



2022 THE IMPACT OF MARKETING

REBUILDING FOR
GLOBALISATION



FOREWORD



The goal of our first Impact of Marketing report series in 2019 was to better understand the state of the UK marketing industry. Little did we know how important the study would become in benchmarking marketing's changing role in society, during an incredibly turbulent time.

Now in its third year, we are carrying out the latest study during a pivotal period when our industry is hoping to rebuild stronger, but where the societal challenges have certainly not abated. The impact of the pandemic, coupled with rising costs, skills shortages, global political unrest and the environmental crises means marketers in the UK are navigating a difficult landscape.

Despite these hurdles, I am confident in our industry to build back better. That is because over the last few years, we have witnessed the marketing profession truly elevate itself and rise to the multiple challenges that have come its way. Marketers have responded by reskilling, creating campaigns that have inspired a whole society to re-evaluate its actions and aspire to be better. I am incredibly proud of what our sector has achieved.

As we are emerging from a moment in history where shopping habits, customer preferences, and expectations of brands have experienced a watershed, and where consumers are regularly reassessing their brand loyalties, the first instalment in our 2022 series explored how marketers need to adapt in response. We hope you found this an

insightful read with useful tips on how to stay close to your customers.

Now, as we look forward, this second report explores how marketers can make the most of the global opportunities that are available to us, and the ways in which we are currently holding ourselves back. Undoubtedly, the UK marketing industry produces some stellar examples of what our profession can achieve- and it is only right that we look to expand our horizons, and chase down international work to elevate our brands and our professionals.

Global opportunities provide us with the chance to showcase the talent we have in our industry on a world stage, but they also give us a moment to share our views, and act as advocates not just for our profession, but for our planet and its many people. I stated in the previous report that our professional duty is to highlight the value marketing brings to our society. We must fulfil this by seeking out opportunities to upskill and to understand other cultures and people's experiences, so we can produce work that is inclusive.

I hope the findings of this year's Impact of Marketing series fills you with confidence in our industry and gives you the insight needed to build for the future.

Chris Daly
Chief Executive, Chartered Institute of Marketing

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EXECUTIVE SUMMARY

THE IMPACT OF MARKETING SERIES TO DATE

In 2019, we set out to explore the views of in-house and agency marketing professionals to help CIM shape its training and development agenda. Today, quoted extensively by marketers and business media the Impact of Marketing series is one of the industry's most in-depth examinations of skills and training needs, benchmarking the state of the sector, and the challenges and opportunities ahead for marketers.

This is the second of three reports in our Impact of Marketing 2022 series, which explore how marketers can rebuild better following the pandemic through areas such as customer experiences, globalisation, and their own careers.

Our first report for this year, [‘Rebuilding Better Customer Experiences’](#) explored the challenges the sector faces when it comes to engaging customers. A clear theme emerged- marketers are also wary of how the pandemic and rising inflation is impacting and increasing consumer expectations of brands. In fact, the majority of marketers (59%) admitted that they are confused by fast-changing consumer priorities following the pandemic.

Furthermore, the study discovered that nine in ten (91%) marketers believe that their brand must evolve to keep operating, and over a quarter (28%) feel there is even a need to radically overhaul their business model within the next decade in order to survive. Interestingly, only 5% of respondents answered that the need to change was entirely a result of the pandemic. Overall, the report showed that marketers are aware that times have changed, and that we need to change with them as an industry.

If our first report was a picture of how the pandemic has boosted marketers' understanding and awareness of how times are changing, this second report is a picture of how the pandemic has impacted their confidence.

It shows that they now find it more difficult to connect to an international audience and limit their work to campaigns for British audiences. There appears to be a whole array of hurdles for marketers when creating global work, such as being aware and appreciative of different cultures, ensuring they resonate with a global audience, making UK marketing campaigns translatable, and meeting global company brand guidelines.

Coupled with this is a fear of offending other cultures and becoming victims of global ‘cancel culture’, a phenomenon that has increased in recent years that is a form of ostracism in which a brand is pushed out of social or professional circles. There is a clear divide between younger and older marketers- with senior marketers less worried of the risks of cancel culture compared to younger professionals, raising concerns about a lack of awareness amongst older workers. These findings also suggest that the appetite for risk in marketing activities and the experience to handle such issues will be different between the two age groups.

Alongside marketers' preference to work on UK campaigns and their fear of ‘cancel culture’, they also believe that consumers now favour ‘buying British’ as a result of both the pandemic and Brexit. What's more, only a small minority believe UK marketing campaigns are ‘export ready’, highlighting the need for a tailored approach and specific skill set when aiming to reach global markets.

Whilst there is no doubt that the UK marketing industry can produce incredible work, and that it's reassuring to see marketers' confidence in appealing to their home audience, as an industry we must chase down the global opportunities if we are to bounce back from the difficult few years we have experienced. In order to do so, we have to share our knowledge and best practices with each other so we can understand cultures and how marketing can work for different audiences.



METHODOLOGY

For the Impact of Marketing 2022 series we conducted one wave of polling of 500 UK adults working in marketing, in agency and in-house roles, overseen by Opinium. The survey was carried out online between 9th - 16th March. A second wave of polling was undertaken from June onwards.

HURDLES FOR GLOBAL WORK



As we discovered in our first report of this series, consumers are now expecting more from brands and, consequently, from marketers. With fast-moving trends, marketers are often expected to be bolder in their approach, creating more data-led campaigns—all of which require more skills and experience. The aspirational goal for any marketing campaign is to grab peoples' attention, make headlines (for all the right reasons), ignite conversations, and of course, to drive sales for your business. But with the rising costs of living, the fight for consumers' money and loyalty is now getting harder.

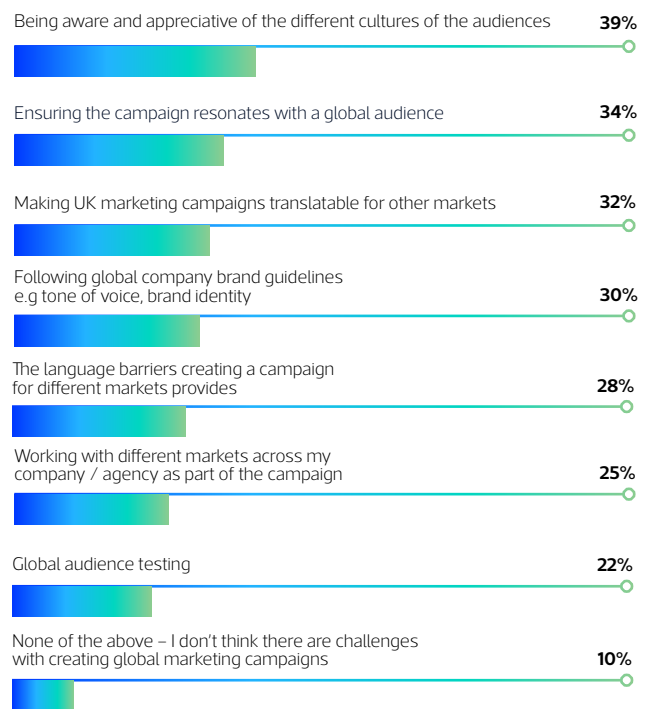
If we look at the state of affairs outside of the UK and more globally, the Advertising Association UK Advertising Exports report finds that there is currently annual international sales of marketing worth £11.7bn. This demonstrates the lucrative possibilities that exist for our industry.¹

Despite this opportunity, our research shows that the pandemic has impacted marketers' confidence when working on international projects, with nearly half (48%) now finding it more difficult than before. Professionals working in the public sector feel this sentiment the strongest, with 55% stating it has become trickier. In the private sector, 47% feel this way, compared to just 39% in the not-for-profit sector.

Perhaps unsurprisingly- given the wider contexts and political issues at play around the world currently- our research also found that three fifths (60%) of marketers believe global marketing campaigns are challenging because of the need to be 'politically correct'.

Looking at the list of challenges when creating an international campaign, 39% of marketers told us that being aware and appreciative of the different cultures was the top issue. This is closely followed by ensuring a campaign resonates with a global audience (34%), making UK marketing campaigns translatable (32%) in third place, and meeting global company brand guidelines (30%) in fourth. Interestingly, just 10% of respondents believe there are no challenges with creating global marketing campaigns.

Top challenges for creating global work:



In some ways, the ability to expand into international markets has become easier because of the increased access we have to data – marketers can now collect and analyse data based on how consumers interact digitally with their content. In addition to this, we also have a wealth of reports available to us, which provide insights on different aspects of international markets, covering political, economic and socio-cultural insights. So it's crucial marketers make the most of the information at their fingertips. Aside from the increased level of data and insights available on international markets, a number of

companies have now moved to an online model for marketing to promote and sell their products and services. Many of these services have made it easier to expand business into foreign markets – but as this report later discusses, using online data should not be the only way marketers look to understand their international consumers. To truly understand the consumers you're looking to target – no matter what market you're working in - you must delve deep into their likes and dislikes.

- Simon Hall, Course Director

¹ <https://adassoc.org.uk/our-work/uk-advertising-exports-report-2022/>



Cancel

THE RISE OF 'CANCEL CULTURE' AND 'WOKE WASHING'

We've witnessed a number of high-profile brands stumbling at the hurdles our respondents have highlighted as barriers when creating global campaigns - Samsung recently came under fire for being 'unrealistic' with an advert showing a woman running alone at 2am. Ahead of the Qatar 2022 World Cup, brands are also re-evaluating sponsorship following controversy around its human rights record.

In recent years, we've also seen a rise in what is called 'cancel culture' and 'woke washing' - with the former being a practice or tendency of engaging in mass cancelling as a way of expressing disapproval and exerting social pressure, and the latter being a term used to define practices in business that provide the appearance of social consciousness without any of the substance.

Our study finds that these movements are also a concern for marketers. Two fifths (41%) of marketers fear being victims of 'cancel culture', whilst 39% are concerned about their organisation being accused of 'woke-washing'.

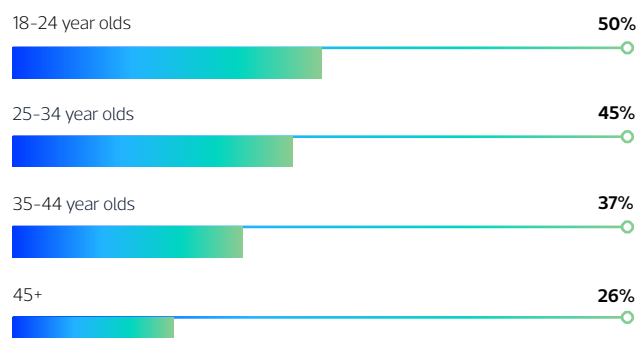
When looking more closely at the data, we can see that senior marketers are, in fact, less worried about the risks associated with 'cancel culture'. Just a quarter (26%) of those aged 45+ are concerned about their organisation being a victim of it, compared to a staggering half (50%) of those aged 18-24. As younger professionals are arguably more 'in touch' with new technologies, apps, and social media - a place where often 'cancel culture' takes place - they are more exposed to the risks, raising the question of whether older professionals need to increase their understanding of the damage it can do to a brand.

Cultural backlash and cultural adverse reactions are not a new thing – there are stories that go back decades referring to companies getting it wrong due to a lack of understanding different cultures. To mitigate the risk of having cancel culture affect international marketing initiatives, marketers need to understand and interpret the cultures of the countries they're looking to expand to. I always advise international marketers to be selective in terms of choosing the geographies for their campaigns. You have to carefully choose your target customer, then build detailed customer profiles and buyer personas to really understand their attitudes, opinions, motivators and cultural background. This activity of creating detailed customer profiles can greatly improve the confidence of companies carrying out international marketing, but unfortunately, many companies still do not do it. In fact, in a recent poll of international marketers, only 20% were building customer profiles of their target customers, which shows the work that's left to be done.

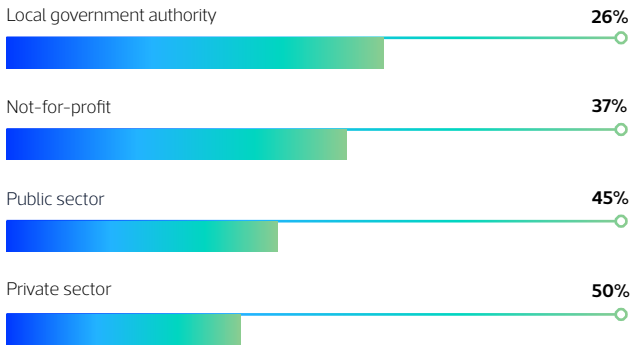
- Simon Hall, Course Director



Percentage of people worried about their organisation being a victim of 'cancel culture':



In addition to the contrasts in ages, we can also see differences within sectors. For example, just 38% of marketers who work in the private sector are concerned about ‘cancel culture’, which increases to 61% for those working in local government authority.

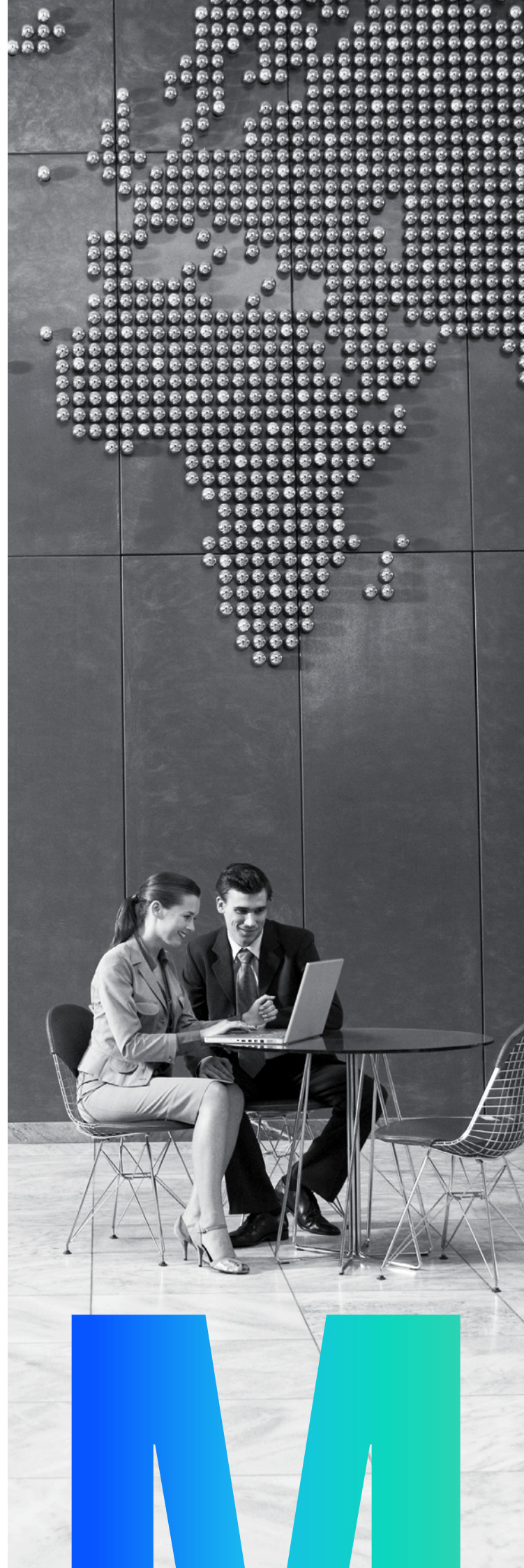


Across the world, consumers and employees are becoming more vocal in calling out companies when they put a foot wrong, making sure they're held accountable for their actions. Yet this behaviour shouldn't mean UK marketers shy away from being ambitious, scaling up campaigns and chasing global opportunities. We can't risk losing out on international work because of a lack of confidence, especially when we're trying to bounce back from the pandemic.

- Chris Daly, Chief Executive, CIM

As we explored in our earlier report ‘[Sustainability Marketing Skills Gap](#)’ we found that half of marketers (49%) are weary of working on sustainability campaigns due to fear of their company or clients being accused of ‘greenwashing’, similar to the fears around being ‘cancelled’. These fears come at a time when industry regulations tighten, for instance the Competition and Markets Authority introduced the ‘[Green Claims Code](#)’, which holds businesses more accountable for the sustainability claims they make.

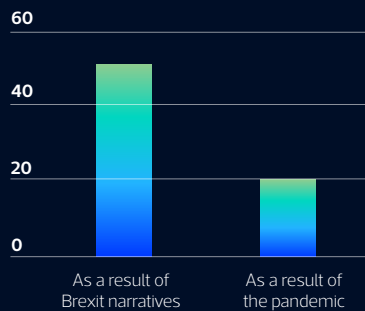
Despite these fears, over half (55%) of marketers recognise that sustainability is an increasing business priority. Therefore, at CIM we passionately believe that marketers should not shy away from communicating their businesses’ sustainability credentials out of fear of being labelled as ‘greenwashing’. If anything, it should encourage them to upskill immediately, so they have the tools and knowledge to feed into effective sustainability-led organisational strategies.



THE RISK OF 'BRITISH BLINKERS'

Our study clearly reveals that there is currently a preference amongst UK marketers to work on UK campaigns. This view is also coupled with their belief that consumers now favour 'buying British' and supporting British brands as a result of the pandemic (58%) and due to Brexit narratives (52%).

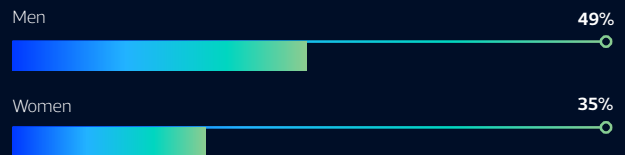
Number of marketers who agree consumers prefer to 'buy British' and support British brands:



In addition to this, only two fifths (40%) believe UK marketing campaigns are 'export ready' and are able to be used outside of the UK without needing to be adapted. Interestingly, when broken down, this equates to 49% of male marketing professionals feeling that UK campaigns are exportable, compared to just 35% of women.

Breaking down the data by sector suggests that professionals within the not-for-profit sector are the least confident in UK campaigns being used for global audiences (21%), with local government authority professionals feeling the most (65%). Despite this positive belief in the local government authority sector, the overall finding that just two fifths of marketers feel our work is ready to be used internationally highlights the need for a tailored approach and specific skill set when aiming to reach global markets.

Percentage of marketing professionals who believe UK marketing campaigns are 'export ready' and can be used in other international markets without needing to be adapted:



Percentage of marketing professionals who believe UK marketing campaigns exportable:



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It's no doubt that the UK marketing industry can produce incredible work, tapping into the iconic British sense of humour. Whilst it's reassuring to see marketers' confidence in appealing to their home audience, we do run the risk of wearing 'British blinkers' and cutting ourselves off from the wider world. Producing globally successful work requires a range of skills, a different process and a strong understanding of various audiences and cultures. If marketing professionals want to open up more opportunities for their brands, they need to urgently upskill in these areas.

- James Delves, Head of PR and External Engagement

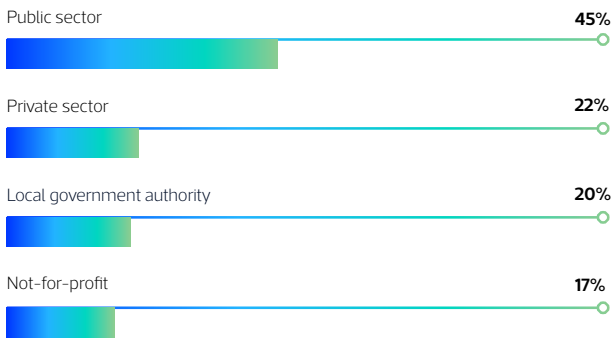


THE NEED FOR UPSKILLING

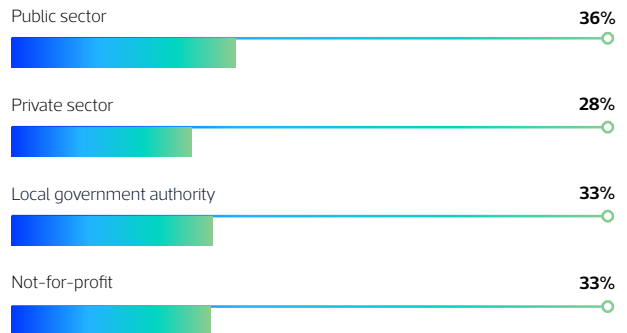
So far, our study has shown that UK marketers are somewhat lacking confidence when it comes to working on global campaigns. In fact, when asked to what extent they feel they have the right skills to create and work on campaigns that go beyond the UK, just a quarter (24%) feel they 'definitely' do; 37% feel they mostly have the right skills; and 30% feel they somewhat do.

Encouragingly, we see the highest rate of confidence within the public sector with 45% of professionals feeling strongly about having the right skills. Unfortunately, the not-for-profit sector is the least confident, with just 17% of marketers believing they definitely have the necessary skills.

To what extent do you feel you definitely have the right skills to create and work on campaigns that will reach outside of the UK to global audiences?



To what extent do you feel you somewhat have the right skills to create and work on campaigns that will reach outside of the UK to global audiences?



In our third and final report of this series, 'Rebuilding Careers', we will also explore in more depth how marketers view the current state of their profession. This report- due to launch towards the end of 2022 - will look at marketers' workloads, the pressures of multi-tasking, client relationships, the impact of remote working, career progression and mental wellbeing within the job.

FIND OUT MORE

To find out more about CIM and our research, click [here](#).

To listen to CIM's podcast on the research detailed in this report click [here](#).

CIM offers a range of **qualifications** and **professional training** on many of the topics discussed in this report such as:

1. **International Marketing Strategy**
2. **Global digital marketing**
3. **International brand strategy**
4. **Sustainable Brand Strategy**
5. **Equality, Diversity & Inclusion (ED&I) in Marketing**



CONCLUSIONS AND RECOMMENDATIONS

As our survey demonstrates, UK marketers cannot hold back from pursuing international opportunities out of fear of getting it wrong. Our industry is producing world-class work, and it's time we returned to the global stage. We feel confident that the industry can reap the benefits if it does so.

TOP FOUR TIPS FOR DIRECTORS:

- 1. Ensure you have a diverse team** - our study revealed that marketers are fearful of offending other cultures and not being politically correct. It's therefore crucial to build a team that has a variety of backgrounds, opinions and experiences to ensure you have a greater collective understanding of society.
- 2. Make it a priority to carry out testing and arranging focus groups for your campaigns** - testing a campaign should not be an afterthought. Often it's a stage that can be skipped out, or narrowed down, because of budgets. Ensure you are earmarking the costs at the start of the campaign, so you can receive an array of feedback from a diverse focus group.
- 3. Call out bad practice and praise the good** - as mentioned earlier in this report, there are brands that get it wrong from time to time. Whilst we're not encouraging you to 'cancel' those brands or vilify them, it is important to speak up if a campaign misses the mark and causes offence, to drive greater awareness and understanding within the industry. But it's equally important to praise good campaigns you see, to encourage strong work in the sector.
- 4. Learn from your peers** - CIM conducts a yearly report into the views of the industry's top marketers, providing you with analysis of the biggest issues impacting the marketing profession today and the future opportunities and challenges the industry faces.

TOP FOUR TIPS FOR MARKETERS:




- 1. Twin with a marketer who lives in another country** - social media can be a wonderful resource, so use LinkedIn to connect with an overseas marketer and ask if you can 'mentor' each other on how marketing works in your own countries. If you're working on an international campaign and need someone's opinion from another country, put an ask out on LinkedIn. Not only is it a great way to get an insight into marketing elsewhere, it can boost your network.
- 2. Stay close to the campaigns doing well, and those doing badly** - if a brand gets it wrong, it will be in the news. So read up on industry press to see the campaigns that are landing well or badly, learn from others' mistakes and take inspiration from those who get it right.
- 3. Training & educating yourself on other cultures** - there are a variety of courses, webinars, and online resources that can help you to understand other cultures and how marketing should be tailored towards them.
- 4. Industry thought leadership** - CIM's latest reports and advice on international marketing can be found here on the [International Marketing Advice Hub](#) and on the [CIM website](#).

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