

INNOVATING TO IMPACT

dentsu

UK EDITION

CONSUMER NAVIGATOR

RETAIL SPECIAL – Q2 2025



PART OF THE DENTSU CONSUMER NAVIGATOR SERIES

JULY 2025

EXECUTIVE SUMMARY:

UK SHOPPERS WANT MORE – HERE’S WHERE BRANDS MUST ACT



ABOUT THIS RESEARCH

Dentsu Consumer Navigator is a quarterly survey on sentiment among UK consumers.

SURVEY METHODOLOGY

- Conducted by dentsu via Toluna's online research panel
- Fielded 19-23 May 2025
- Target audience 18–79-year-olds
- 1000 respondents
- Controls put in place to achieve a nationally representative sample (using latest publicly available national statistics for each market)*.

KEY INSIGHTS

Consumer sentiment is showing early signs of recovery:

After a prolonged period of uncertainty, UK consumer sentiment is starting to lift. Confidence in the economy has grown, with 28% now saying it's in good shape – up from under one in five earlier this year. Optimism is strongest among Gen Z, while Boomers remain cautious, with 58% expecting a downturn.

Discovery is everywhere: In the retail sector – the special focus for our report this quarter – consumers are discovering and purchasing across multiple platforms, particularly younger audiences. Today's shoppers report a wide range of inspiration for purchase decisions, from

personal recommendations from friends and family to social media and publications.

Storytelling sells: From content creator recommendations to unboxing videos, content (both brand and user-generated) increasingly drives purchase intent, with younger demographics being most susceptible.

Personalisation promises a pay-off: Shoppers are looking for personalisation that is relevant and genuinely helpful; conversely, intrusive technology is a turn-off across generations.

The powerful potential of loyalty: Consumers expect to be rewarded, with free shipping, rewards, and value-adds now being seen by all generations as the bare minimum. Younger audiences are more likely to engage with and reward brands that use consumer feedback and provide gamified experiences. Interest in loyalty programmes varies significantly across generations, confirming the importance of tailored rewards by category, age, and interest.

Sustainability is a game-changer: Although shoppers aren't willing to sacrifice convenience or price, they also care about brands' sustainability credentials.

KEY TAKEAWAYS

Balance optimism with empathy

As economic confidence begins to recover, brands must offer value and relevance while recognising ongoing financial pressures, especially among younger consumers.

Omnichannel is omnipotent

Today's shoppers expect seamless journeys across online, mobile, and in-store. Brands need to meet this with real-time formats, despite rising complexity from proliferating touchpoints.

Prioritise hyper-relevance for younger shoppers

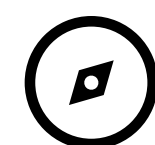
Younger generations are more likely to perceive retail as personalised. Brands should double down on CRM and identity-led targeting to deliver tailored, meaningful interactions.

Bridge online and offline data

Integrating datasets helps connect customer identity with shopper behaviour – revealing not just what people buy, but how, when, and why.

Use sustainability to differentiate

With fast-commerce rising, brands can stand out through quality, longevity, and ethical transparency – supported by loyalty and CRM strategies that reward greener choices.



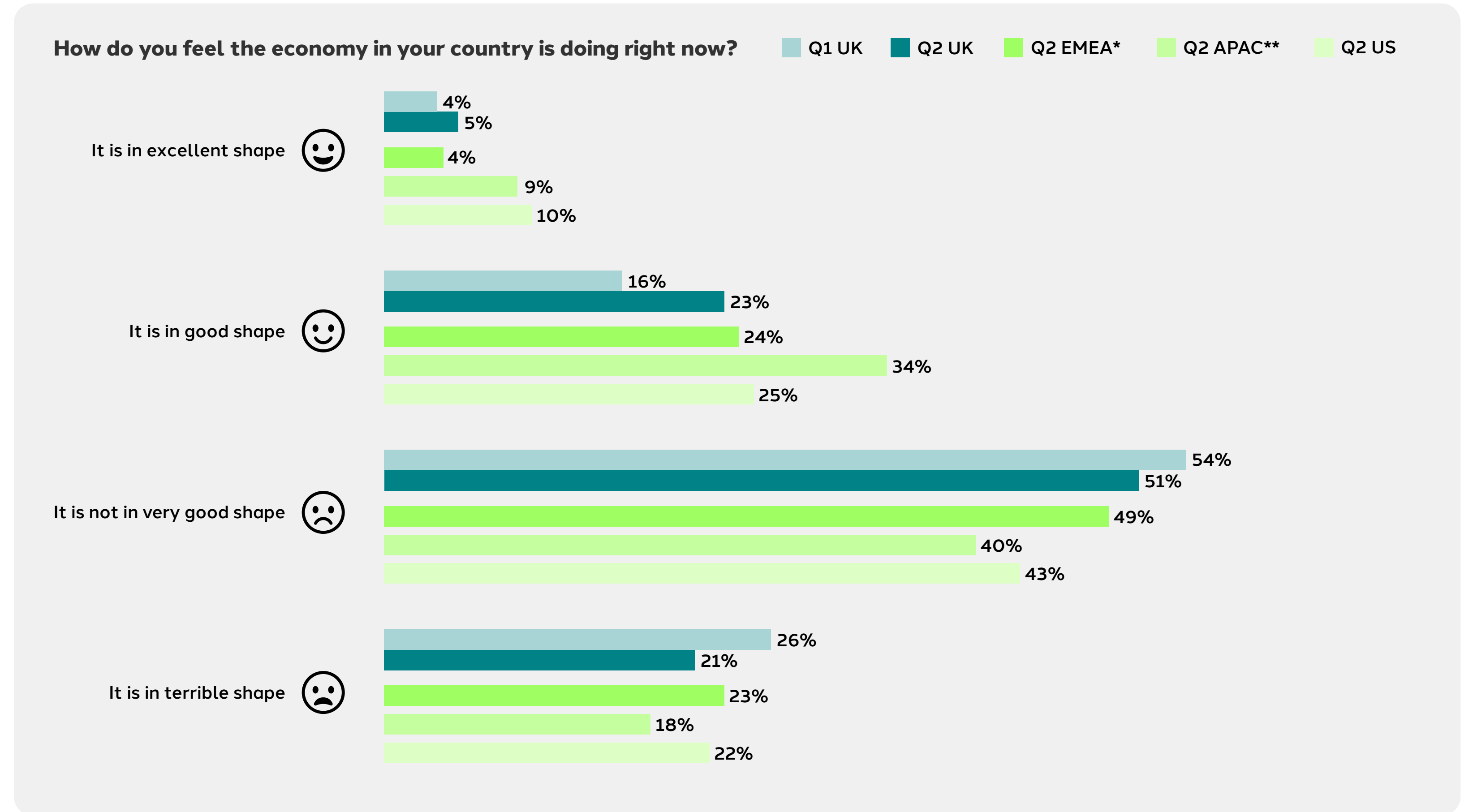
UK CONSUMER ECONOMIC MINDSET



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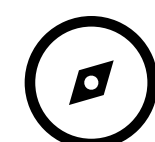
UNDER PRESSURE, BUT NOT DEFEATED: A TURNING POINT FOR HOUSEHOLD SENTIMENT

Economic sentiment is beginning to lift, with 28% of people now saying the economy is in good or excellent shape – a notable rise from fewer than one in five (19.7%) in Q1. This matches with the overall European average of 28%, although it is significantly less than the 35% of US consumers and 42% of APAC consumers who expressed positive sentiment about their economy during Q2.



*EMEA covers France, Spain, Italy, Germany and UK

**APAC covers Australia, China, Thailand and Indonesia



A GENERATIONAL DIVIDE IN ECONOMIC CONFIDENCE

Gen Z are leading a wave of cautious optimism in the UK, with 51% expecting the economy to improve in the next 6–12 months*.

But this optimism is far from universal. 28% of UK consumers expect conditions to worsen. This cautious outlook is most pronounced among Boomers, 58% of whom anticipate a downturn, aligning with global patterns of growing pessimism among older generations.

Across EMEA, 43% of consumers expect the economy to decline, while just 27% foresee improvement. In APAC, 40% anticipate worsening conditions. And in the US, pessimism has climbed steadily, with 45% now predicting economic deterioration; up from 31% just three months ago. The contrast between younger UK consumers' growing confidence and the entrenched concern seen globally, particularly among older demographics, underscores a widening generational divide in financial sentiment and perceived resilience.

Gen Z 18–28, Millennials 29–44, Gen X 45–60, Boomers 61–79

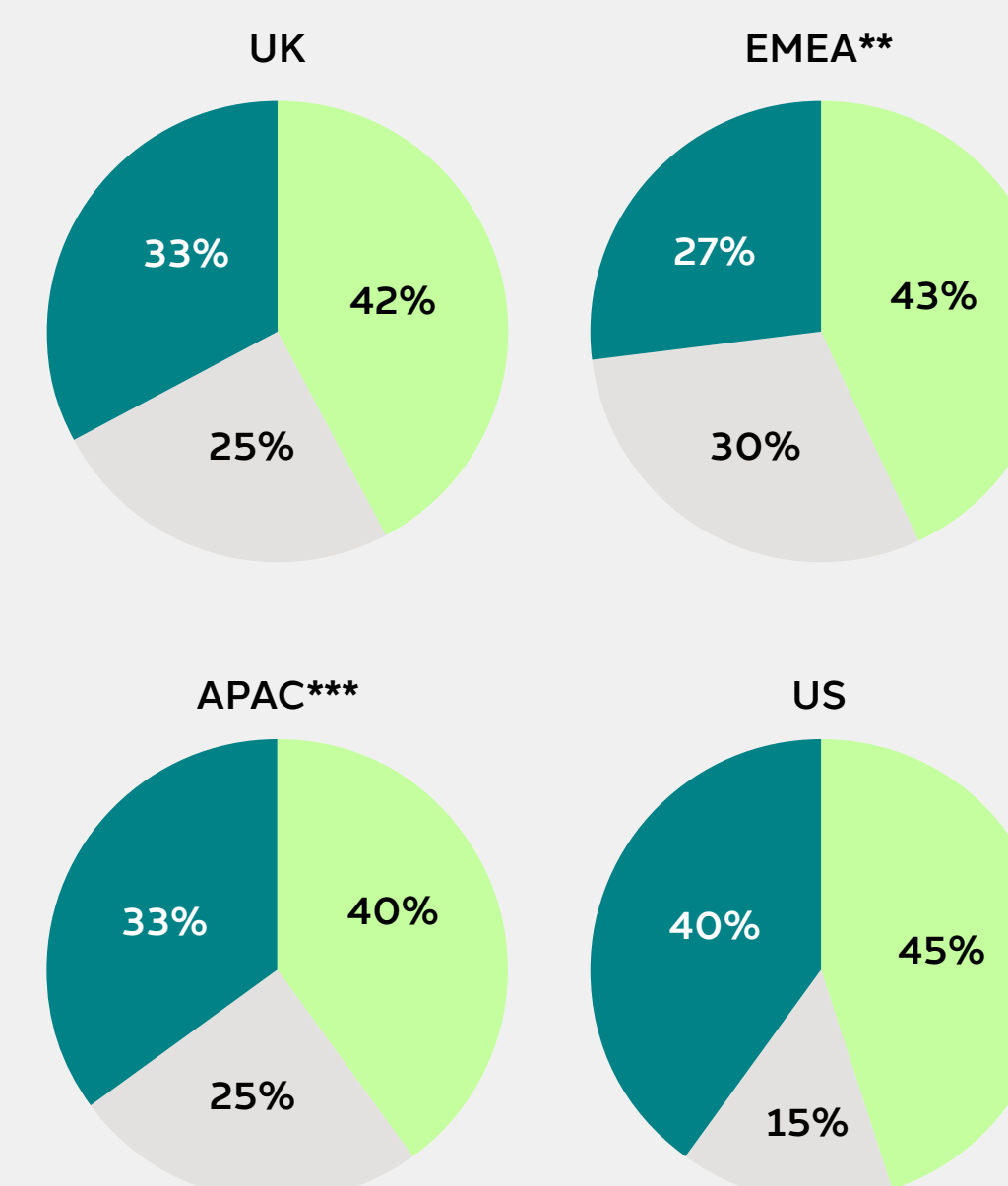
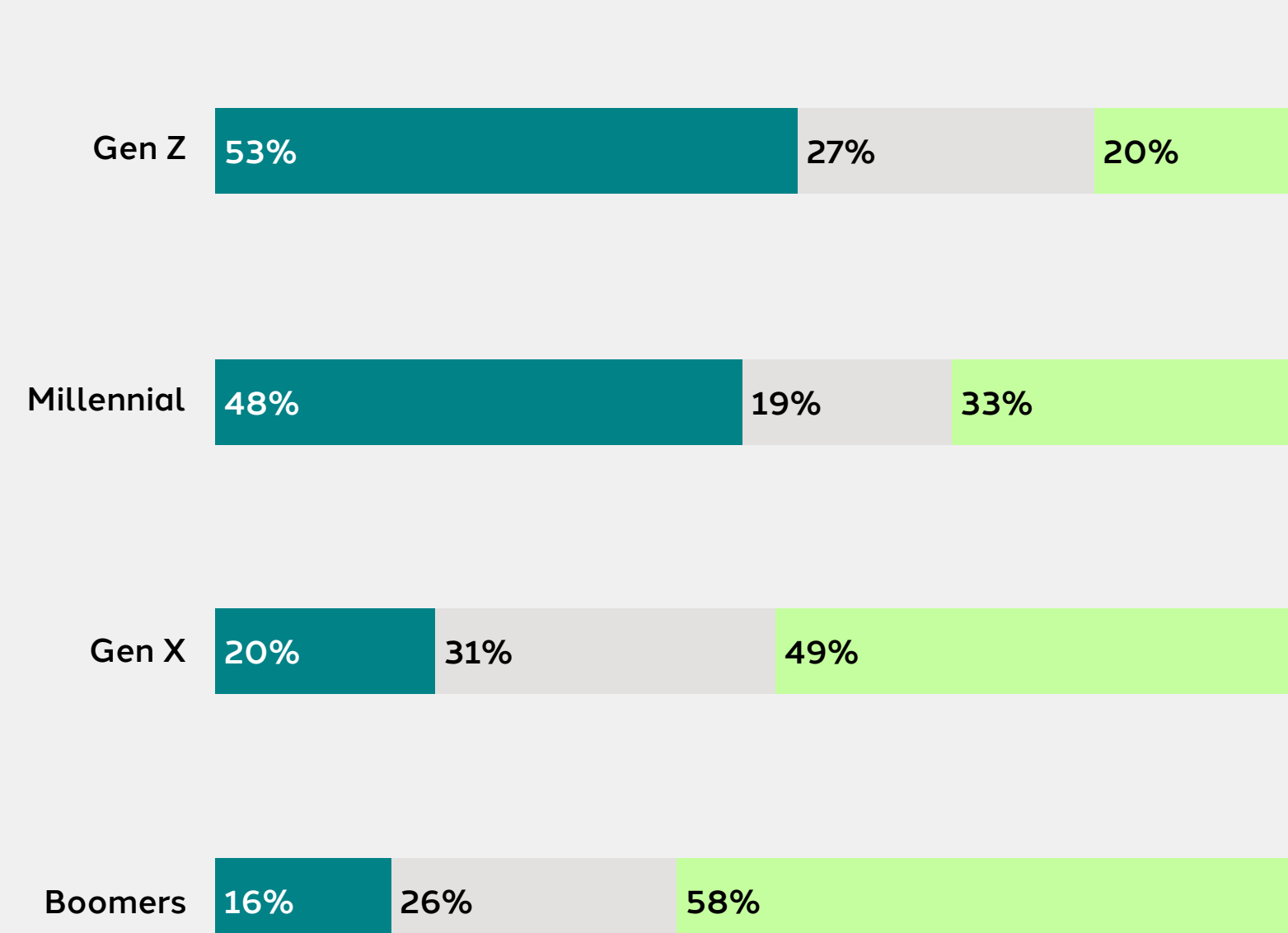
*Although the term “Gen Z” is used for people born from 1997 until 2012, respondents to dentsu's survey are at least 18 years of age.)

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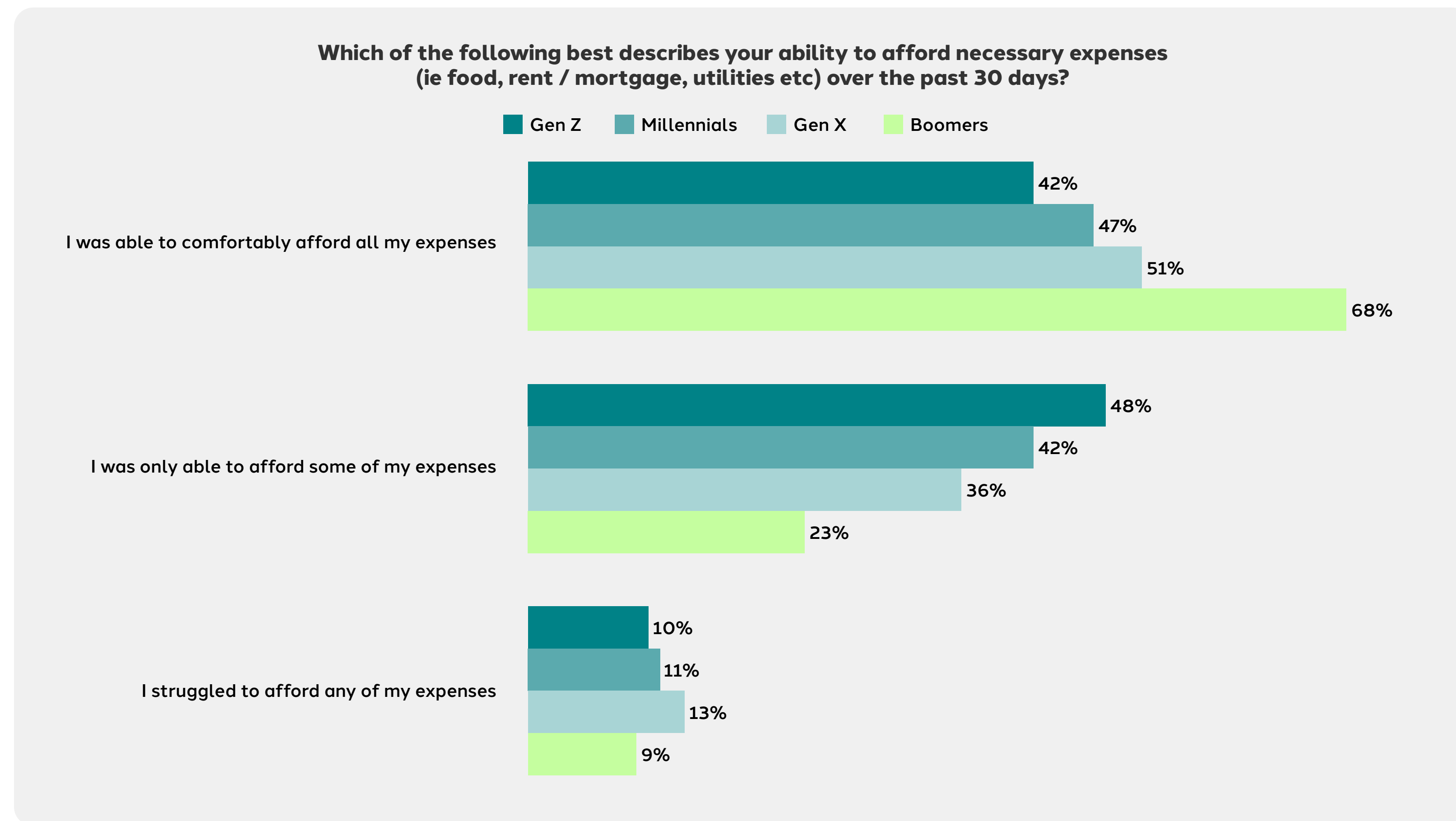
Which of the following best reflects your assessment of the direction the economy in your country will take over the next 6–12 months?

Will improve Will remain the same Will decline



THE AFFORDABILITY DIVIDE SHOWS THE NEED TO BALANCE VALUE WITH OPPORTUNITY ACROSS GENERATIONS

There's a stark generational divide in financial security. While just over half of consumers overall say they're comfortably affording essentials, this figure drops significantly among younger audiences. Only 42% of Gen Z and 47% of Millennials feel financially secure, with nearly half of each group reporting they can only afford some of their necessary expenses. Meanwhile, Boomers, with 68% reporting comfort in covering expenses, remain a more financially resilient audience.



FROM INSIGHT TO IMPACT

As economic sentiment begins to stabilise, consumers are cautiously optimistic – but still deeply value-conscious. While financial pressures remain, especially among younger generations, we're seeing a clear shift in what people expect from their shopping experiences. Today's consumers want more than affordability, looking for retail encounters that are relevant, rewarding, and emotionally resonant. This evolving mindset is transforming how people discover, evaluate, and connect with brands, both online and in store. Let's look at how UK consumers feel about retail today, and how your brand should respond.

POSITION WITH OPTIMISM BUT STAY EMPATHETIC:

While economic confidence is improving, many consumers – especially younger ones – are still feeling financially stretched. For brands, this means value, flexibility, and relevance remain critical – especially when engaging younger consumers. Messaging that recognises economic pressure without patronising will resonate. Focus on offering practical value, solutions that make life easier, and small moments of joy to maintain relevance and build trust.

SEGMENT BY FINANCIAL SENTIMENT AND EMOTIONAL RESILIENCE, IN ADDITION TO AGE AND INCOME:

Generational patterns offer useful clues, but understanding people's mindsets is key, given that two individuals in the same generation/income bracket may feel very differently about their financial situation. Incorporate indicators like recent spending behaviour, financial anxiety, and confidence levels to create more meaningful audience segments.

USE CRM TO TAILOR EXPERIENCES FOR SPENDERS, AND SAVERS ALIKE:

With clear divides between those ready to spend, those cautiously budgeting, and those facing real hardship, one-size-fits-all campaigns risk missing the mark. CRM, first-party data, and retailer data can help personalise offers, content, and support, from showcasing premium upgrades to highlighting essential value.

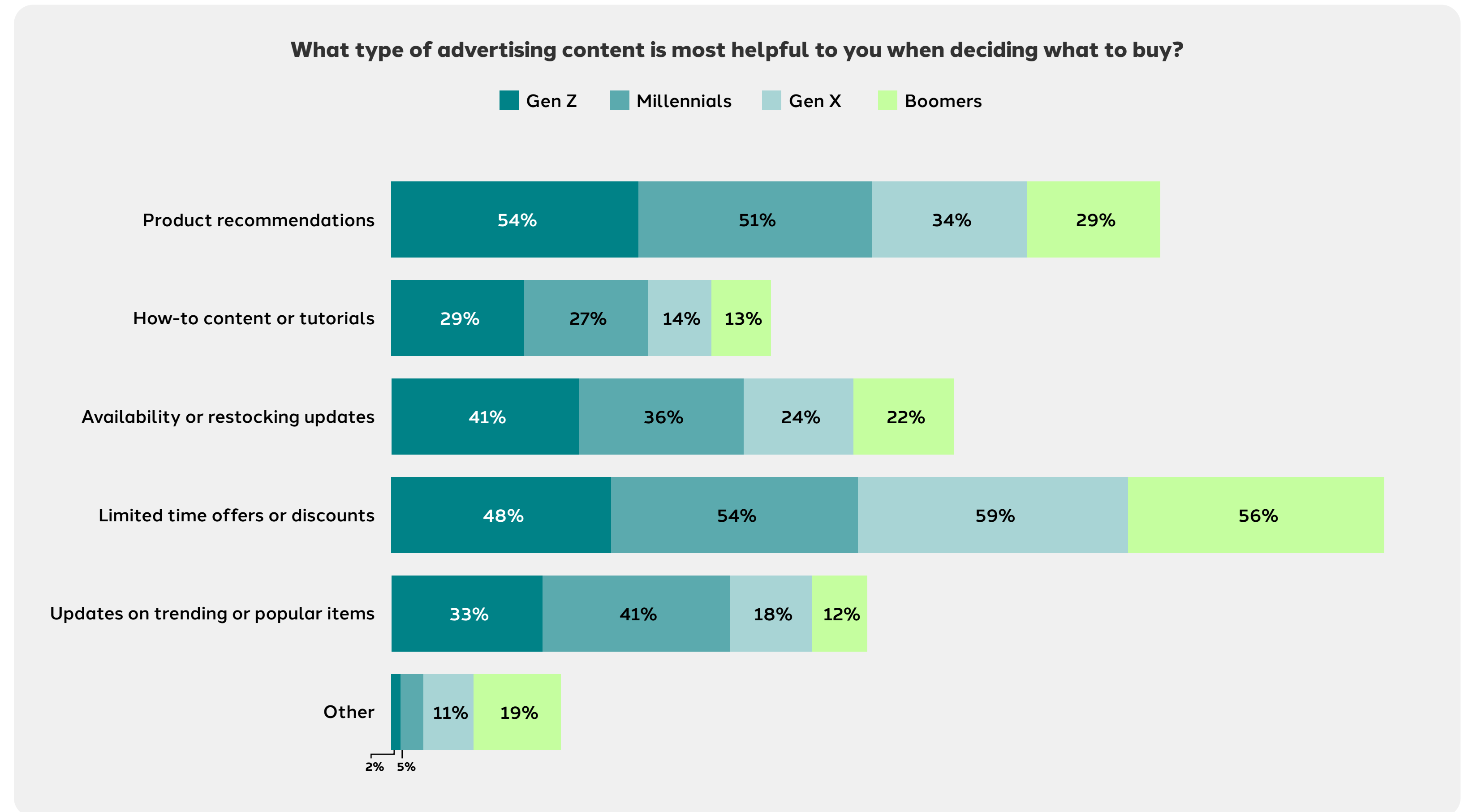
UK CONSUMER ATTITUDES TO RETAIL



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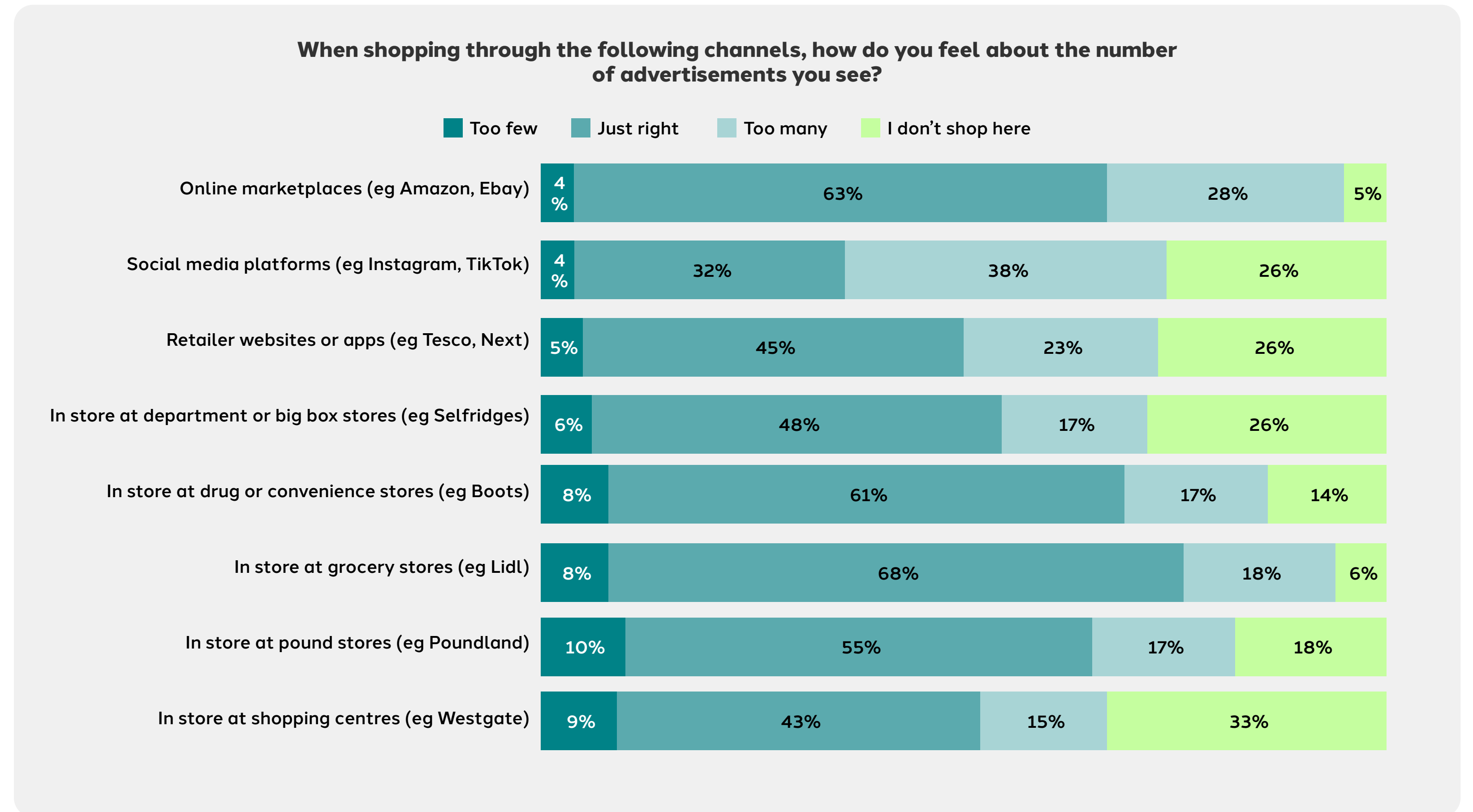
OMNICHANNEL PRODUCT DISCOVERY IS A POWERFUL DRIVER OF THE IMPULSE ECONOMY

Our findings show that the most influential advertising content when it comes to purchasing decisions are time-limited offers/reductions, product recommendations, and availability or restocking updates (55%, 40%, and 29% of total respondents respectively). Time-limited offers are popular across all demographics (48% of Gen Z, 54% of Millennials, 59% of Gen X, and 56% of Boomers), while the other two are significantly more popular with Gen Z (54% and 41% respectively) and Millennials (51% and 36%). The time-bound nature of this content is driving the impulse economy, with consumers more likely to purchase when advertising content speaks directly to their needs and creates a sense of urgency.



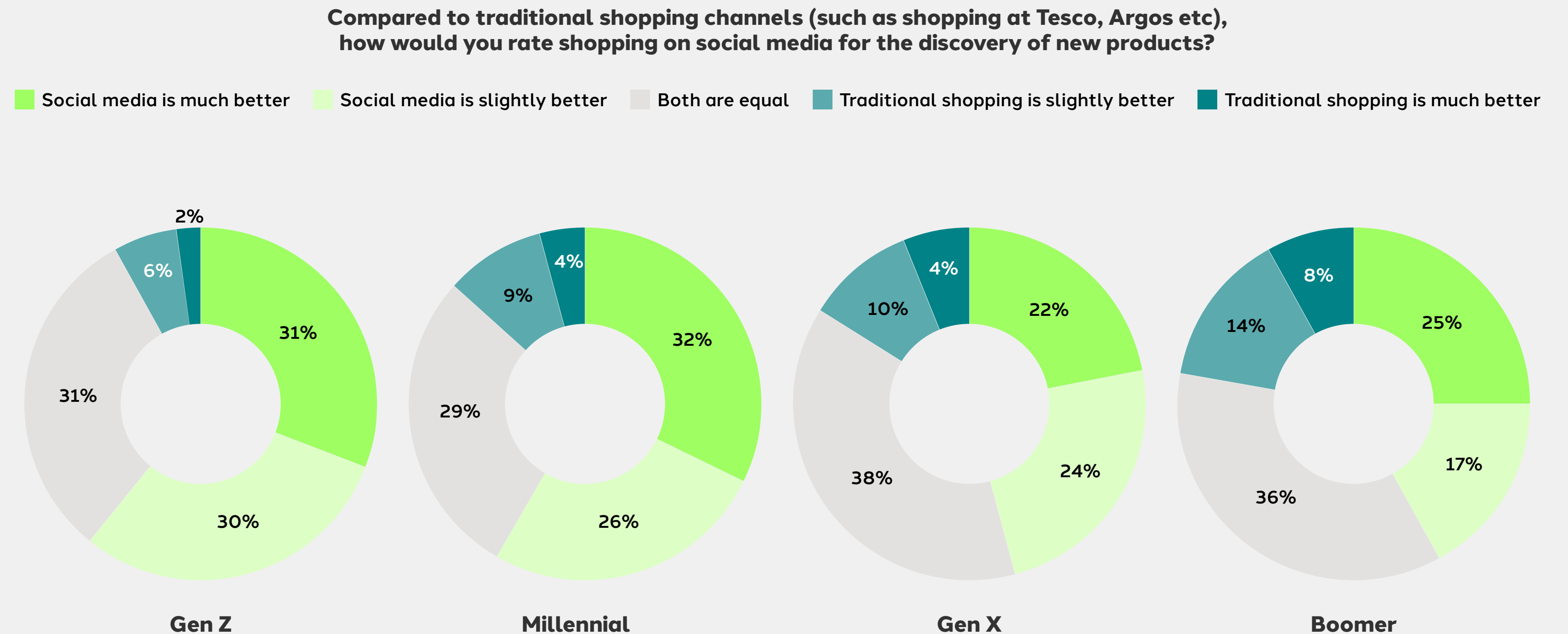
DIGITAL AD FATIGUE CREATES SPACE FOR IN-STORE MESSAGING

Although online and social media channels are perceived by consumers as showing too many advertisements (with 38% of total respondents reporting seeing too many adverts on social media platforms, 28% seeing too many adverts on online marketplaces, and 23% seeing too many adverts on retailer websites or apps), in-store channels provide opportunities for retailers to present time-bound messages to consumers.



SOCIAL MEDIA IS THE NEW SHOP WINDOW – AND IT’S OPEN 24/7

Social media is viewed by younger shoppers as a superior platform, both in terms of discovery (with 61% of Gen Z and 58% of Millennials seeing it as better than traditional retail) and convenience (with 54% of Gen Z and 51% of Millennials seeing it as better than traditional retail), driving preference even when customers are shopping in store.



FROM INSIGHT TO IMPACT

BOOST VISIBILITY FOR A COMPREHENSIVE ONLINE/OFFLINE RETAIL EXPERIENCE:

To stay competitive within a retail landscape in which consumers move between physical and digital touchpoints, maximise visibility across in-store and social discovery channels to succeed. Integrate in-store presence with social discovery to meet customers wherever they happen to be. Across all channels, a seamless connection must be established between online and offline shopping, with digital displays set to play a pivotal role in brands' future success.

OPT FOR A RESPONSIVE APPROACH:

Use real-time retail media formats to capitalise on current trends and consumer interests as they emerge. This immediacy helps drive urgency, engagement, and, ultimately, conversions. Brands must align with what consumers are actively seeking: targeted, personalised advertising encourages purchasers with intent to convert more successfully.

EMBED DYNAMIC PRODUCT SUGGESTIONS ACROSS CHANNELS:

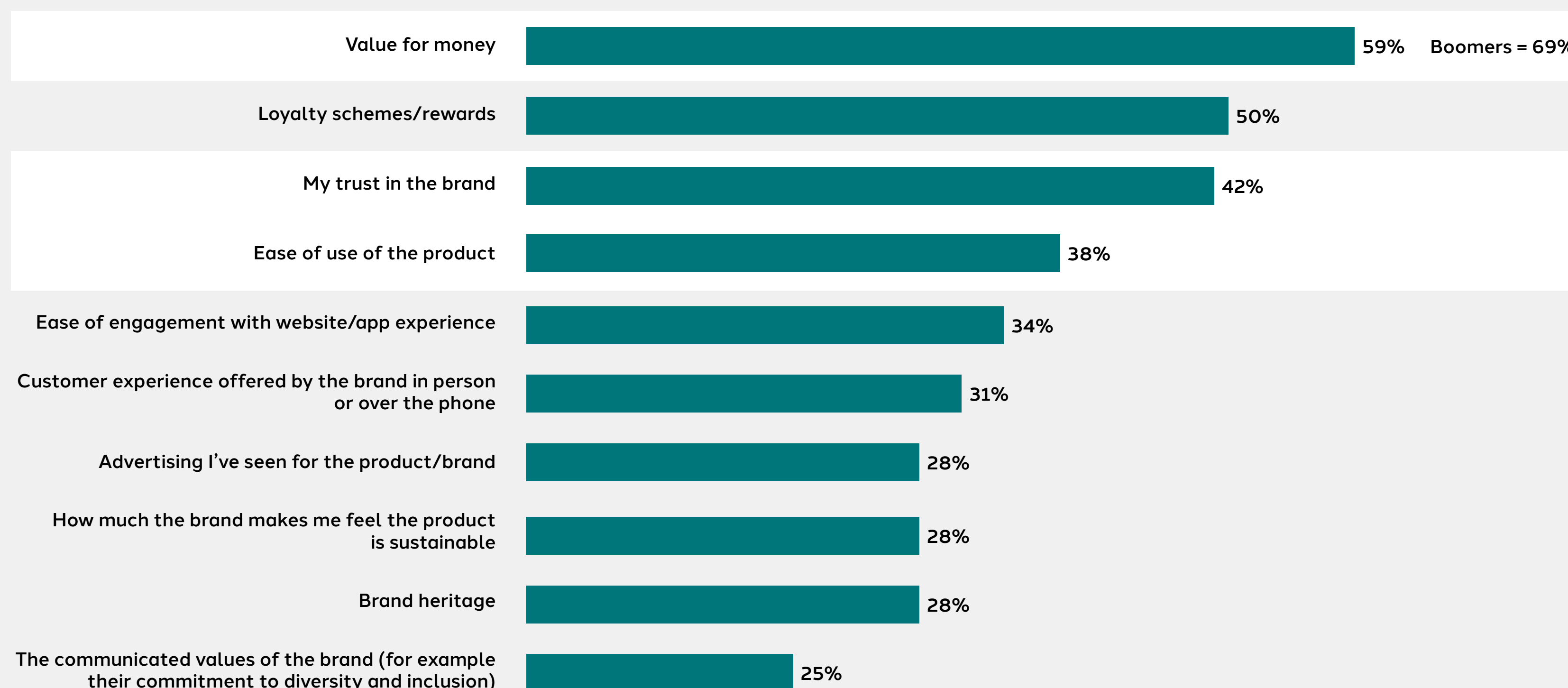
Social platforms and mobile apps are especially powerful environments for these suggestions, as they reach users during moments of high engagement, whether they're scrolling through content or actively browsing. Provide a seamless retail experience, facilitating clickable purchases to boost sales.

WINNING HEARTS, WINNING BASKETS: THE EMOTIONAL DRIVERS BEHIND TODAY'S RETAIL

The way UK consumers choose brands is evolving, blending rational needs with emotional expectations. Ultimately, value still wins out: nearly six in ten shoppers say value for money is a key influence when choosing a retail brand, rising to a striking 69% among Boomers.

Aside from price, ease and experience are deal-breakers for many. 38% of consumers cited retail 'ease of use' as a key influence on their brand choices. Similarly, the ability to engage seamlessly with a company's website or app matters to a third of shoppers, reflecting growing expectations for frictionless digital experiences. Trust in retailers is also influential when it comes to spend, swaying nearly half of all consumers.

Which of the following currently influences the brands you choose?

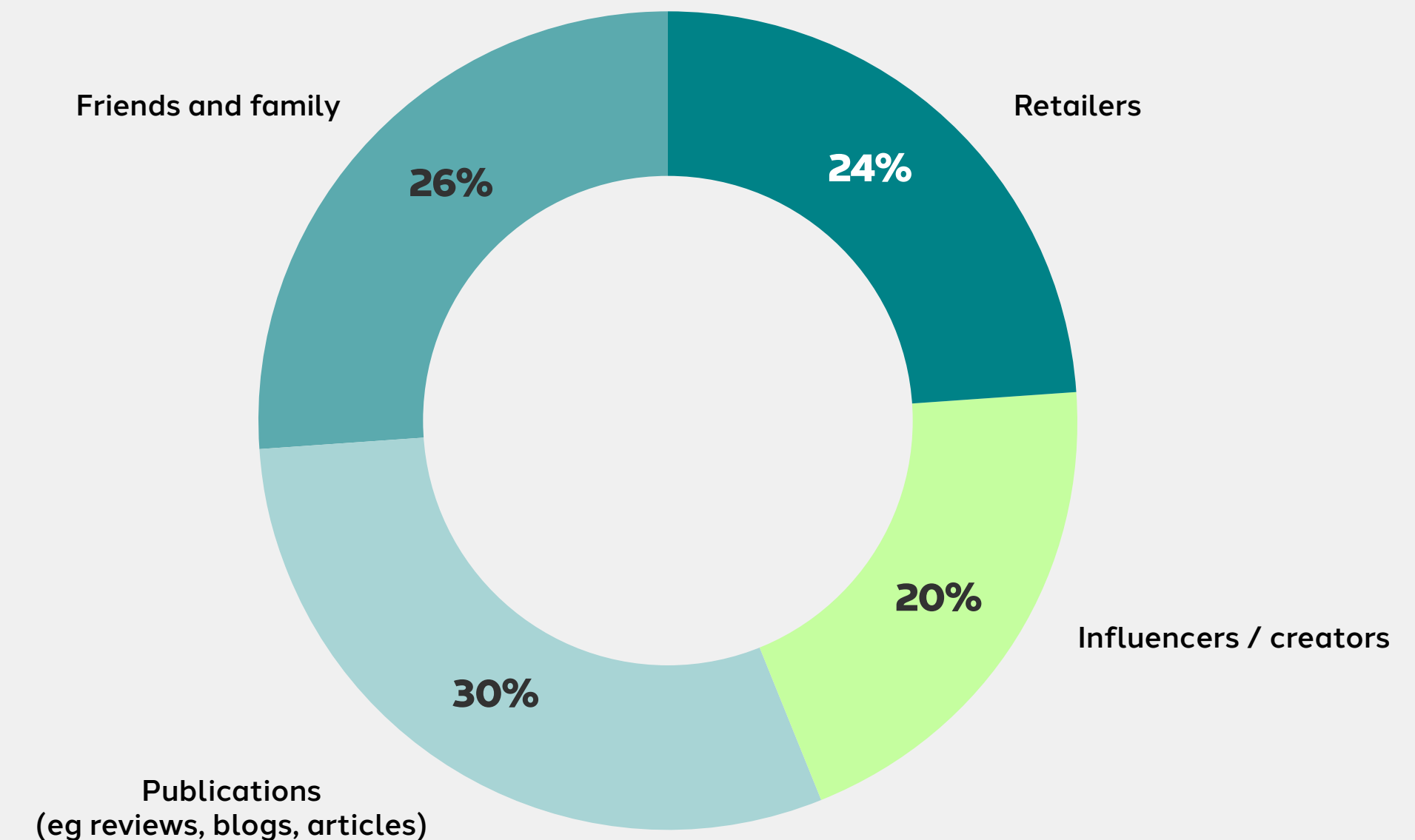


CONTENT IS KEY – WHY STORYTELLING MATTERS MORE THAN EVER

Younger consumers are highly responsive to content that has emotional or social relevance. Gen Z are more influenced by product recommendations from blogs, reviews, and articles than expected, with 30% citing these sources as their most influential factor in purchase decisions. Interestingly, friends and family (26%) are also more persuasive than influencers (20%), challenging stereotypes and broadening the possibilities for brand content strategies.

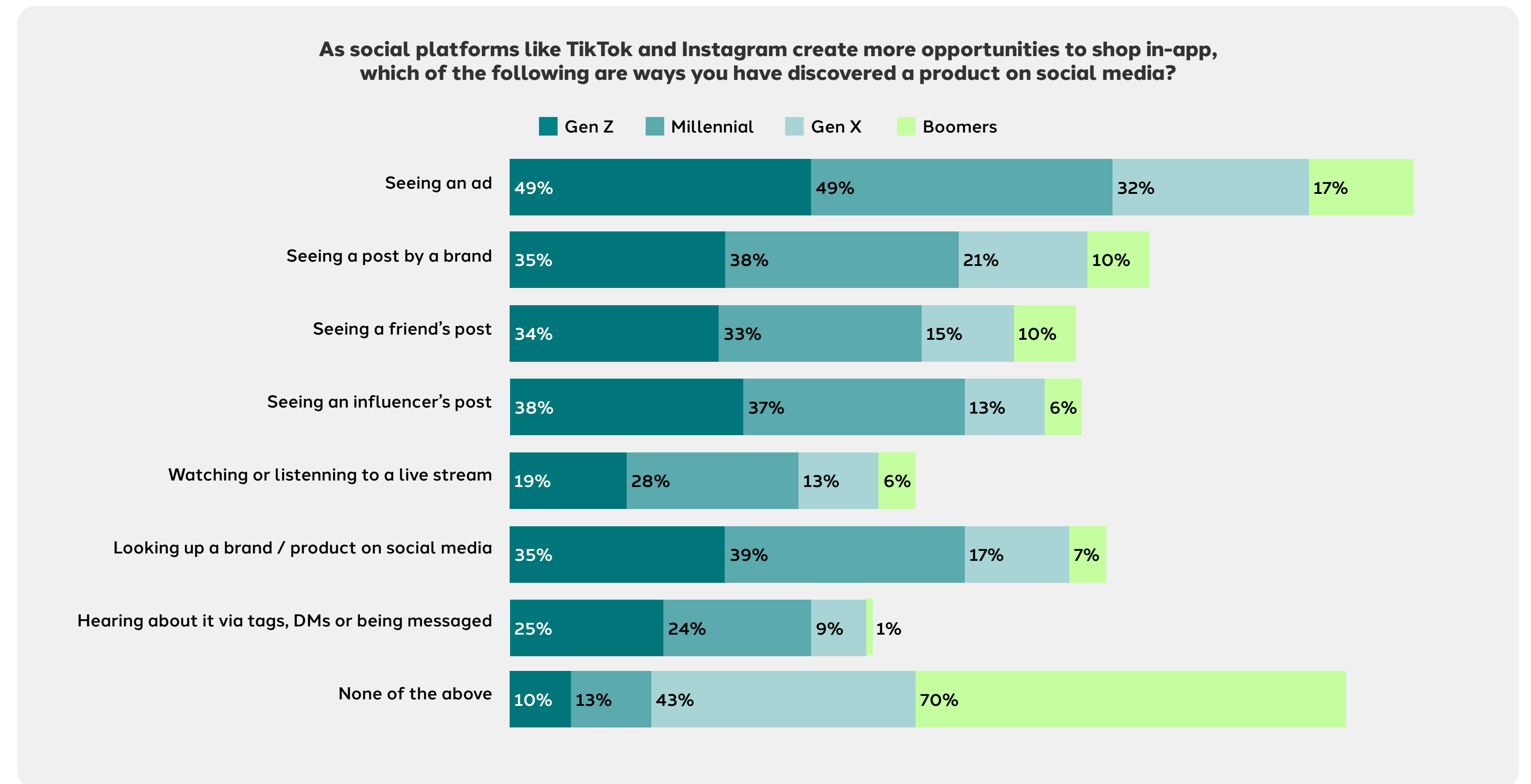
And while peer recommendations remain powerful, brands should urgently prepare for the next wave of influence: generative AI – set to transform how consumers seek, evaluate and personalise purchase inspiration in real time.

Which product recommendations influence you the most when deciding what to buy?



DISCOVERY IS SOCIAL, BUT IT'S NOT JUST ABOUT INFLUENCERS

Social advertising and influencer content are major discovery levers among younger audiences. Nearly half of Gen Z and Millennials say they've discovered products through social ads. Influencer posts are also effective – cited by 38% of Gen Z and 37% of Millennials, compared to just 13% of Gen X and 6% of Boomers. Importantly, owned and earned media also play a role, highlighting the need for integrated strategies that combine paid placements, organic content, and peer validation.



HOW CARAT TURNED POSSIBILITY INTO PERFORMANCE FOR WICKES

To connect with a new generation of home improvers, Carat, a dentsu media agency, worked with Wickes to launch the #DIYIsGoodForYou campaign – a social-first movement blending wellness, creativity, and commerce.

Built on the insight that DIY improves mental wellbeing, the campaign invited people to share their own stories of home transformation across social channels. Carat used platform-specific data and emotional resonance to deliver personalised, wellbeing-themed content on TikTok and Instagram, reaching audiences where they naturally seek inspiration.

The campaign didn't just drive awareness – it sparked action. Wickes saw a 75% uplift in ad recall, with significant increases in purchase consideration and emotional brand affinity. By turning a brand message into a movement, Wickes proved that purpose-led content can fuel both connection and conversion in social commerce.



FROM INSIGHT TO IMPACT

CONVERT DISCOVERY INTO ACTION THROUGH TRUSTED FORMATS:

Credible social-style storytelling – including short-form video, creator-inspired content, and emotionally resonant narratives – should be embedded into retail media to create more engaging, less disruptive ad experiences. When done well, these formats don't just promote products; they reflect how people genuinely consume content today.

TAILOR MORE PRECISELY WITH CRM AND FIRST-PARTY DATA:

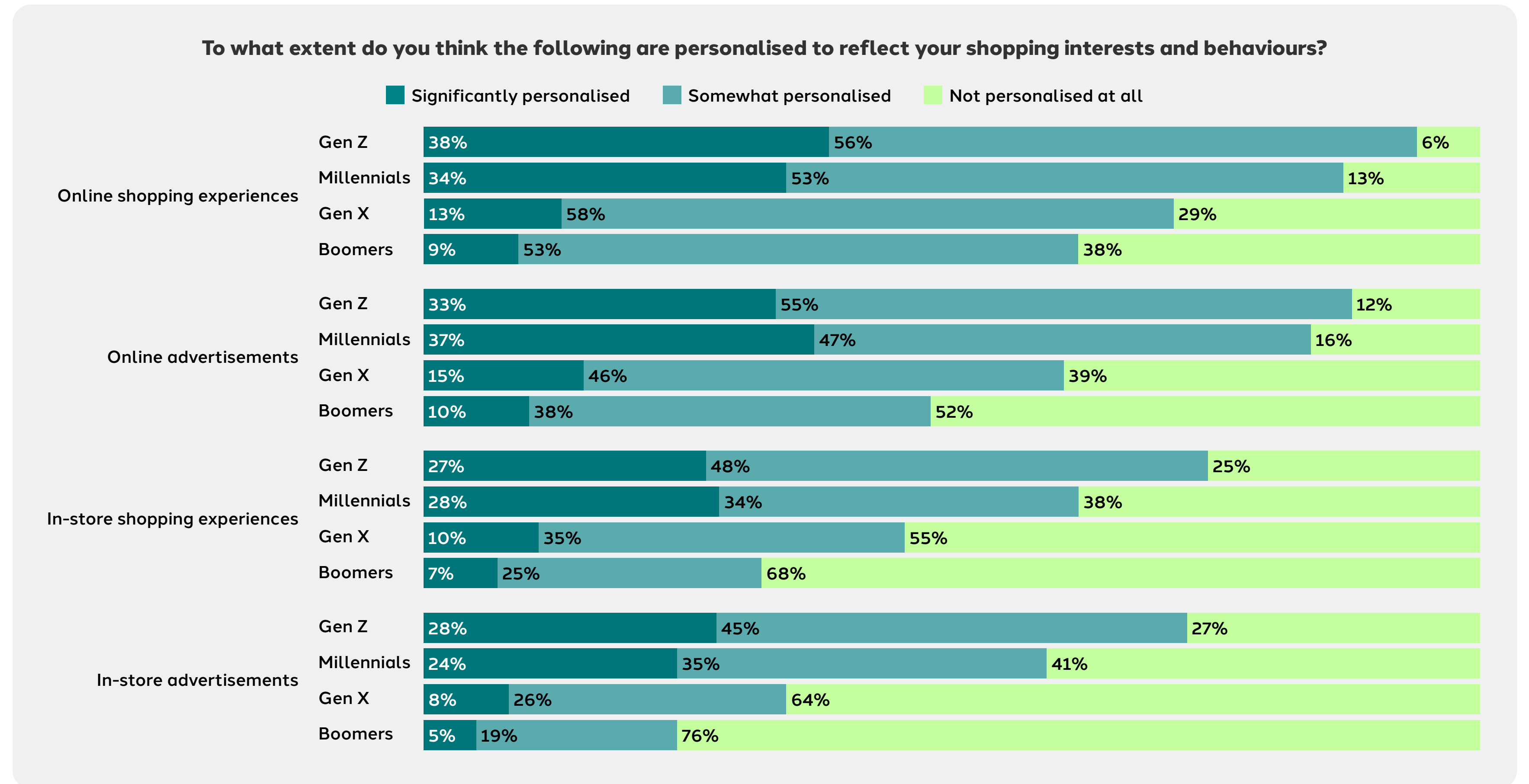
By segmenting audiences not just by demographics but by the channels they use and the content they find most influential, marketers can craft strategies that mirror real behaviour – whether that means prioritising peer reviews, editorial-style content, or influencer recommendations.

FOCUS ON USER-GENERATED CONTENT (UGC) AND CONSUMER REVIEWS:

More trusted than brand-led messaging, UGC builds relatability and credibility across touchpoints – from social media to product pages. By actively encouraging and incentivising this content, companies can transform their most engaged consumers into authentic advocates, closing the gap between discovery, trust, and purchase.

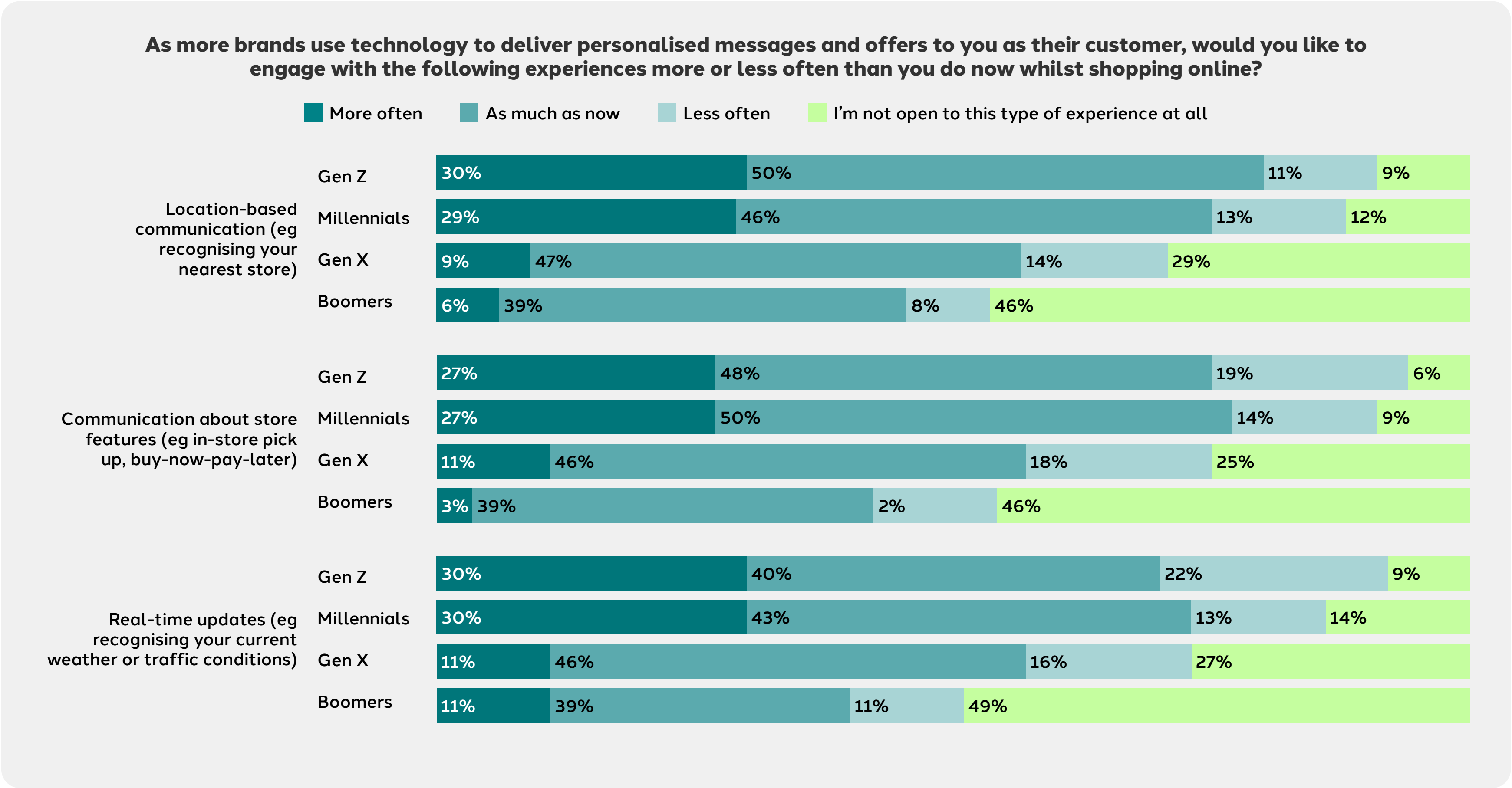
CONSUMERS NOW EXPECT PERSONALISED RETAIL EXPERIENCES, BUT RELEVANCE IS PARAMOUNT

Gen Z and Millennials perceive significant personalisation in their shopping and advertising experiences, both online and in store, while Gen X and Boomers are less likely to describe these same experiences as personalised. These findings reflect the broader issue of data value exchange (the trade-off between sharing personal data and receiving value in return), a subject that demonstrates a clear generational divide in terms of openness and trust, with consumer scepticism increasing significantly among older demographics.



YOUNGER CONSUMERS WANT PERSONALISATION THAT’S SMARTER, FASTER, AND MORE VALUABLE

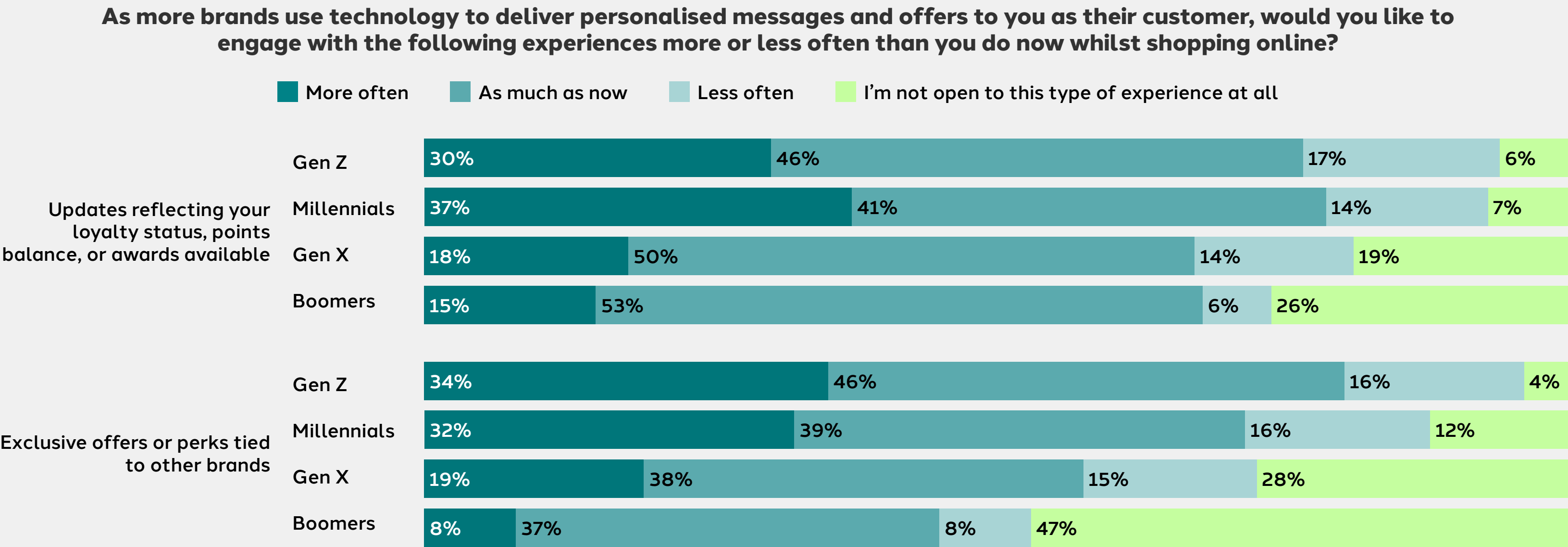
Younger generations (Gen Z and Millennials) want even more personalisation, with a strong preference for features including exclusive and cross-brand offers (34% and 32% respectively), real-time information (30% for both demographics).



OLDER SHOPPERS ARE LOYAL, BUT FEEL OVERLOOKED

Gen X and Boomers remain highly valuable customer segments, yet loyalty communications often miss the mark. Over half of Boomers (53%) and Gen X (50%) say updates about points or rewards do influence their purchases, but far fewer feel genuinely engaged by what’s currently on offer.

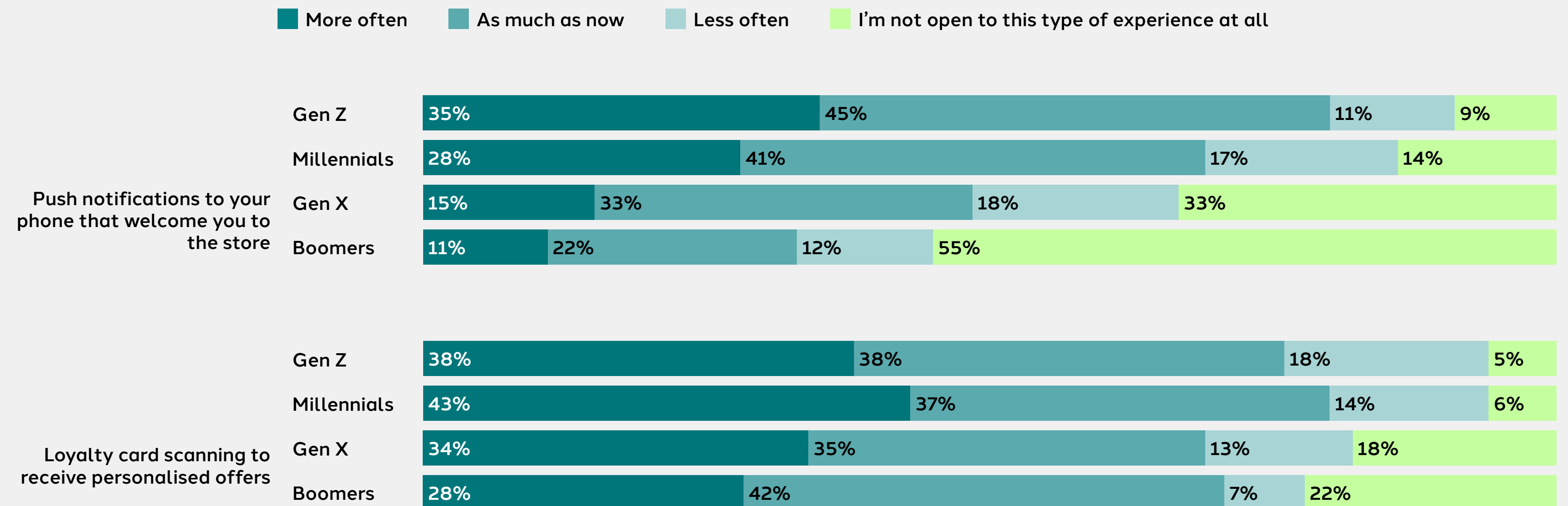
This is a clear opportunity: while younger consumers seek gamification and perks, older shoppers value simplicity, clarity, and recognition. Brands that deliver straightforward, meaningful loyalty experiences, rather than flashy mechanics, can strengthen retention and rebuild emotional connection with this core audience.



IN-STORE, CONSUMERS WANT REWARDS AND REAL-TIME PROMPTS

Among options for increasing personalisation as part of the retail experience, additional loyalty programme benefits and push notifications about savings and special offers are the most popular among consumers, with 35% and 21% of consumers respectively calling for these options to be provided more often, particularly among younger demographics.

As more brands use technology to deliver personalised messages and offers to you as their customer, would you like to engage with the following experiences more or less often than you do now whilst shopping in person?

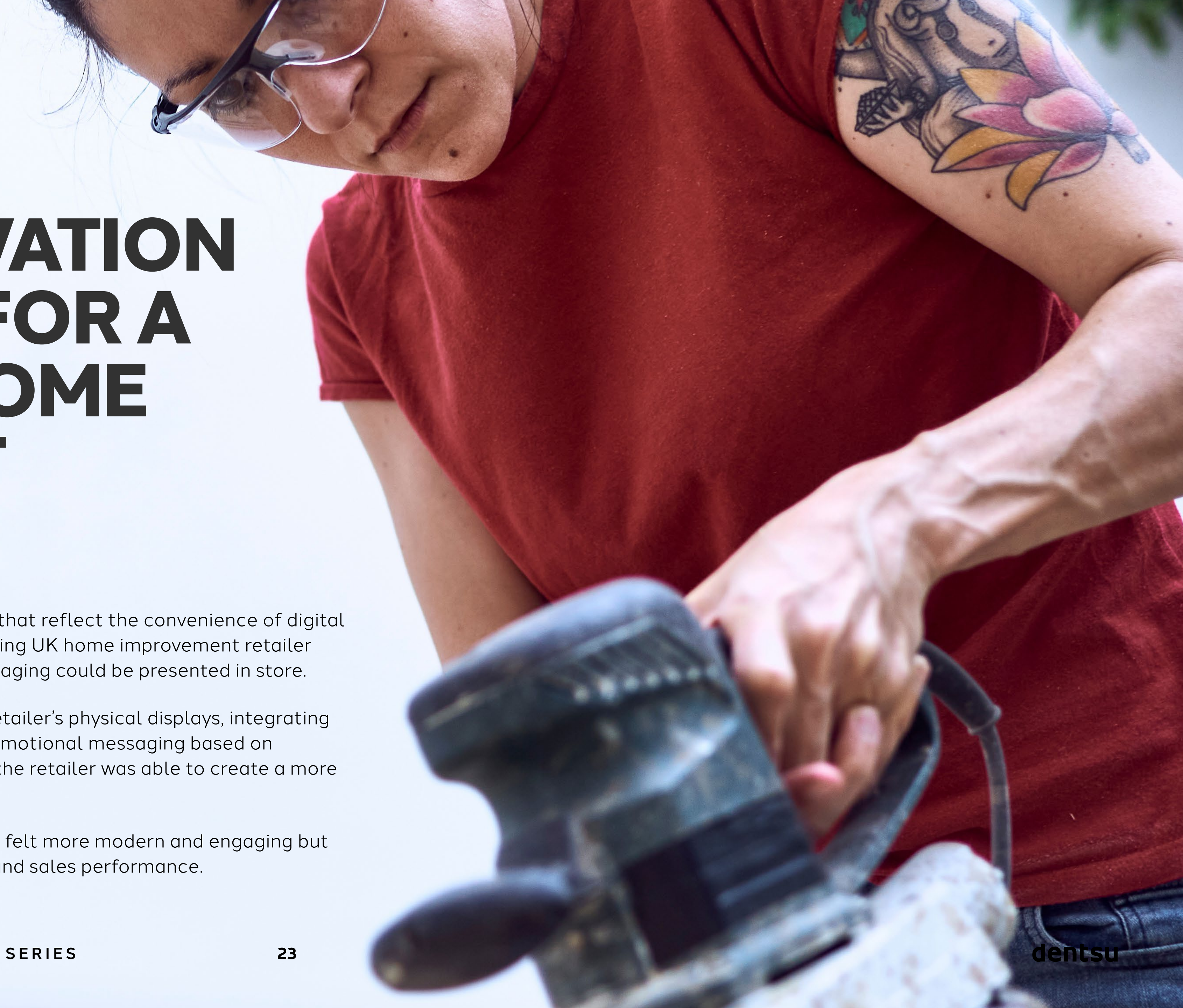


HOW DENTSU TURNED INNOVATION TO OUTCOME FOR A LEADING UK HOME IMPROVEMENT RETAILER

To meet consumer demand for seamless retail experiences that reflect the convenience of digital shopping and future-proof its physical retail offering, a leading UK home improvement retailer partnered with dentsu to reimagine how inventory and messaging could be presented in store.

Dentsu developed a smart infrastructure layer behind the retailer's physical displays, integrating AI technology for demographic profiling. From adjusting promotional messaging based on audience segments to refining stock and layout strategies, the retailer was able to create a more dynamic and personalised shopping environment.

The result? A transformed in-store experience that not only felt more modern and engaging but also delivered measurable gains in relevance, satisfaction, and sales performance.



FROM INSIGHT TO IMPACT

PRIORITISE RELEVANT AND USEFUL INFORMATION:

From stock alerts to promotional offers and loyalty updates, the most successful brands will provide consumers with personalised retail experiences that offer tangible benefits. Targeted and tailored use of customer data promises powerful advertising and significant impact.

USE DATA WISELY:

Consumers are increasingly aware of the value of their data; retailers should reassure them by offering transparent value exchanges and user-friendly preference controls that build trust and demonstrate how their data is used to deliver genuinely helpful experiences.

EMBRACE FURTHER PERSONALISATION AND NEW EXPERIENCE OFFERINGS:

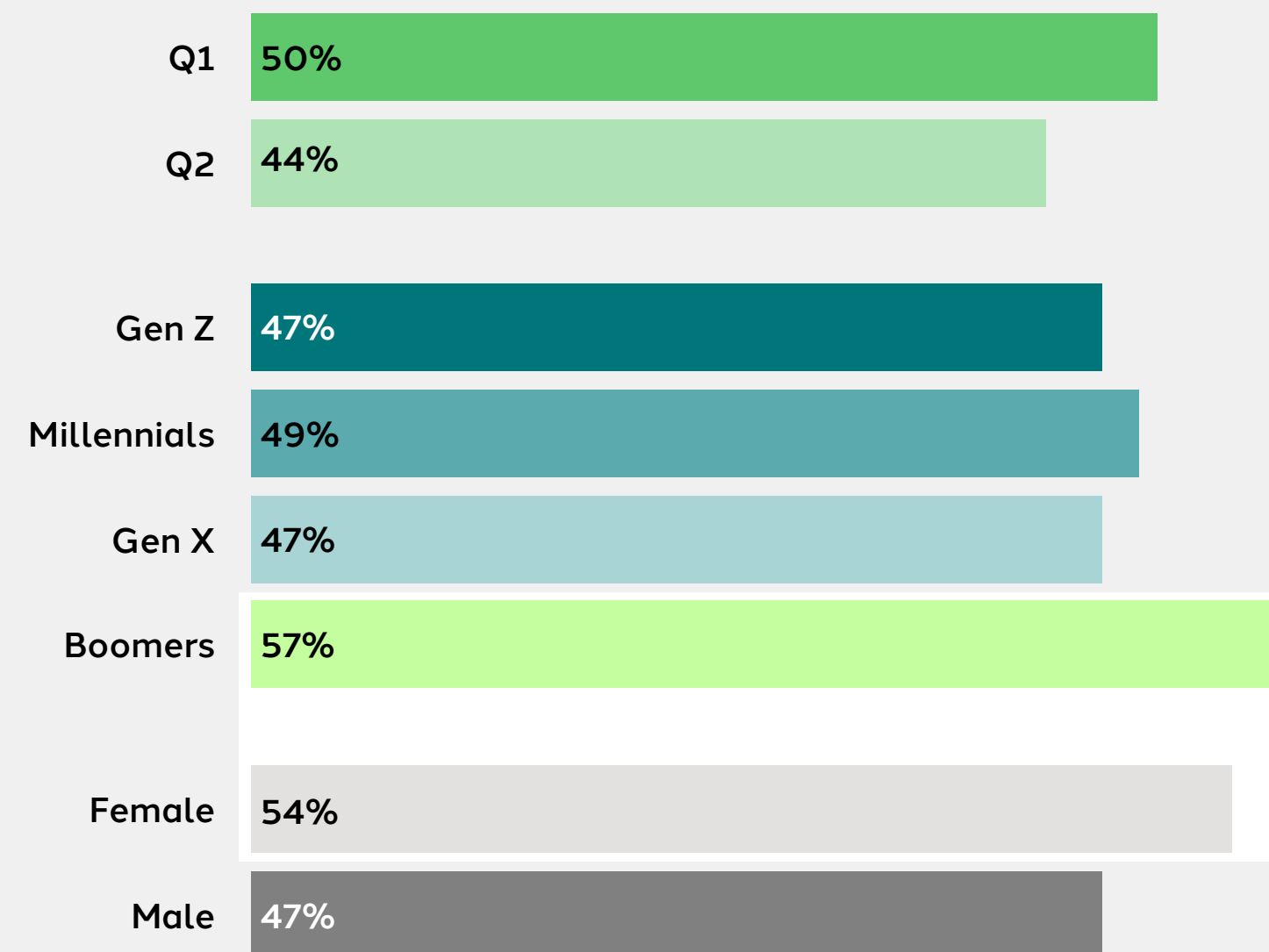
Consumers are open to innovative technologies but are also very discerning. Avoid the risk of overengineering: adding too many features, layers of technology or overly tailored elements that don't enhance the user experience. Instead, work to remove friction from current retail experiences, then focus on opportunities to provide additional features.

LOYALTY IS A PREREQUISITE, NOT A PERK

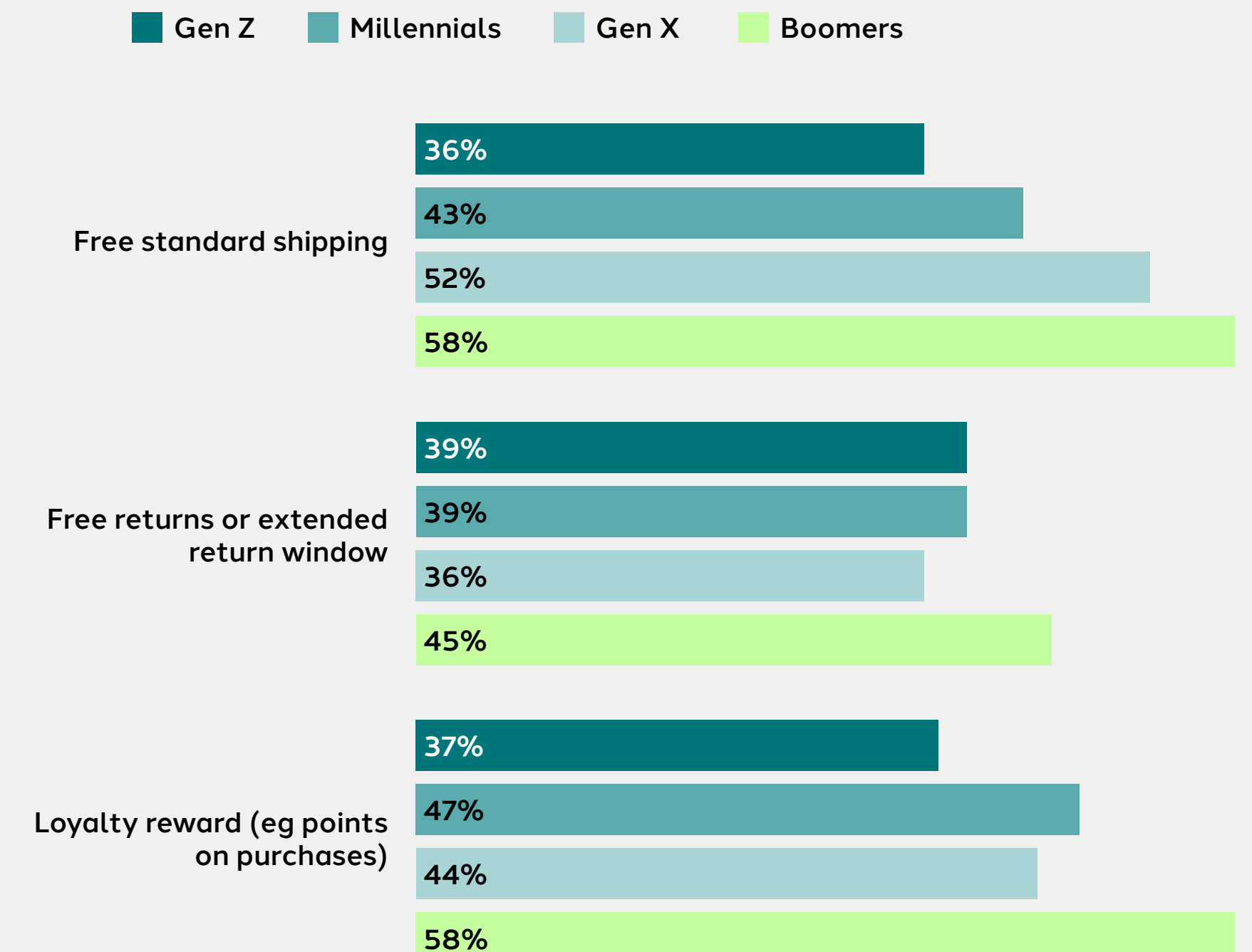
Loyalty schemes have grown in importance, now shaping brand decisions for half of all consumers – a six-point jump since Q1 – with Boomers and women particularly responsive to rewards-driven incentives.

Free shipping (48% of overall respondents), loyalty points (48% of overall respondents), and free or extended returns (40% of overall respondents) are minimum expectations among consumers of all ages, increasing steadily in popularity from Gen Z to Boomers.

Loyalty schemes and rewards currently influence the brands I choose



What benefits do you expect as a minimum from the retailers you shop at?



HOW DENTSU MOVED FROM INSPIRATION TO END RESULT FOR BURGER KING

To deepen customer engagement and boost loyalty sign-ups, Burger King and dentsu launched a football-themed CRM campaign during the championship season – scoring the brand's most engaging CRM results to date.

Tapping into fans' passion for the beautiful game, the campaign let customers predict the outcome of weekly matches through the BK app. Each correct guess unlocked free menu items, exclusive offers, and loyalty rewards – all personalised using zero-party data and delivered across email and app.

The results speak for themselves: a 15% increase in app traffic, a 9% uplift in redemptions and record-high CRM engagement. By combining gamification, personalisation, and real-time incentives, Burger King transformed matchday moments into a powerful driver of loyalty and repeat visits.



FROM INSIGHT TO IMPACT

COVER THE BASICS, THEN GO FURTHER TO SPARK EMOTION:

A successful loyalty programme must first meet the baseline expectations of today's consumers. However, brands must go further than merely providing points and discounts: they must recognise customers as individuals and align with their preferences and values to offer genuine emotional payoff.

GO FOR GAMIFICATION:

Marketers should use gamification to incentivise valuable consumer behaviours that help grow zero-party data, eg scanning products, giving feedback, or advocating for brands on social.

PERSONALISATION IS KEY WHEN IT COMES TO LOYALTY:

Today, the two concepts are closely related – the value exchange of consumer loyalty is customer data which, in turn, allows for personalisation. Rewards must be tailored to reflect where each customer is in their retail journey, from onboarding to active use and re-engagement. By adapting loyalty benefits in line with consumers' preferred communication channels, brands can increase relevance, enhance engagement, and boost long-term loyalty.

SUSTAINABILITY RESONATES WITH CONSUMERS, DESPITE CONVENIENCE'S OVERWHELMING INFLUENCE

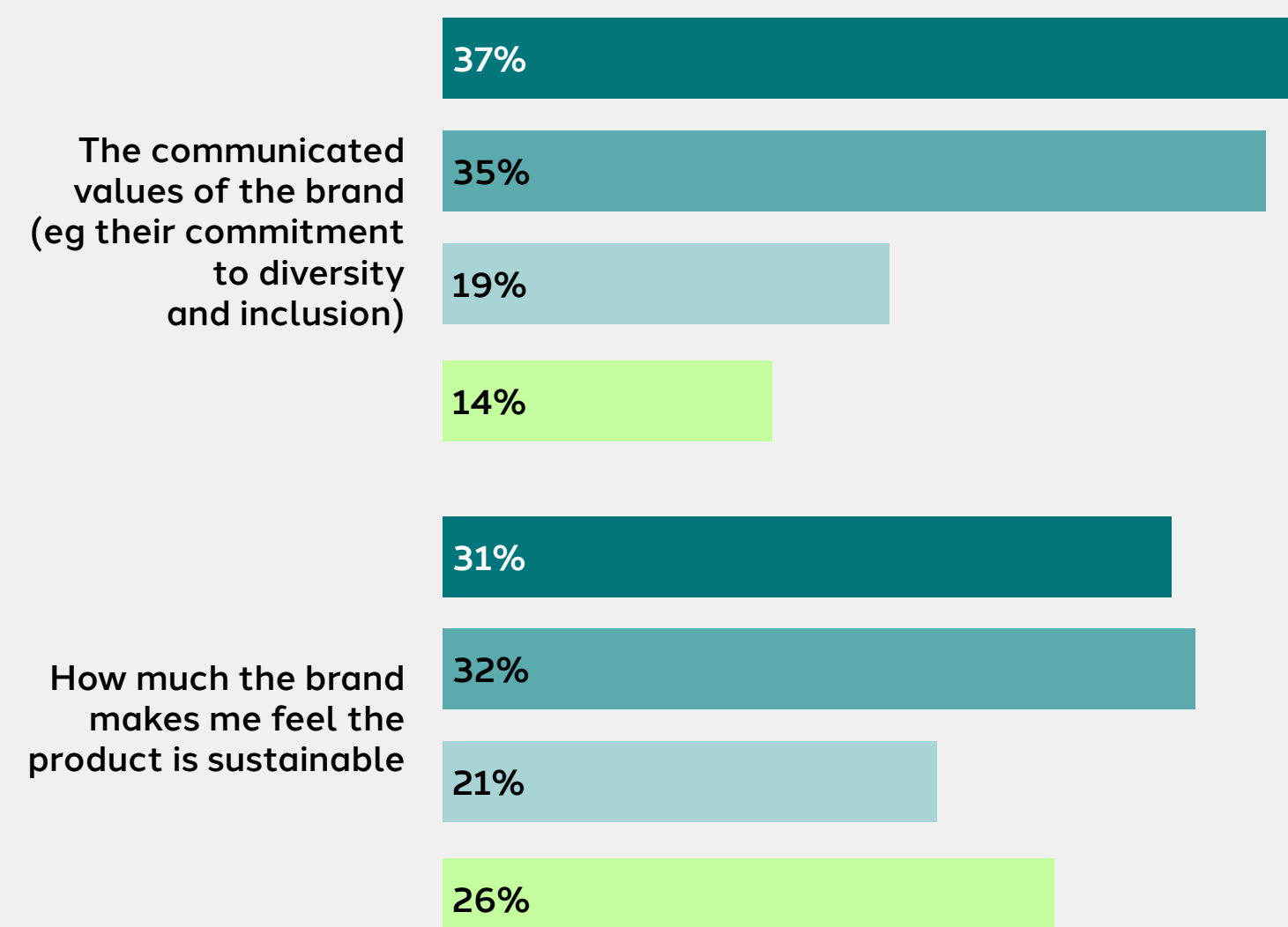
Sustainability is becoming a more influential driver of retail choice. Perceptions of a brand's sustainability now shape decisions for 28% of UK consumers (up 8 points since Q1), increasing among younger audiences. Gen Z and Millennials consistently over-index on ethical and environmental values, with 37% of Gen Z and 35% of Millennials influenced by a brand's communicated values around diversity and inclusion. In contrast, Boomers prioritise practical benefits like customer service and product usability.

While convenience and price remain top priorities, especially in the era of fast commerce, consumers aren't abandoning purpose. Even on platforms like Temu and Shein, where affordability and speed dominate, 56% of shoppers report actively trying to balance convenience with sustainability.

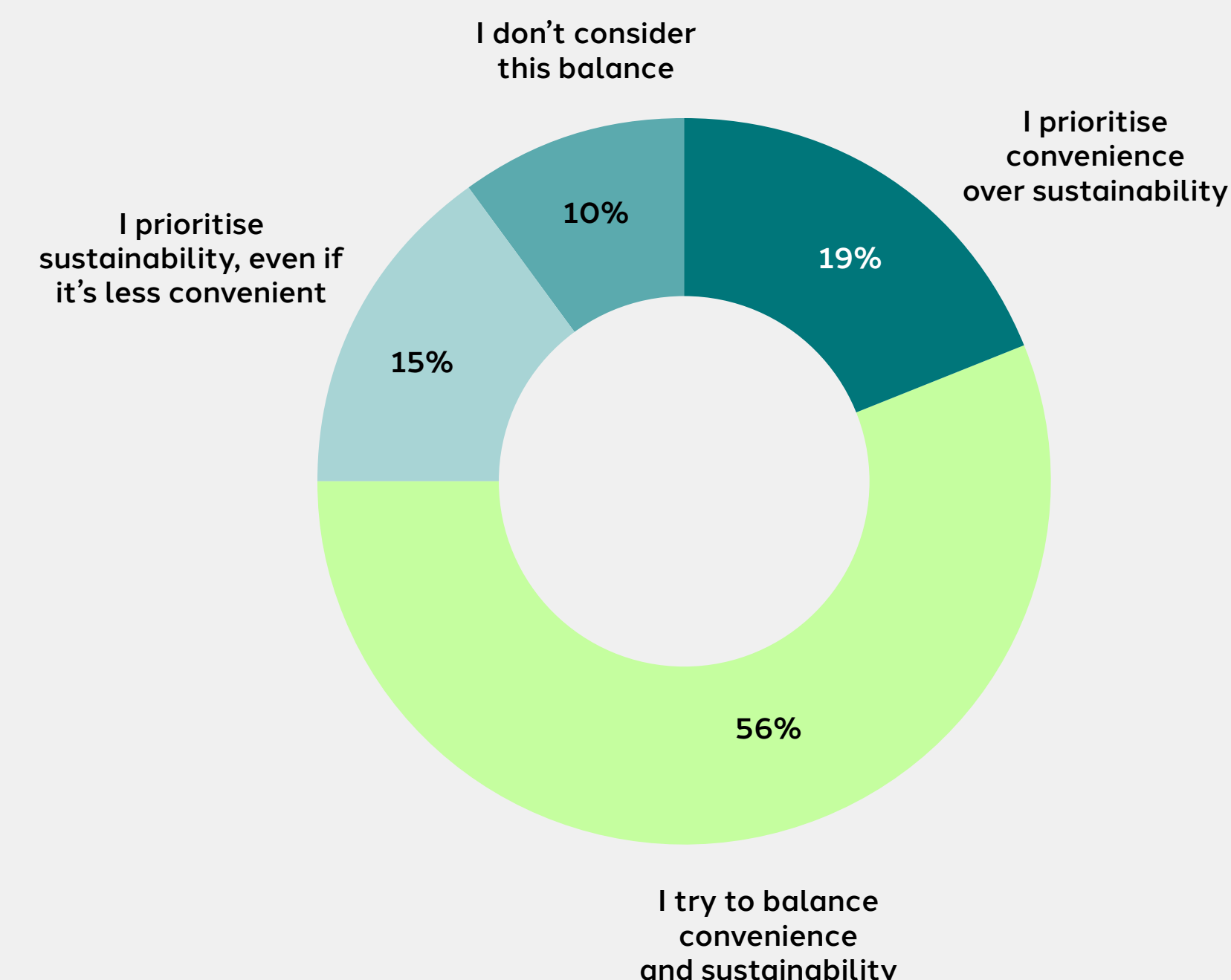
This signals an important shift: even in high-velocity retail environments, shoppers are seeking brands that offer quick wins without ethical compromise.

Which of the following currently influences the brands you choose?

Gen Z Millennials Gen X Boomers



When shopping on fast commerce platforms, how do you balance convenience (eg quick shopping, easy returns) with sustainability (eg responsible materials, labour etc)?

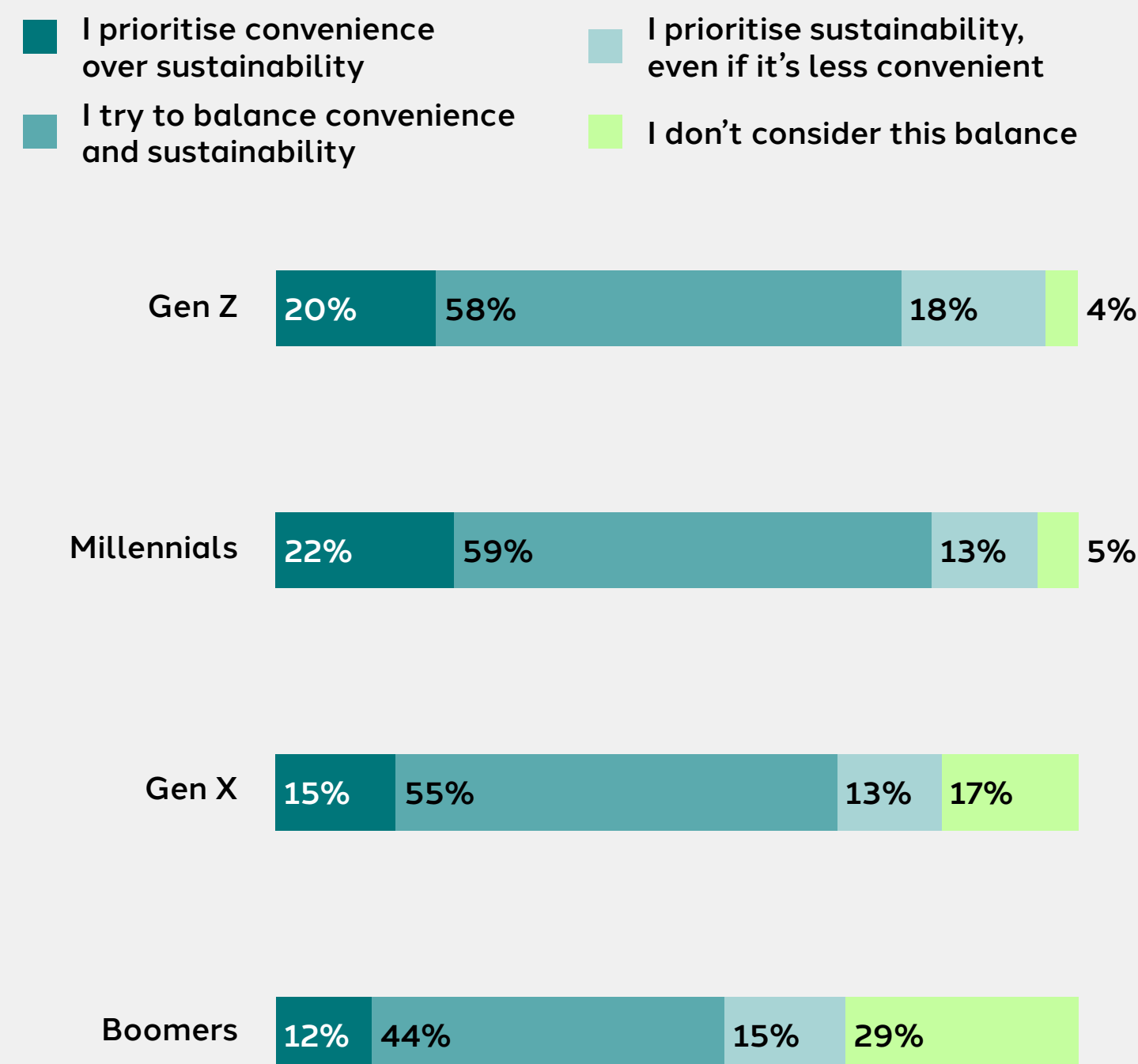


NEW PRIORITIES, SHARED VALUES: CONSUMERS OF ALL AGES ARE THINKING LONG-TERM

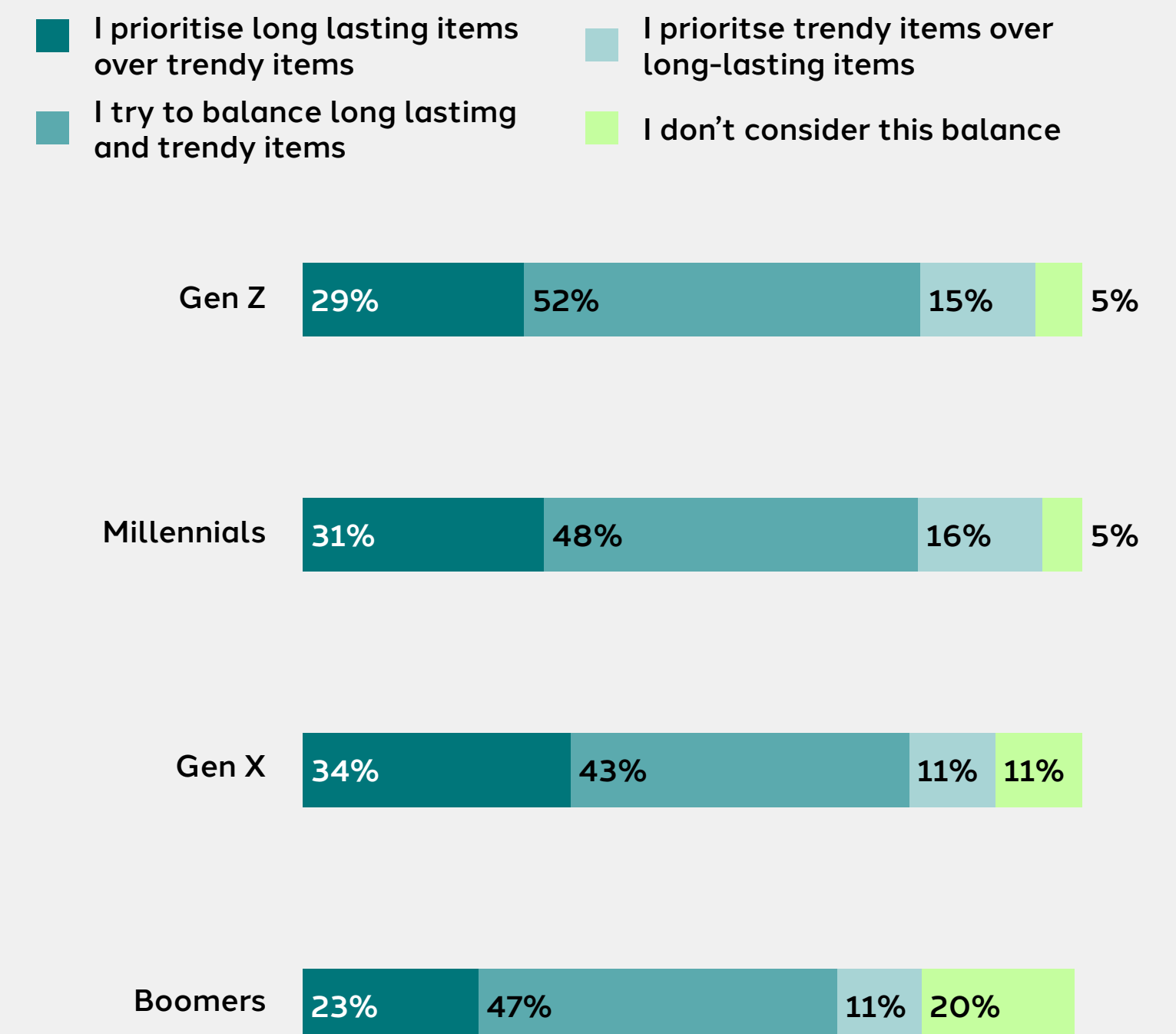
Importantly, the desire to balance sustainability with convenience is evident across all generations, showing that it's a widespread expectation that spans age and income brackets.

This preference for sustainability also extends to product longevity. Across all generations, durability beats trend appeal – with slightly stronger support from older consumers. However, it's notable that Gen Z are least likely to disregard this balance altogether (just 5%, vs. 20% of Boomers), suggesting younger audiences are increasingly conscious of the environmental impact of throwaway culture.

When shopping on fast commerce platforms, how do you balance convenience (eg quick shopping, easy returns) with sustainability (eg responsible materials, labour etc)?

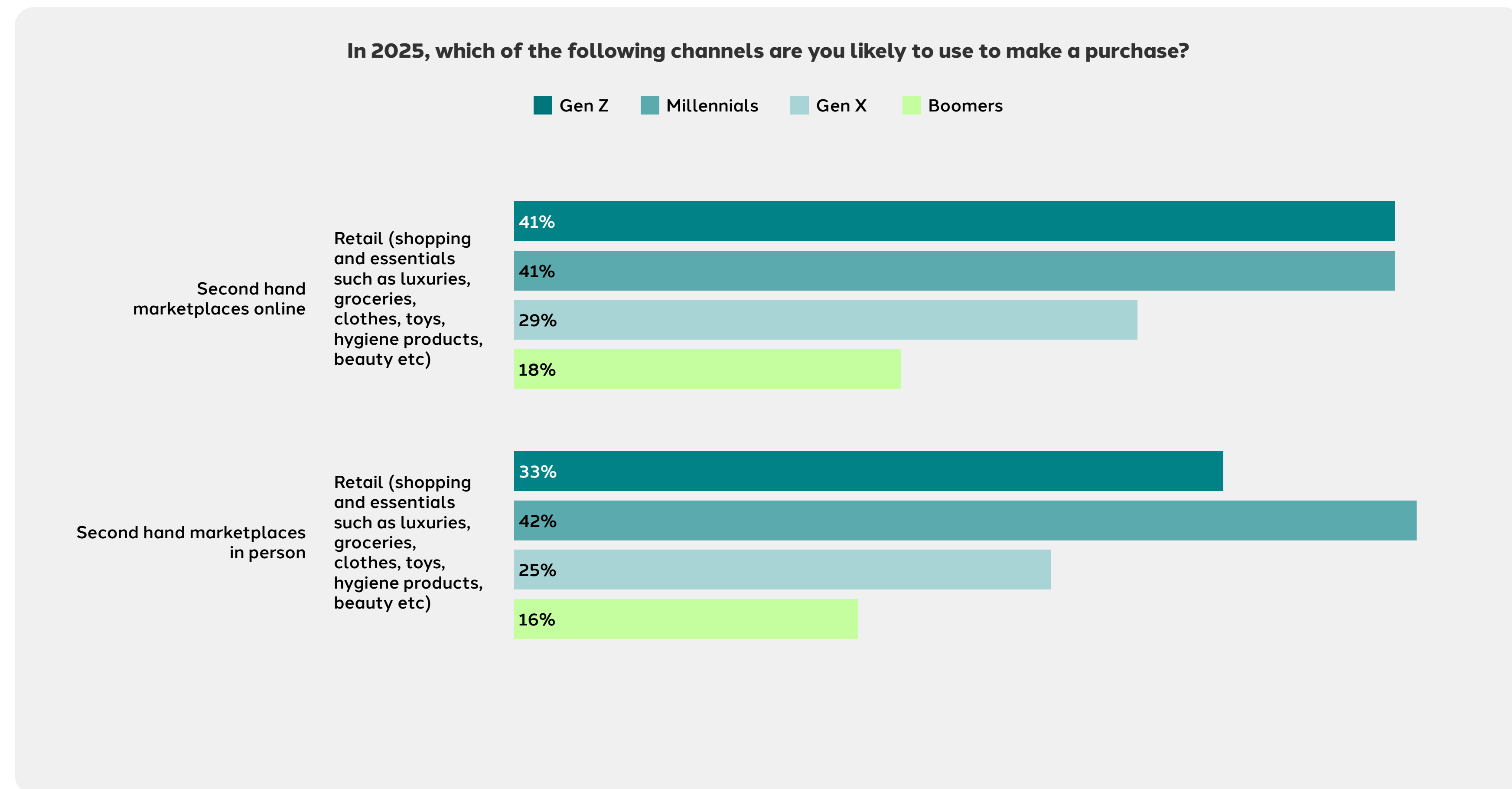


When shopping on fast commerce platforms, how do you balance a desire for long-lasting and durable items with a desire for trendy or novelty items?



CONSCIOUS CONSUMERS ARE POWERING THE PRE-LOVED ECONOMY

Conscious consumption is also reflected in shopping channel choices. Younger generations are fuelling a surge in second-hand retail, with 41% of all Gen Z and Millennials saying they intend to shop via online marketplaces and 33–42% planning to buy second-hand in physical stores.



HOW DENTSU CREATIVE TRANSFORMED IMAGINATION INTO EXECUTION FOR THE CO-OPERATIVE BANK

To reinforce its long-standing ethical positioning, The Co-operative Bank partnered with Dentsu Creative to bring its values to life through an integrated brand campaign that connected sustainability with everyday banking decisions.

The campaign centred around the powerful line **“It’s good to be different”**, highlighting the bank’s ethical commitments – from refusing to finance fossil fuels to supporting environmental charities. Across TV, radio, social, and digital channels, real customers were placed at the heart of the creative, reinforcing authenticity and trust.

The campaign helped increase brand consideration by 13% and saw a 23% uplift in prompted awareness. By turning brand purpose into a bold, human message, The Co-operative Bank strengthened its credentials as a sustainable choice for values-led consumers.



FROM INSIGHT TO IMPACT

EMBED SUSTAINABILITY INTO THE RETAIL EXPERIENCE AS STANDARD, RATHER AS AN ADD-ON:

From eco labels and story tags on products to refill rewards and carbon-neutral checkouts, offer sustainable choices that don't require any sacrifices from consumers to win share of wallet. Brands that communicate their values authentically and visibly will be best placed to attract today's more purposeful shoppers.

ENCOURAGE GREENER CONSUMER BEHAVIOUR THROUGH LOYALTY AND CRM:

To resonate with today's consumers, the aim should be to build long-term habits, rather than one-off decisions. Utility, value and reliability are the watchwords when it comes to messaging: limited edition or on-trend variants can be offered within trusted, high-quality product lines.

SEIZE THE OPPORTUNITIES PRESENTED BY CONNECTED PACKAGING:

Brands should embrace this innovative technology to provide consumers with sustainability-related initiatives, such as educational content on product lifecycles, sourcing information, and recycling programmes. Check out our recent [Connected Experiences Report](#) to learn how to succeed here.

CONCLUSION: RETAIL TRANSFORMATION DEMANDS SCALABLE AND INTEGRATED ACTION

In a retail landscape where discovery is omnipresent, expectations are personal, and influence is emotional, disconnected strategies no longer deliver. The brands that will lead in 2025 (and beyond) are those that bring together retail media and CRM to create truly seamless and scalable journeys – journeys that both meet consumers where they are and move them to act.

This means designing experiences that are as emotionally rewarding as they are economically relevant – whether through personalised storytelling, purpose-led propositions or loyalty schemes that evolve with customer needs. It means unifying in-store and digital data to drive real-time responsiveness, recognising intent and behaviour as it happens. To innovate, brands must use new technologies to add to existing architecture for the ultimate tailored experience.

CRM must shift from a campaign engine to a central intelligence layer – one that connects data, creativity, and commerce to build loyalty and long-term value. Brands must never lose sight of the value of their customers' data, nor of the need to continuously update the depth of this data. And retail media must go beyond visibility, turning every touchpoint into an opportunity to deliver trust, utility, or inspiration.

Retailers now face a clear choice: lose share of voice and wallet by treating media, loyalty programmes, and customer experience as separate levers – or connect them to create more powerful, profitable relationships.

At dentsu, we help brands innovate to impact integrated retail experiences, driving growth through precision, personalisation, and purpose. [Contact us](#) to learn more.



AUTHORS:



DAN TRUMAN

UK&I CHIEF STRATEGY OFFICER, DENTSU

Dan Truman is the CSO for UK&I, and part of the UK&I Executive Leadership Team.

Dan has over 25 years of digital transformation consulting experience. Prior to joining dentsu, Dan led the scaling of Prophet's EMEA regional marketing and digital transformation capabilities, delivering customer-centric growth strategies for global organisations across multiple industries.

Dan has previously held senior consulting positions at Infosys, Publicis Sapient and Capgemini (now Frog), where he helped to grow their digital transformation capabilities – including Capgemini's strategic partnership with MIT.

Earlier in his career, Dan held client-side roles at UBS and Merrill Lynch HSBC, and started his working life at Research International (WPP).



PAUL LYNCH

SVP INTEGRATED SOLUTIONS LEAD, RETAIL & COMMERCE, DENTSU

With over three decades of experience in the digital and media industry, Paul is passionate about shaping connected experiences that deliver meaningful value for clients and society.

Before joining dentsu, Paul held several Managing Director roles, delivering shareholder value and overseeing the sale of three businesses. He has worked with some of the world's most iconic brands (including Burberry, Kellogg's, Adidas and Clarins) creating standout digital experiences that connect brand, technology and customer.

A natural collaborator and problem solver, Paul brings a leadership style shaped by his love of rugby: one that values structure, teamwork and collective success. He is energised by bold ideas, purposeful innovation, and the opportunity to build a better future through sustainable transformation.

