



Weekly Brief

February 23,
2022

The background of the header section is a green fingerprint pattern.

The Future of Marketing and Sales Is Here

Our records indicate that this is the first time you're receiving the Weekly Brief, and I want to personally welcome you. I hope that BCG's latest knowledge and my own reflections can help you make sense of our rapidly changing reality. If you have any feedback, I'd love to hear from you.

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Rich

Our Weekly Briefs go to nearly 200,000 people around the world now, but one of our aspirations for 2022 is to establish a more direct dialogue with the most senior leaders receiving them. Starting today, you will notice this Weekly Brief is addressed directly to you, and if you click on the email in our signatures you'll be responding directly to one of us. We look forward to engaging with you in the year ahead.

Rich and Christoph

To BCG's network around the world,

Nearly two years ago, we launched our [Executive Perspectives](#) series to help leaders understand the volatility of the COVID-19 landscape. Last year, it was clear that rapid change was taking place far beyond the impact of the pandemic, so we broadened the series to cover a wider range of cutting-edge topics. For me, engaging with the team that pulls these together has been one of my best learning opportunities.

In that spirit, I wanted to share the Executive Perspective we are publishing today on the [dramatic changes underway in marketing and sales](#). We've heard plenty about how the pandemic accelerated trends in consumer behavior, including how much people shop online and how companies have changed the way they engage with their customers.

But even knowing all that, I was still surprised at the magnitude of innovations and transformations in marketing and sales—particularly helpful information for those of us who are more “experienced” and may be at risk of losing touch with what’s happening among younger consumers at the front edge of these massive shifts.

Expectations are rising dramatically for hyper-personalized offers, seamless buying journeys, and sustainable products. As a result, traditional channels are rapidly shifting toward convenience, immersion, entertainment, personal advisory, and direct experience with products by employing innovations such as gaming, virtual reality, cryptocurrencies, NFTs, and the metaverse. Here are some examples of the new world in marketing and sales:

- **Voice technology** could soon become a major gateway to collect contextual data and provide personalized recommendations at scale. Tech players are harvesting breakthroughs in natural language processing to power 1.2 billion active voice-enabled smart devices already installed in households globally, getting a grip on a virtual assistant market growing at 34% CAGR.
- **Gaming** is gaining momentum as a new channel for gamified brand interactions, immersive experiences, and built-in transactions. Today, 86% of people who purchase in-game virtual goods also buy the corresponding physical item.
- **E-commerce and omnichannel** sales have taken off, with people spending much more time online during the pandemic. Consumers increasingly shifted from being influenced by the internet in their shopping to actually making

online purchases. In B2B, hybrid models are seriously challenging traditional field sales, while 20% of B2C retail sales are expected to happen online in the next year.

- **Spatial computing and extended reality technologies** are evolving into full-fledged metaverses. The market size of these virtual realms could reach \$1.3 trillion by 2030—a shift that will enable companies to gather rich emotional data about their audience, test and co-create products virtually, and even conduct immersive remote sales.

The Executive Perspective breaks down the latest trends and their implications for leaders, which I highly encourage you to read to get a richer picture. (The link is included below.)

I learned so much from this work, and I'm excited about (and a little daunted by) how fast the world is moving. Opportunity awaits. Be open, be bold, and buckle up!

Until next time,



Rich Lesser
Global Chair

Further Reading



The Future of Marketing and Sales Is Here

Consumers are demanding more of the businesses that sell to us online, and savvy companies are responding with an exciting new range of innovations.

[READ MORE →](#)



Navigating a Diverse World of Consumer Mindsets and Choice

Global clusters of like-minded consumers are surprisingly rare. And even among countries with similar consumer attitudes, needs can differ sharply by product category.

[READ MORE →](#)



How to Meet Customers' Needs in Uncertain Times

Customers' needs and preferences are changing at lightning speed. Simply tracking sales trends is no longer sufficient to serve customers and stay competitive. Businesses need real-time insights into the nuances of customer behavior.

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