but in Part 2 – **The Art and Science of Storytelling** – we learn that the ability to customize and measure its impact is even more so. At the beginning of 2022 – and this remains the case heading into 2023 – creating content that speaks to consumers is a top priority, second only to brand evolution. But creativity alone won't be enough. "In 2023, marketing teams will need to be super clear on expected outcomes and how that's going to be measured," says Steven Fuld, SVP Marketing, Sony.

In 2022, over a quarter of companies saw cost-per-acquisition as the most effective way to measure the success of a campaign, while less than 20% turned to social media.

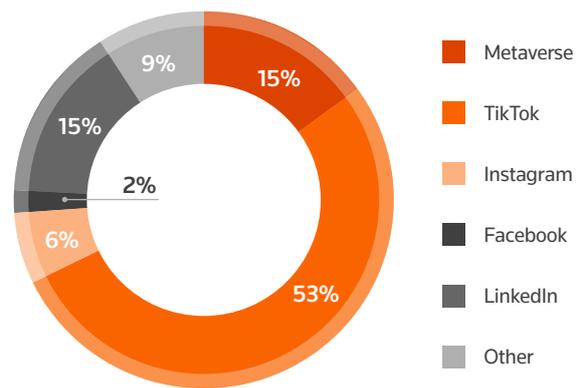
But the experience at Nespresso, says DeGeorge, is that "maintaining customers and increasing loyalty tends to be more efficient than trying to gain new customers". For sales conversions, he adds, "direct marketing through email or SMS that is well-timed and personalized is highly effective".

Interestingly, respondents to the survey believe that email marketing (21%) is half as effective as social media content.

Which content type has performed the best for your brand in 2022?



Which platform do you expect will see the biggest growth in 2023?



Furthermore, when considering which platform is expected to deliver the strongest growth in 2023, TikTok is the frontrunner for 53% of marketers by some margin. Reported to have a billion active users across 154 countries with 43% of those falling within Gen Z, this is a clear reminder not to ignore younger audiences.

Personalization is a buzzword that's been around a while. But hyper-personalization, which considers real-time data, predictive analytics, AI, and automation to create custom experiences, is now possible. As Sony's Fuld puts it: "Our marketing world is going to look different, massively different in three years' time."

'Our marketing world is going to look different, massively different in three years' time'

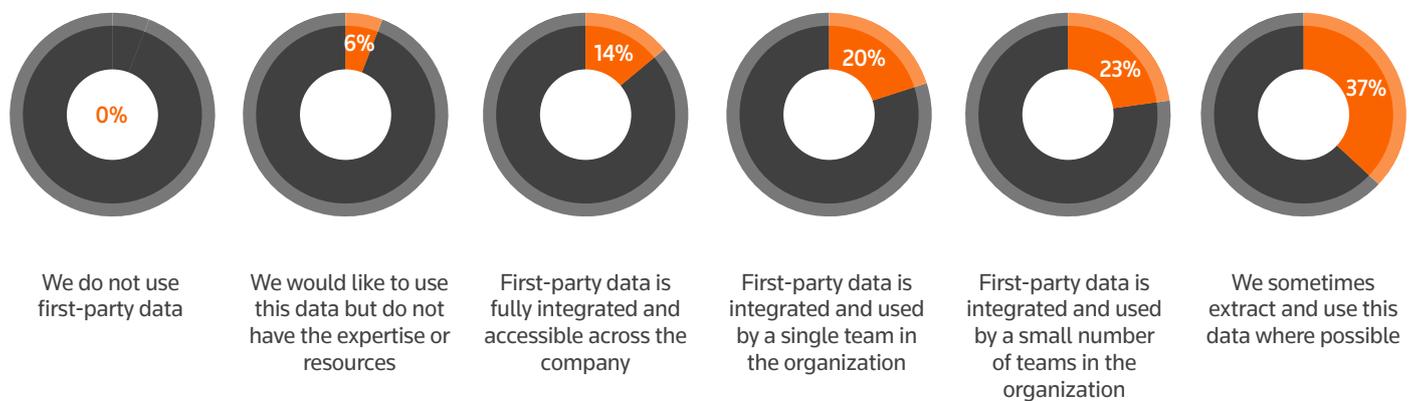
Steven Fuld, SVP Marketing, Sony

PART 3

The third part of the report – **Data Privacy and the Power of Insight** is likely to be the most pressing issue facing marketers in 2023, in particular those dependent on third-party cookies. Perhaps unsurprisingly, then, an overwhelming 89% of survey respondents see data privacy as crucial to building trust with customers. However, just 14% of respondents have first-party data that is fully integrated and accessible across the organization. Moreover, half have not even started preparing for a cookieless future.



How would you describe your company’s capabilities with first-party data?



How long have you been preparing for a cookieless future?



At Sony, Fuld is concerned; “To me, the marketer not thinking about the implications of cookie deprecation is missing the biggest thing as we move through this coming year and next.”

Dealing with the demise of cookies is one thing, but developing a well-aligned functional data strategy that powers insight is another. The global snack manufacturer Mondelez International, which has household names

like Oreo, Cadbury and belVita in its stable, is taking this seriously by leveraging big data using AI and machine learning to detect potential trends.

“The shift is to go from siloed, backward-looking, measurement focused datasets to being more forward-looking and predicting and anticipating the future,” says Nick Graham, SVP, Global Head of Insights and Analytics at Mondelez International.

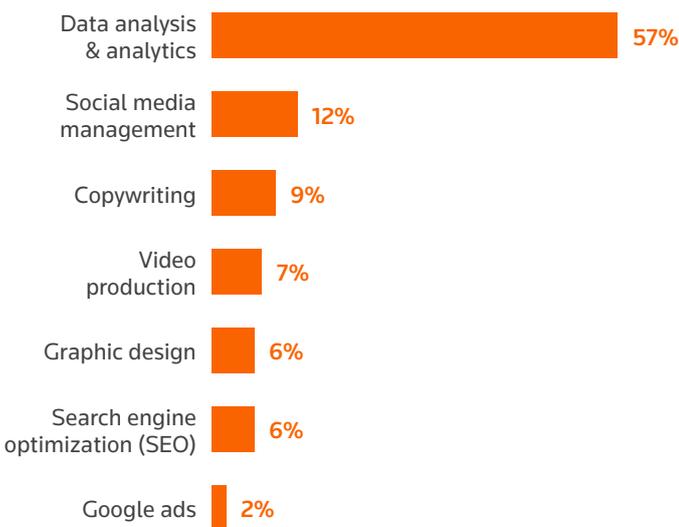
PART 4

Last but certainly not least, Part 4 will delve into **Investments, Resourcing and the Future of Talent.**

In 2022, one in five workers planned to quit their jobs before the end of the year, according to PwC, which conducted one of the largest surveys of the global workforce. This evolving talent crisis is real for 57% of marketers who believe that this will impact their business in 2022. This is the same number as Data & Analytics talent below, just checking there's no relation to these 2 numbers being the same. And the problem is not likely to disappear any time soon. A recent report from global consultancy firm Korn Ferry, finds that by 2030, more than 85 million jobs could go unfilled, simply because there won't be enough skilled people.

"It's never been fiercer. There's incredible competition for high quality talent at every level," says Sony's Fuld. Making an important point, he adds: "If marketing is the intersection of art and science, then demand has been way more for science-based capabilities than the art."

Which of the following marketing skills are most sought after today?



At the same time, highly skilled talent is increasingly picky. Another important consideration is how best to manage and motivate virtual and hybrid teams. Maintaining good communication is the first step to building trust and avoiding unnecessary frustration. "Employees are the same consumers who are seeking purpose-driven brands to purchase from and build relationships with,

'We need to plan for any scenario'

Nick Graham, SVP, Global Head of Insights & Analytics, Mondelēz International



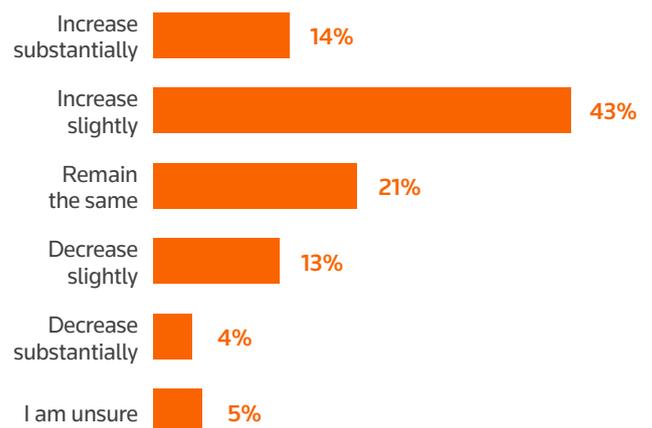
EVERYTHING POSSIBLESHUTTERSTOCK

and this remains true for where they choose to work," says Nespresso's DeGeorge.

Whether it's investing in product development or digital media, skilled talent or a new technology, in 2023 marketers need to be alert to subtle shifts in customer behavior and thoughtful about where they direct investment.

The good news is that over half of marketers are stepping into 2023 with plans to increase budgets, but just 14% of those will be making substantial investments.

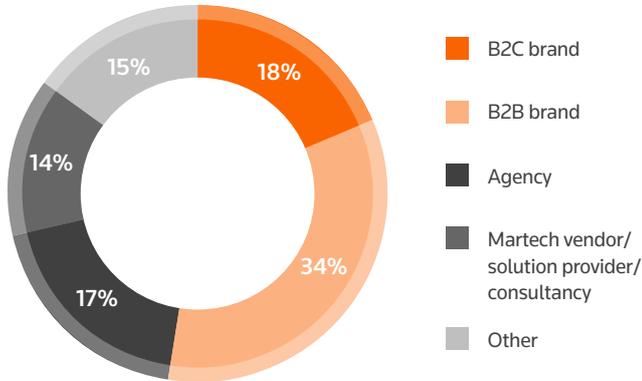
How do you anticipate your marketing budget will change in 2023?



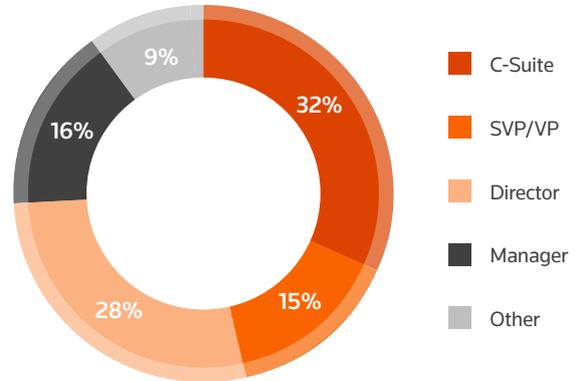
Mondelēz is one of those brands, but Graham acknowledges the volatility ahead. "We are leaning into make sure that consumers see value. But we will be keeping our ears very close to the ground to see if there's evidence of significant shifts. We need to plan for any scenario," he says. ●

Our respondents: 278

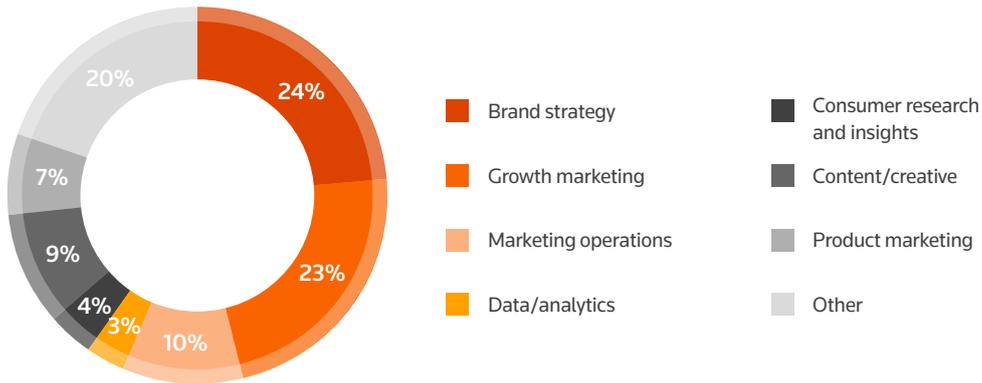
What type of company do you work for?



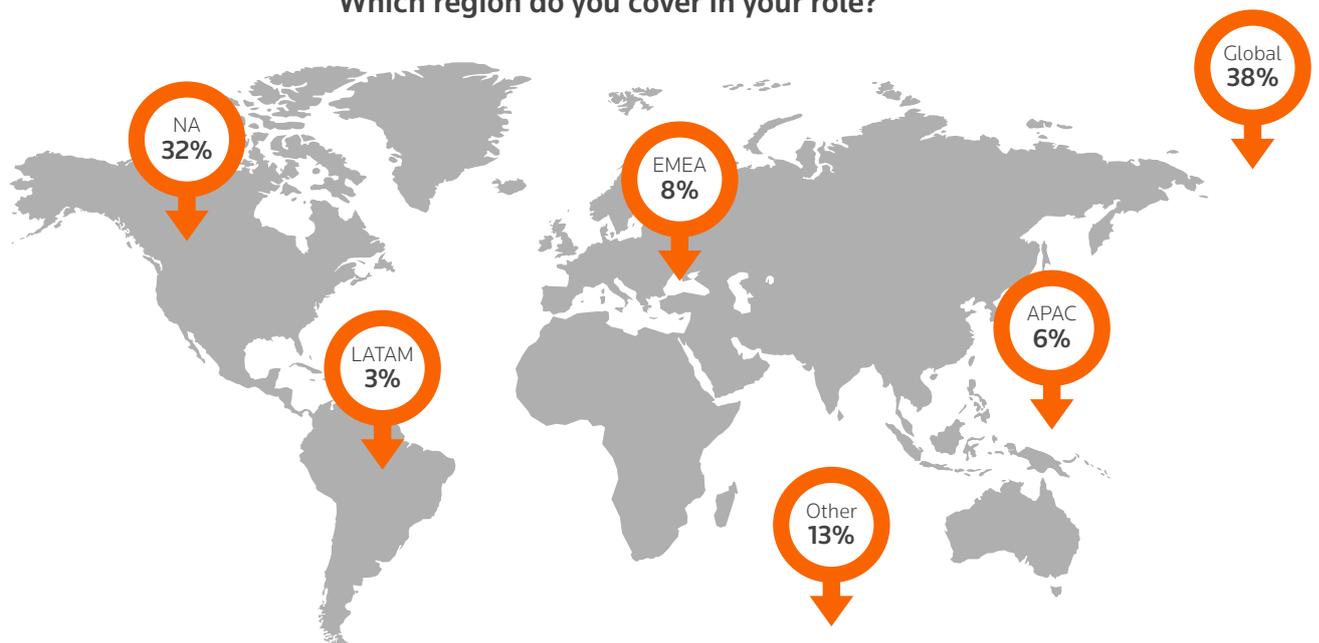
Which describes your level of seniority?



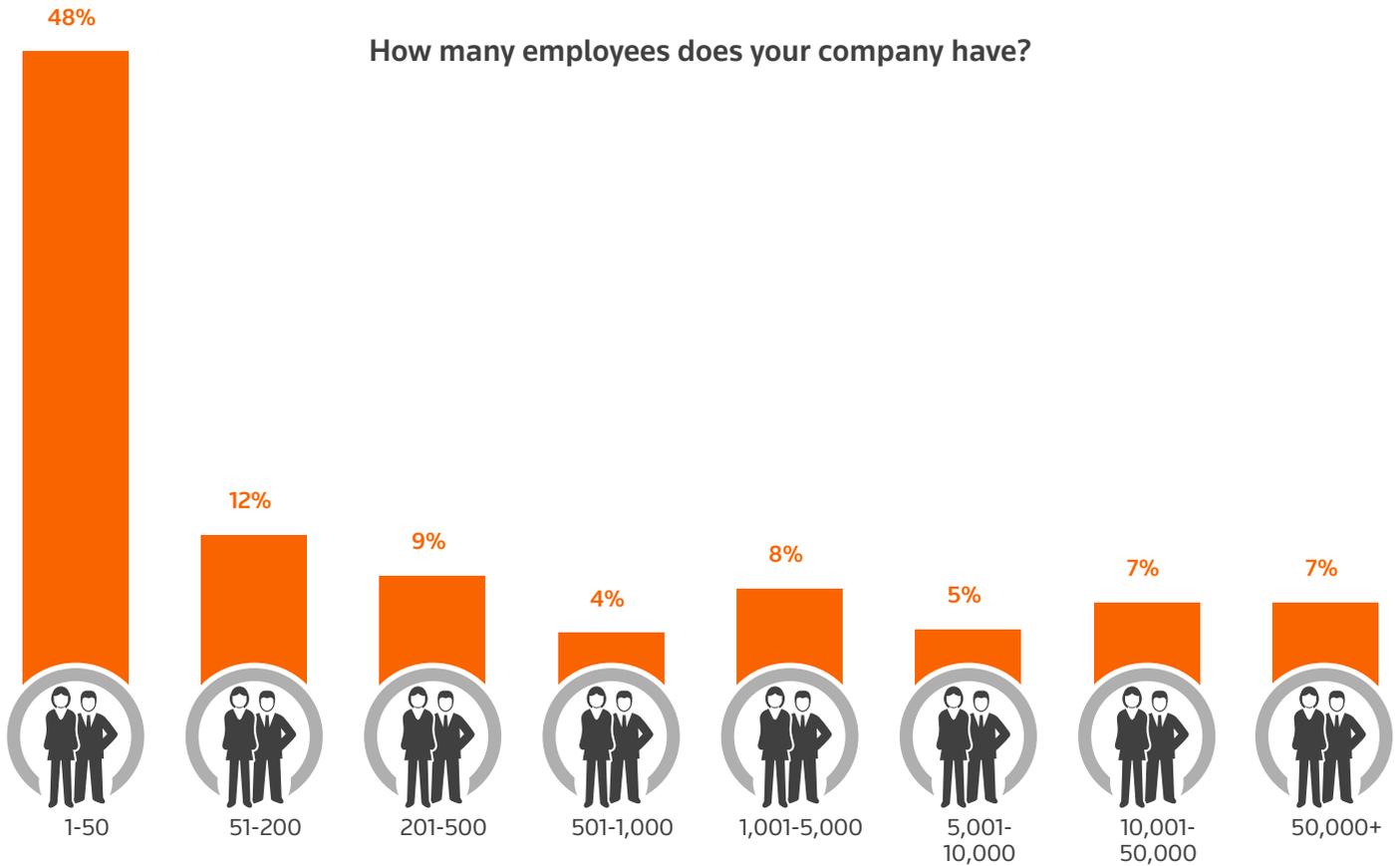
What is the main focus of your role?



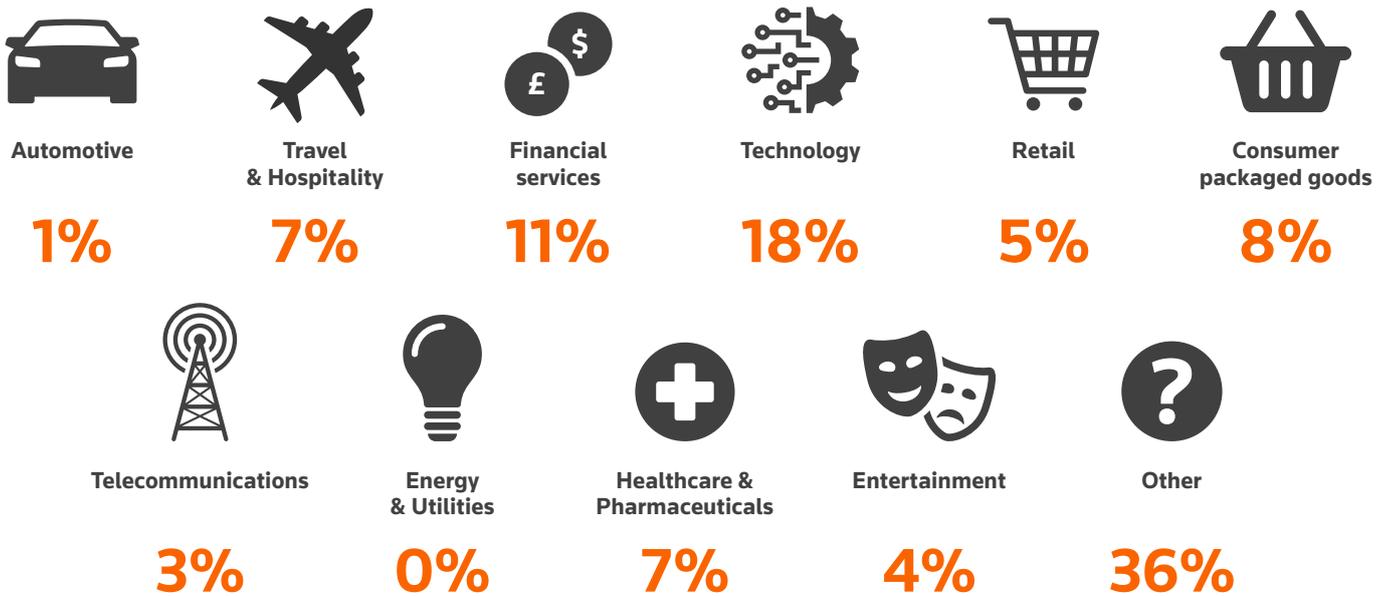
Which region do you cover in your role?



Our respondents: 278



In which industry does your company sit?



For more results from our global survey, in-depth insights from senior marketing leaders, and leading brand case studies, keep your inbox open for Reuters Events: State of Marketing 2023. The four-part report series kicks off in January 2023.

Strategic Marketing 2023

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In the midst of uncertainty, consumers are looking towards brands to make an impact. Marketers are in a unique position to bridge the gap between brand and culture, tapping into the passion points of the consumer to cultivate obsession. Now more than ever, brands must set themselves up not just to survive but thrive.

Reuters Events: Strategic Marketing 2023 brings together leaders from the world's most recognizable brands to define the future of marketing. This is the global platform to inspire and empower marketing leaders – map the digital DNA of your consumer, foster brand loyalty and community, and unlock innovation.

With hyper-digitalization driving an overload of online content, marketers must stay ahead of industry trends and champion creativity as we look towards 2023.

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“

Strategic Marketing is a must-attend because it sheds light on many of the critical questions and challenges so many of us face today... how to forge and foster meaningful consumer relationships, how to be relevant and engaging in ways that are authentic to your brand and aligned with your purpose.”

– **Drieke Leenknegt**, Chief Marketing Officer, Timberland

Keynote Speakers at Strategic Marketing 2023



Shannon Watkins
Chief Marketing Officer
Jordan Brand at Nike



Adrian Fung
Global Chief Marketing Officer
eBay



Sophie Bambuck
Chief Marketing Officer
The North Face



Heidi Cooley
Chief Marketing Officer
Crocs



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