



**Privacy by design:  
the benefits of  
putting people  
in control**



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# INTRODUCTION



This is a critical moment for the internet as we know it. People are managing more of their lives online than ever before. They want more online privacy. They want to feel in control of the data they share. And they expect the services they use to earn, and be worthy of, their trust, by taking care of that data.

Building that trust is essential for brands that use online advertising to find new customers and drive growth. So as the internet becomes increasingly “privacy-first”, advertising must go beyond the basics and what’s legally required to exceed people’s expectations around data privacy.

**The findings of this report show that there are clear commercial benefits to getting privacy right. At the same time, the risks when marketers get privacy wrong — both commercially and in terms of non-compliance — are substantial.**

1. Providing a positive privacy experience increased share of brand preference by 43%.<sup>1</sup>
2. The negative impact of a poor privacy experience was almost as severe as that of a data breach.<sup>2</sup>
3. For brands with good privacy practices already in place, the addition of a monetary incentive for sharing data may not always have a positive effect.<sup>3</sup>
4. There are clear actions advertisers can take to increase customers’ feelings of control, and combining these actions can have a cumulative positive impact.<sup>4</sup>

<sup>1</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Which brand would be your first choice the next time you are looking to buy [CATEGORY]? Q. Given the scenario you just saw, which brand would be your first choice the next time you are looking to buy [CATEGORY]?

<sup>2</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022.

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.

*All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)*

This report builds on the key findings from our 2021 study, [Privacy by design: exceeding customer expectations](#), which surveyed over 7,000 people in Europe. That study showed how marketing is more effective when people feel that their privacy is respected — those who felt in control of their data were two times more likely to find advertising from that company relevant; and three times more likely to react positively to its advertising.<sup>5</sup>

Our latest research, explored in this report, further demonstrates that when businesses provide customers<sup>6</sup> with an increased feeling of control over their data, it helps drive greater marketing effectiveness and significant increases in brand preference and trust.<sup>7</sup> However, when people don't feel in control, they are more likely to be sceptical about the way a brand is handling their data — even a brand they like.<sup>8</sup>

It's clear: to increase trust and share of brand preference, marketers need to get privacy right. A key way to do that is to help people feel in control.

## Feeling in control is more than just being in control

The goal of this report is to connect the feeling of control with marketing effectiveness. We interviewed a range of experts — including data privacy lawyers, private wealth advisors, investment managers, professors, psychiatrists, and behavioural scientists — from around the world.<sup>9</sup> What became clear is that the feeling of control is about more than just being in control. Privacy tools, such as changing cookie preferences or unsubscribing from email marketing lists, can help keep people in control of their data. But those tools aren't enough to make them feel in control — which is ultimately what builds trust in a brand and its data practices.

What's more, our research also shows that people feel less in control of their data than they would like to when interacting with brands.<sup>10</sup> In our new study, 67% of participants said they want control over the data they share with companies.<sup>11</sup>

<sup>5</sup> Google/Ipsos, France, Germany, Netherlands, U.K., Privacy by design: exceeding customer expectations, n=7,200 online participants aged 18-70, Sept. 2021.  
<sup>6</sup> Defined, for the purposes of this report, as end consumers aged 18-70.

<sup>7</sup> Google/Ipsos, France, Germany, Netherlands, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022.

<sup>8</sup> Google/Ipsos, France, Germany, Netherlands, U.K., Privacy by design: exceeding customer expectations, n=7,200 online participants aged 18-70, Sept. 2021.

<sup>9</sup> Google/Ipsos, U.K., U.S., Australia, France, Germany, Turkey, Japan, Nordics, Brazil, India, How feeling in control is relevant in people's lives, 2022.

<sup>10</sup> Google/Ipsos, France, Germany, Netherlands, U.K., Privacy by design: exceeding customer expectations, n=7,200 online participants aged 18-70, Sept. 2021.

<sup>11</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Think about your usual behaviour on the internet, and the data you share with the companies whose websites you visit. How much control do you want to have over this data you share?

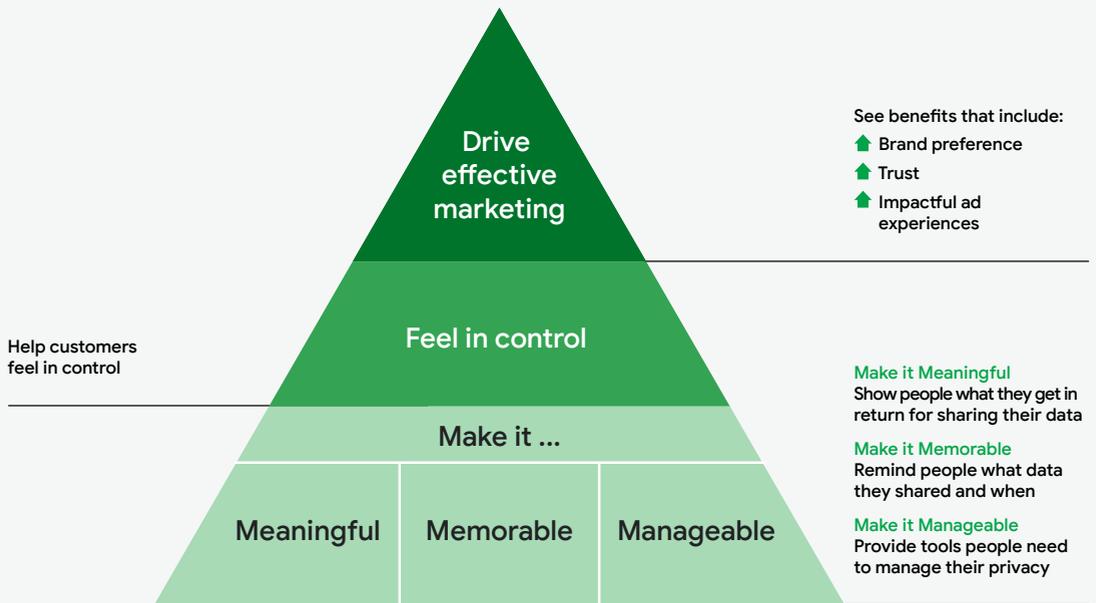
*All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)*

However, previous research showed that only 3% feel they have complete control over the disclosure and removal of their data online.<sup>12</sup>

## Put people in control by creating privacy practices that work

The first Privacy by design report introduced a framework for creating positive privacy experiences called the Three Ms – making each privacy interaction Meaningful, Memorable, and Manageable. **This report goes a step further and offers tangible actions that marketers can take** to bring the Three Ms to life and help increase people’s feeling of control over their data and privacy – which, in turn, improves marketing effectiveness.

Use the Three Ms to help customers feel in control and drive more effective marketing



<sup>12</sup> Google/Ipsos, France, Germany, Netherlands, U.K., Privacy by design: exceeding customer expectations – Part 1, n=6,000 online participants aged 18-70, Sept. 2021. All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

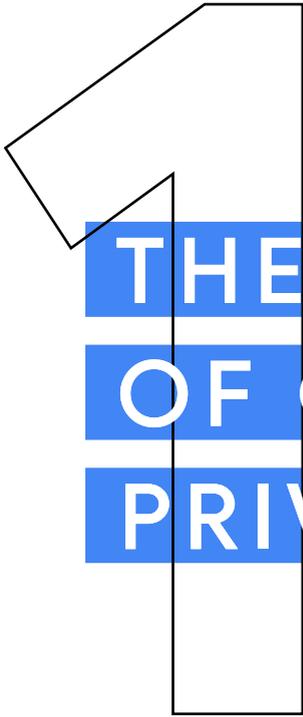
We found that the more of these actions a brand takes — making each experience Meaningful, Memorable, and Manageable — the greater the cumulative positive effect. The most successful combination we tested helped to not only maximise feelings of control, but also improve brand trust and preference.

In the subsequent chapters, we examine the brand benefits of providing people with a feeling of control over their data, before exploring the consequences of getting privacy wrong. We then turn to the concrete steps brands can take to build feelings of control and trust. The majority of these findings are from a series of carefully designed research tasks and experiments that tested people's responses to hypothetical privacy scenarios and modelled results to examine the impact they had (see the Technical Appendix for more detail).

In the final chapters, we outline best practices that brands can adopt to increase people's feelings of control, before going on to highlight the cultural nuances across countries that can help brands tailor their privacy approaches even further.

The internet is changing. But the findings of this report give reason for optimism about its privacy-first future. People will benefit from feeling more in control of the information they choose to either share or not share online. And for marketers, it's a chance to be proactive about privacy — and forge stronger, longer-lasting relationships with their customers.





# THE BENEFITS OF GETTING PRIVACY RIGHT



## KEY INSIGHT

# Providing a positive privacy experience can increase share of brand preference by 43%.<sup>13</sup>

So what does a “positive” privacy experience actually mean for both customers and brands? And what are the tangible benefits of offering them?

One way to answer these questions is with the Broaden-and-Build theory. First put forward in 1998,<sup>14</sup> it argues that while both positive and negative emotions must coexist, positive emotions can outweigh negative ones and encourage beneficial outcomes.<sup>15</sup>

To validate this theory as it applies to privacy, we created both positive and negative privacy scenarios and examined what impact they had on research participants’ feelings of control — and therefore on brand preference, trust, and marketing effectiveness. The impact of both the positive and negative privacy scenarios was clear to see.

<sup>13</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Which brand would be your first choice the next time you are looking to buy [CATEGORY]? Q. Given the scenario you just saw, which brand would be your first choice the next time you are looking to buy [CATEGORY]?

<sup>14</sup> Review of General Psychology, Barbara L. Fredrickson, What Good Are Positive Emotions?, Sept. 1998.

<sup>15</sup> Ibid.

*All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)*

“Personally, it’s important to me to decide who receives and shares my data, when, and where. For society, it is of enormous value if our data is handled transparently and seriously.”

CUSTOMER, GERMANY, 36

## Testing the impact of a positive privacy scenario

We defined a positive scenario as one that actively gave participants control and choice over their data, and created hypothetical situations to bring it to life. For example, in the hypothetical scenario that was presented to the participants, we enabled people to manage cookie preferences or choose which elements of their personal data were stored by a brand and for how long. In the positive test, it was made clear to participants how their data was being used, with reassurances that it would be protected and not shared with third parties.

We also set up a positive scenario where participants were told they would receive a personalised discount in return for sharing their data, alongside the measures set out above (see Chapter Three for the results of this additional scenario).

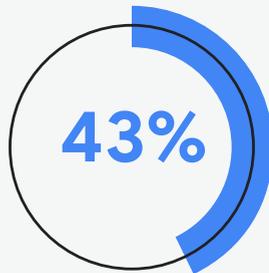
## People are more likely to choose brands that make them feel in control

We found that the feeling of control bears significant influence on brand preference; 71% of people said they preferred to buy from brands that are honest about what data they collect and why, rising to 82% among those who describe themselves as sceptical about the data brands collect and the ways in which they use it.<sup>16</sup>

One of the most striking outcomes of the test was that, in response to a positive privacy experience with a second-choice brand, 43% of participants said they would choose to switch from their preferred brand to their second-choice brand.<sup>17</sup> This suggests that people are more likely to choose a brand that makes them feel in control of their data over one that fails to do so.

FIGURE 01

### The impact of a positive privacy experience on share of brand preference<sup>18</sup>



After having a positive privacy experience, 43% of customers would switch to a second-choice brand

<sup>16</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001, high scepticism n=6,952, online participants aged 18-70, July 2022. Q. To what extent do you agree or disagree with the following statements? Agree – I prefer to buy from brands that are honest about what personal data they collect and why.

<sup>17</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Which brand would be your first choice the next time you are looking to buy [CATEGORY]? Q. Given the scenario you just saw, which brand would be your first choice the next time you are looking to buy [CATEGORY]?

<sup>18</sup> Ibid.

All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

These findings were consistent across several different industry sectors.<sup>19</sup> We saw that the impact of a positive privacy experience on the preference for a second-choice brand was strongest in Travel, where 49% of customers said they would choose to switch their brand preference away from their previous first-choice brand. Even in Retail, where the impact of a positive privacy experience on brand preference was weakest, 37% of customers still preferred what had until then been their second-choice brand, following a positive privacy experience.<sup>20</sup>

## Feelings of control can earn trust from sceptical customers

The positive privacy scenarios we tested didn't just impact brand preference – they also led to a 13% uplift in brand trust. Notably, this rose to a 19% uplift among those more sceptical about the ways brands use their data for marketing.<sup>21</sup> This could be people who fall into an older age bracket, or people from countries that are typically more sceptical (of the countries in which we ran tests, we found people from the U.K. to be the most sceptical, for example).<sup>22</sup>

“Being able to review my personal information reassures me. Being able to edit and update my information based on what I want to share or not helps me have more trust.”

CUSTOMER, FRANCE, 45

<sup>19</sup> Verticals tested: Retail, Travel, Insurance, Consumer Packaged Goods, and Telco.

<sup>20</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001, Travel, Insurance, CPG, Telco, Retail – n=10,001 each, online participants aged 18-70, July 2022. Q. Which brand would be your first choice the next time you are looking to buy [CATEGORY]? Q. Given the scenario you just saw, which brand would be your first choice the next time you are looking to buy [CATEGORY]?

<sup>21</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, total EMEA n=10,001, high scepticism n=6,952, online participants aged 18-70, July 2022. Q. Given the scenario you just saw, to what extent do you agree or disagree with the following statement for [BRAND]? Agree – I would trust this brand with my personal data.

<sup>22</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. To what extent do you agree or disagree with the statement? Agree – I feel sceptical about the ways companies use my data in marketing.

*All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)*

“[Being informed] would make me feel more comfortable about my data being shared. I would trust the company for being open.”

CUSTOMER, U.K., 30

Even as the web evolves, the fundamentals of brand building remain largely unchanged. Strong relationships between brands and customers must begin with trust.<sup>23</sup> And with regards to online data privacy, our results show that building trust can even help individuals who are initially cautious become more comfortable with sharing their data.<sup>24</sup>

“I think I would feel like the company respects my privacy [if they gave the option to delete data] as it gives me the choice of what to do with my information — like it is really mine, rather than theirs.”

CUSTOMER, U.K., 23

<sup>23</sup> Journal of Product & Brand Management, John Story and Jeff Hess, Ethical brand management: customer relationships and ethical duties, July 2010.

<sup>24</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, total EMEA n=10,001, high scepticism n=6,952, online participants aged 18-70, July 2022. Q. Given the scenario you just saw, to what extent do you agree or disagree with the following statement for [BRAND]? Agree — I would trust this brand with my personal data.

## Positive privacy experiences can also help improve ad relevance and marketing effectiveness

Our research suggests that people also find brand advertising more relevant when they feel in control,<sup>25</sup> with potential increases in brand trust and both positive emotional response and perceived relevance to ads shown.<sup>26</sup> To understand the effect across different industries, we tested the impact of three combined privacy practices for Telco, Insurance, Consumer Packaged Goods, Retail, and Travel. While Insurance saw the biggest uplift in ad relevance and feelings of positivity, there was a noticeable increase across all industries.<sup>27</sup>



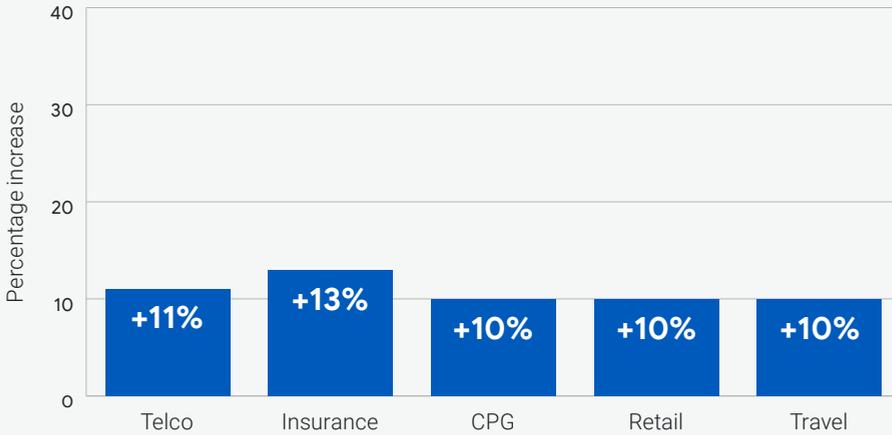
<sup>25</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022.

<sup>26</sup> Ibid.

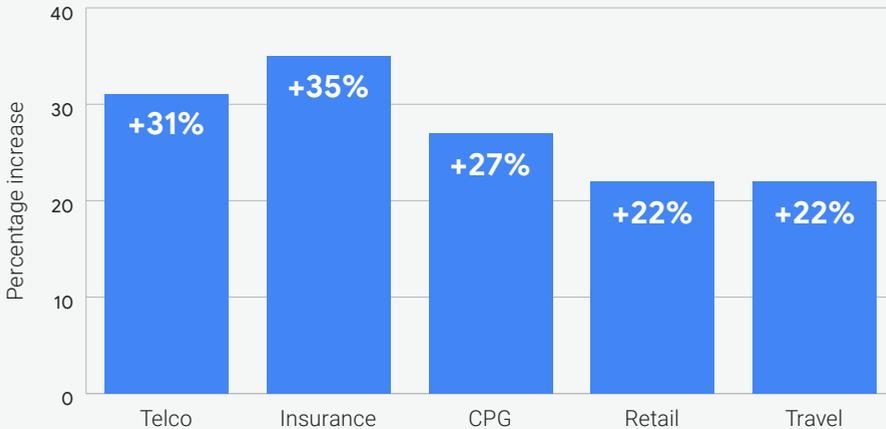
<sup>27</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, total n=10,001, Travel, Insurance, CPG, Telco, Retail – n=10,001 each, online participants aged 18-70, July 2022. Q. How relevant would this ad be for you? Q. Which word describes best how you feel after seeing this ad? (Positive net.)

FIGURE 02

Combining privacy practices\* increased the **relevance of the ad/offer** across all industries in the modelled tests<sup>28</sup>



Combining privacy practices\* increased **positive emotion** across all industries in the modelled tests<sup>29</sup>



\*asking for consent to personalise, providing privacy setting reminders, sending an email privacy digest

<sup>28</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, total n=10,001, Travel, Insurance, CPG, Telco, Retail – n=10,001 each, online participants aged 18-70, July 2022. Q. How relevant would this ad be for you?

<sup>29</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, total n=10,001, Travel, Insurance, CPG, Telco, Retail – n=10,001 each, online participants aged 18-70, July 2022. Q. Which word describes best how you feel after seeing this ad? (Positive net.) All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

“I would have a positive image of this brand that would factor in customer needs and desires: I would say that the brand is friendly and customer-centric. I would be more receptive to its marketing messages.”

CUSTOMER, FRANCE, 21

“I’d say the brand is trying to accommodate and please its customers. They are reaching out and building trust. They are respectful and I’ll probably click more ads on their website.”

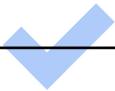
CUSTOMER, FRANCE, 19

Research participants who were more aware of how data sharing works were 26% more likely to agree that data sharing in return for more relevant ads represents a fair value exchange.<sup>30</sup> This means that brands should – beyond their legal obligations – clearly articulate to people why they are asking for data and how they intend to use it. Namely, to deliver more helpful, relevant, and engaging experiences.

<sup>30</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. To what extent do you agree or disagree with the following statements? Agree – For me, sharing my data online (e.g. location, age, browsing data) in order to get personalised ads is a fair deal.

*All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)*

This research clearly demonstrates that positive privacy experiences provide an opportunity to build trust with customers and increase marketing effectiveness. Next, we'll take a closer look at the negative privacy experiences we tested and the consequences of getting privacy wrong.





THE

CONSEQUENCES

OF GETTING

PRIVACY WRONG



## KEY INSIGHT

The negative impact of a poor privacy experience is almost as severe as that of a data breach.<sup>31</sup>

In Chapter One, we explored how positive privacy scenarios can have a beneficial impact on trust, preference, and marketing effectiveness. We now turn to the results of two tests we conducted to assess the impact of negative privacy scenarios. Both of the hypothetical negative experiences that we created and tested restricted people's control over how their data would be used and managed.

### Brands should pay just as much attention to privacy as they do to data security

The first test, a scenario within a video, required customers to accept all cookies before they could browse a website and asked them to agree to "terms and conditions" saying that the brand in question could keep their personal data and share it with third parties. In the second test, we suggested that a brand's IT system had been hacked due to poor data management. This led to the exposure of customers' personal data, and the victims of the security breach were only informed of the incident a week after it took place.

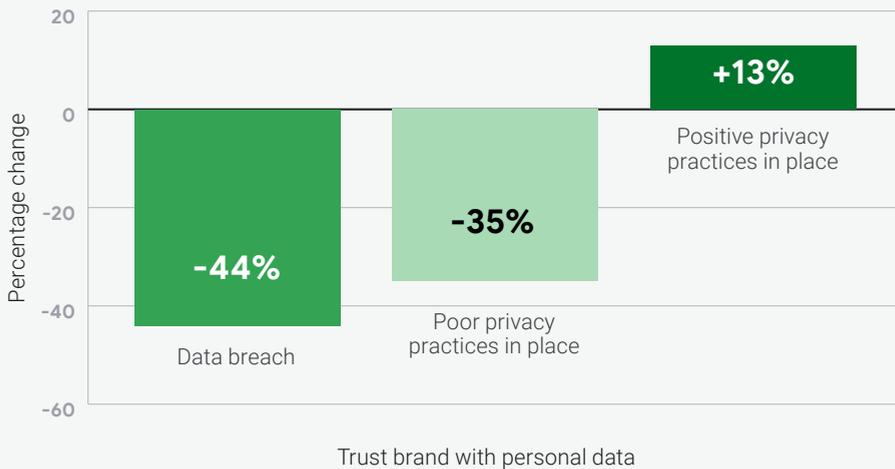
<sup>31</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022.

These tests revealed that, for our participants, the negative impact of a poor privacy experience was almost as severe as that of a data breach.<sup>32</sup> This suggests that brands should pay just as much attention to privacy as they do to data security.

When customers were exposed to a hypothetical negative privacy experience, their brand trust for handling personal data decreased by 35%. The same metric increased by only 13% when customers were exposed to a positive experience.<sup>33</sup>

FIGURE 03

### The negative impact of a poor privacy experience is almost as severe as that of a data breach<sup>34</sup>



<sup>32</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022.

<sup>33</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just saw, to what extent do you agree or disagree with the following statement for [BRAND]? Agree – I would trust this brand with my personal data.

<sup>34</sup> Ibid.

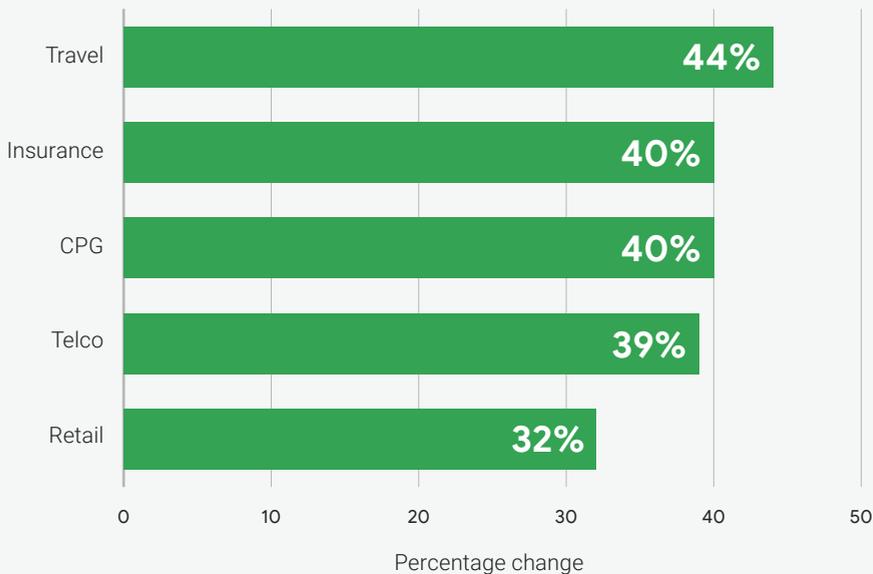
All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

## Getting the privacy experience wrong hurts both brand trust and preference

The consequences of positive and negative privacy experiences extend to brand selection as well. Thirty-nine per cent of our participants said they would switch brand loyalties (from a preferred brand to a second-choice brand) in response to a negative privacy experience with their preferred brand.<sup>35</sup>

FIGURE 04

### Significant percentages of customers would switch to their second-choice brand after a negative privacy experience<sup>36</sup>



<sup>35</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, total n=10,001, Travel, Insurance, CPG, Telco, Retail – n=10,001 each, online participants aged 18-70, July 2022. Q. Which brand would be your first choice the next time you are looking to buy [CATEGORY]? Q. Given the scenario you just saw, which brand would be your first choice the next time you are looking to buy [CATEGORY]?

<sup>36</sup> Ibid.

All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

We saw the biggest switch when testing experiences in the Travel industry, with 44% of participants indicating they would switch from their preferred Travel brand to their second-choice brand. Even in Retail, which recorded the lowest switch in the test, a significant 32% indicated that they would switch brands.<sup>37</sup>

There are serious consequences for brands that deliver negative privacy experiences. However, we've identified clear steps brands can take to offer a feeling of control, build trust, and improve marketing effectiveness. In the following two chapters, we'll look at these in detail — starting with discounts and whether they have a positive effect.



<sup>37</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, total n=10,001, Travel, Insurance, CPG, Telco, Retail — n=10,001 each, online participants aged 18-70, July 2022. Q. Which brand would be your first choice the next time you are looking to buy [CATEGORY]? Q. Given the scenario you just saw, which brand would be your first choice the next time you are looking to buy [CATEGORY]?  
*All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)*



**DISCOUNTS  
ARE NOT A  
SHORTCUT  
TO PRIVACY  
SUCCESS**



## KEY INSIGHT

For brands with good privacy practices already in place, the addition of a monetary incentive for sharing data may not always have a positive effect.<sup>38</sup>

Offering a monetary benefit in the form of a discounted price might seem like an obvious way to encourage people to share their data, for example during sign-up or onboarding experiences. But for brands with good privacy practices already in place, we found the addition of a monetary incentive largely did nothing to further improve brand preference. And in the case of brand trust, an additional monetary incentive actually had a noticeably negative impact (-6% points).<sup>39</sup>

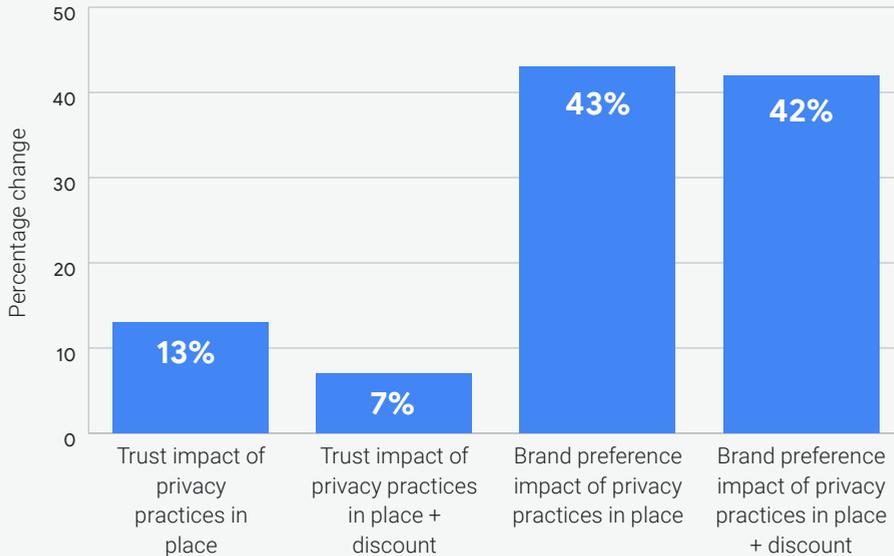
<sup>38</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022.

<sup>39</sup> Ibid.

*All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes), with the exception of those corresponding to footnotes 38 and 39.*

FIGURE 05

The impact of a good privacy experience on trusting a brand with personal data and brand preference, with and without an additional monetary incentive<sup>40</sup>



“Unless I was absolutely interested in buying an item I would probably skip [a monetary discount offer]. I would be concerned about adding to the many emails I receive daily. It would come across as a catch conditional on giving up your email address.”

CUSTOMER, U.K., 51

<sup>40</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just saw, to what extent do you agree or disagree with the following statement for [BRAND]? Agree – I would trust this brand with my personal data. Q. Given the scenario you just saw, which brand would be your first choice the next time you are looking to buy [CATEGORY]? All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

We heard anecdotally that some people who had been offered a discount felt uncomfortable with the idea that monetary value was being attached to their data, which invited suspicion and therefore a hesitancy to trust.

“Data is very personal and I am not sure it would sit comfortably with me to attach a monetary value to such an exchange. There is a morality at play here that has to be factored into the equation. Trading data that can be used many times for a discount that applies just once seems somewhat unbalanced. Is the discount for every future purchase made?”

CUSTOMER, U.K., 67



The exception to our findings, and something we heard anecdotally from participants, is that monetary benefits may help improve willingness to share data in the context of more expensive transactions.<sup>41</sup>

“I think it depends on the purchase. If I’m buying something over £100 then a 10% discount code is worth agreeing to share my data.”

CUSTOMER, U.K., 49

Brands should put the most effective privacy practices in place before considering additional monetary incentives such as discounts to encourage data sharing. In the next chapter, we explore how to do that with best practices that brands can adopt to increase feelings of control and drive greater brand preference and trust.



<sup>41</sup> Google/Ipsos, U.K., qualitative deep dive, n=24 participants, May–June 2022.



# INCREASING MARKETING EFFECTIVENESS



## KEY INSIGHT

There are clear actions advertisers can take to increase customers' feelings of control, and combining these actions can have a cumulative positive impact.<sup>42</sup>

In 2021, we found that brands could create more positive privacy experiences for their customers by making these interactions more Meaningful, Memorable, and Manageable.

<sup>42</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]?

## Make it Meaningful

### What's in it for the customer?

People will voluntarily share their data with companies that demonstrate a clear value proposition. Marketers can respond by clearly communicating the value of an exchange and anticipating their customers' needs with relevant and timely messages.<sup>43</sup>

## Make it Memorable

### Conscious permission is a valuable thing

People have a limited understanding of how online privacy works, and that affects the way they feel about advertising. But when they remember the choices they've made about data sharing, they have more positive responses.<sup>44</sup>

## Make it Manageable

### People expect a sense of control

When people feel they lack control over their personal data, they can become sceptical of digital marketing. Marketers should provide the tools and information people need to manage their privacy.<sup>45</sup>

For this report, we went a level deeper and used the Three Ms as guiding principles to identify a series of actionable, privacy-enhancing practices. Each practice corresponds to at least one M – Meaningful, Memorable, or Manageable – and we tested each action to see how effectively it delivered a greater feeling of control (see Figure 10).

<sup>43</sup> Google/Ipsos, France, Germany, Netherlands, U.K., Privacy by design: exceeding customer expectations, n=7,200 online participants aged 18-70, Sept. 2021.

<sup>44</sup> Ibid.

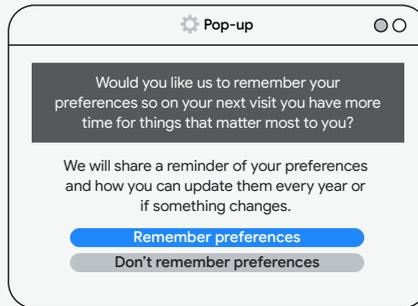
<sup>45</sup> Ibid.

FIGURE 06

The privacy practices we tested<sup>46</sup>

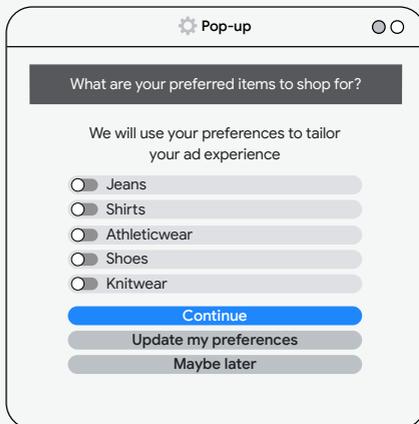
Meaningful

Provide an emotional benefit to customers when personalising a website



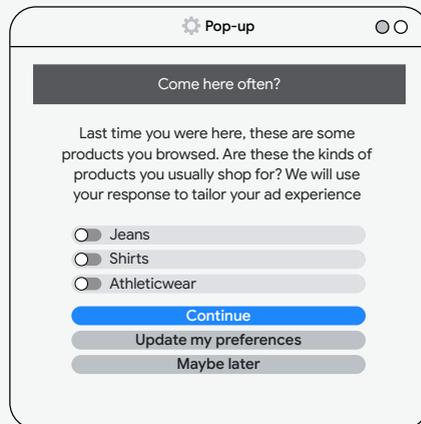
This practice, when used alone, had a marginally smaller impact than the version of the pop-up that didn't highlight the emotional benefit. Feeling of control **increased** by **9%**.

Ask customers to select their interests



This practice, when used alone, **increased** feeling of control in participants by **5%**.

Ask customers to confirm their interests



This practice, when used alone, **increased** feeling of control in participants by **3%**.

<sup>46</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]? All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

FIGURE 07

The privacy practices we tested<sup>47</sup>

## Memorable

Ask customers how they want to be reminded of privacy settings — and how often

**Pop-up**

Your privacy is very important to us. How often would you like to be reminded of the settings you've chosen?

We will share a reminder of your preferences and how you can update them every year or if something changes.

Daily  
 Monthly  
 Weekly  
 Yearly  
 Never

And how would you like us to remind you of your settings?

Email  
 A pop-up when I visit the webpage

**SAVE**

This practice, when used alone, **increased** feeling of control in participants by **14%**.

Send a privacy digest via email

**New email**

To: [USER]  
From: [BRAND]

Dear customer,

Your data belongs to you – always. That's why we wanted to reach out with a reminder of what you've agreed to share so we can optimise your online experience.

You signed up to your [BRAND] account on [DATE]. When you did so, you allowed us to keep track of the following:

- Your browsing preferences (how you like items sorted, items you put in your cart but don't purchase, etc.)
- Your favourite items to browse or purchase (in order for us to show you more relevant ads)
- Performance analytics (information about how you use our site and any errors or bugs that arise)

Remember, these settings can be changed at any time.

For more information about the data we collect and how it's used, please visit our privacy policy below, or reach out to our customer service team.

Thank you,  
[BRAND]

This practice, when used alone, **increased** feeling of control in participants by **9%**.

<sup>47</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]?

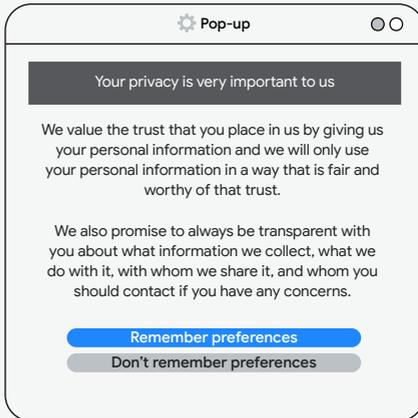
All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

FIGURE 08

The privacy practices we tested<sup>48</sup>

## Memorable

Pledge to treat customers in a fair and honest way



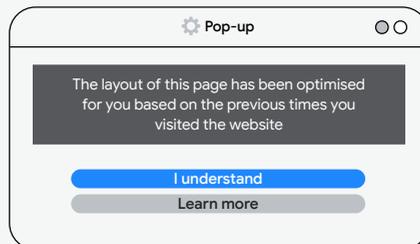
This practice, when used alone, **increased** feeling of control in participants by **6%**.

Remind customers why they're receiving personalised offers/ads



This practice, when used alone, **increased** feeling of control in participants by **1%**.

Remind customers, using a pop-up, that the website has been optimised



This practice, when used alone, resulted in a **decrease** in participants' feeling of control of **2%**.

<sup>48</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]?

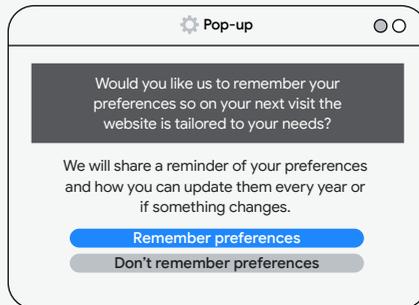
All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

FIGURE 09

## The privacy practices we tested<sup>49</sup>

### Manageable

Ask for consent to personalise a website



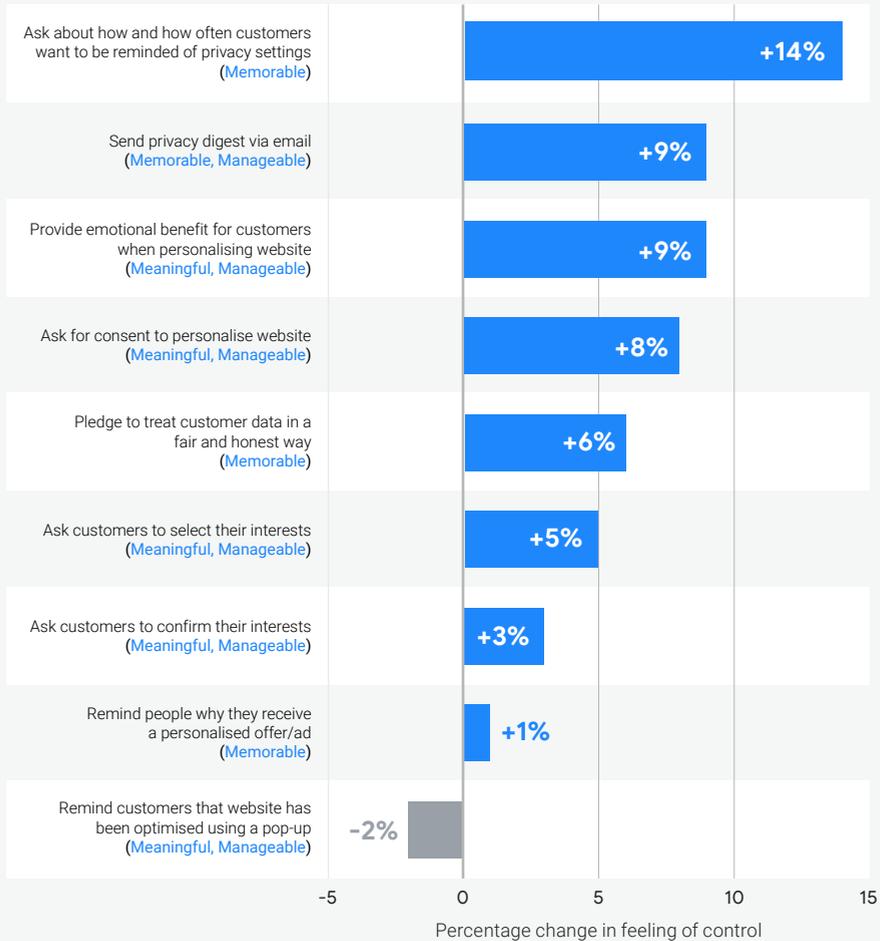
This practice, when used alone, **increased** feeling of control in participants by **8%**.

<sup>49</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]?

All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

FIGURE 10

### Privacy practices that tap into the Three Ms deliver increased feelings of control<sup>50</sup>



<sup>50</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]?

All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

## Make consent prompts simple and easy to understand

While asking people for consent to personalise website content is a legal requirement in many places, our research confirms the benefits of doing so for both consumers and marketers. Ensuring that consent is asked for in clear, concise language helps people feel they have agency over their privacy, and can act as the gateway for a mutually respectful data exchange.

“What hinders me is technical jargon, lengthy explanations, and companies possibly not being upfront about what they intend to do with my info.”

CUSTOMER, U.K., 48



## Our study suggests that combining Three M practices had a multiplier effect on feelings of control and marketing effectiveness

Each of these practices can be used on their own to make privacy experiences more Meaningful, Memorable, or Manageable. But our tests showed that the most impressive results came when different practices were used in combination.

### Combining two privacy practices had a multiplier effect on feelings of control

The single most effective approach we tested was asking people how – and how often – they wanted to be reminded of their privacy settings. We tested this practice in combination with an email digest summarising the information people had agreed to share, and an invitation to review and change their preferences.

Used in isolation, the two practices provided a 14% and a 9% increase in feelings of control, respectively.<sup>51</sup> When used together, the modelled results show that these practices produced an outsized effect, increasing feelings of control by 26%.<sup>52</sup>

<sup>51</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]?

<sup>52</sup> Ibid.

*All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)*

## When we combined three privacy practices, the multiplier effect increased further

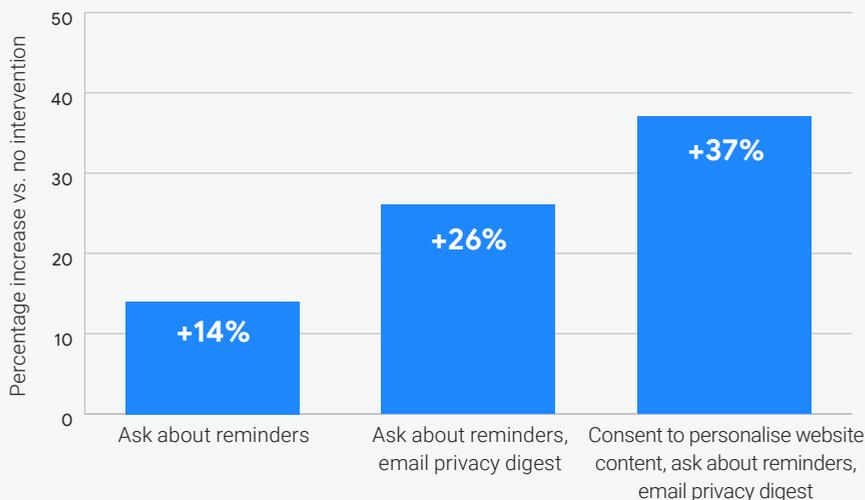
The most effective combination of practices was:

- Asking people how (and how often) they wanted to be reminded about their preferences (Memorable)
- Sending an email privacy digest (Memorable, Manageable)
- Asking for consent to personalise a website (Meaningful, Manageable)

Individually, these practices increased feelings of control by a respective 14%, 9%, and 8%. Together, the modelled data produced a 37% increase in feelings of control.<sup>53</sup>

FIGURE 11

### The cumulative effect of combining practices has a positive impact on feelings of control<sup>54</sup>



<sup>53</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]?

<sup>54</sup> Ibid.

All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

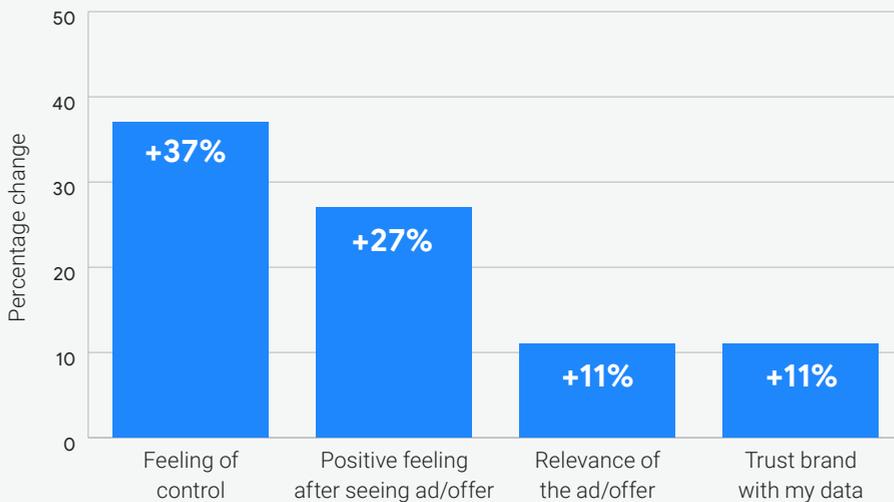
## Make a positive impact on more than just the feeling of control

The most effective combination of practices did not just result in customers feeling more in control of their data. It also led to the following positive outcomes:<sup>55</sup>

- Increased trust with personal data (+11%)
- Increased positive emotional response to ads shown (+27%)
- Increased perceived relevance of ads shown (+11%)

FIGURE 12

The most impactful Three Ms practices\*, when used together, led to the following benefits<sup>56</sup>



\*consent to personalise a website, asking about reminders, sending an email privacy digest

<sup>55</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just saw, to what extent do you agree or disagree with the following statement for [BRAND]? Agree – I would trust this brand with my personal data. Q. Which word describes best how you feel after seeing this ad? (Positive net.) Q. How relevant would this ad be for you?

<sup>56</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]? Q. Which word describes best how you feel after seeing this ad? (Positive net.) Q. How relevant would this ad be for you? Q. Given the scenario you just saw, to what extent do you agree or disagree with the following statement for [BRAND]? Agree – I would trust this brand with my personal data.

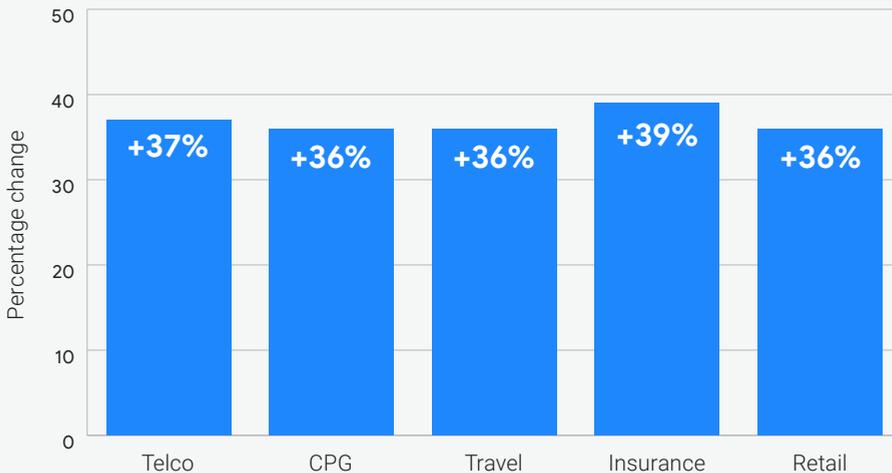
All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

## Make a positive impact no matter the industry

What's more, the most effective combination of practices had a similar impact across all the industry sectors we tested. The strongest results were seen in Insurance (+39% increase in a feeling of control) and the smallest in Retail (+36%).<sup>57</sup> No matter the industry, combining privacy-enhancing practices drives positive results and boosts people's feelings of control.

FIGURE 13

### The most impactful Three Ms practices on feelings of control across all verticals tested\*<sup>58</sup>



\*consent to personalise a website, asking about reminders, sending an email privacy digest

<sup>57</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, total n=10,001, Travel, Insurance, CPG, Telco, Retail – n=10,001 each, online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]?

<sup>58</sup> Ibid.

All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

## Combine practices to reassure your most sceptical audiences

Some customer segments experience a lower feeling of control over their data than others. Our study showed that those aged between 50 and 70 years old tend to feel the least in control when they're online.<sup>59</sup> However, when we tested the impact of our most effective combination of Three Ms practices, we found that research participants in this age group were more likely to report an uplift in feelings of control than participants in any other group.<sup>60</sup> Testing the same combination of practices, we also discovered a 36% increase in feelings of control among participants who initially described themselves as more sceptical about data sharing, and a 53% uplift among those who didn't initially trust a brand.<sup>61</sup>

## There's more than one way to combine Three Ms practices for an increased feeling of control

Of all the combinations of practices we tested, any combination that resulted in a Meaningful, Memorable, and Manageable experience had a more positive impact than those that only tapped into one or two Ms.<sup>62</sup>

In this chapter, we've seen how different combinations of privacy-enhancing practices based on the Three Ms can increase people's feelings of control — with boosts seen across all industries and markets. In the next chapter, we explore how people's need to feel in control can also be shaped by their local culture.

<sup>59</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, 50-70-year-olds n=4,008, July 2022.

<sup>60</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]?

<sup>61</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, high scepticism n=6,952, low initial brand trust n=4,452, July 2022.

<sup>62</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]?

*All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)*



**CULTURE  
SHAPES  
PERSPECTIVES  
ON CONTROL**



Once privacy best practices are in place, an understanding of the cultural nuances that impact people's desire for control might help brands further tailor privacy experiences for their most important markets.

One way to think about control is in relation to certain cultural characteristics – for example, the sense of belonging to either individualist or collectivist societies, or how people perceive power to be distributed. From there, we can see how attitudes to data sharing might form.<sup>63</sup>

A key influence on the need for control is the extent to which a culture is individualistic. In the U.K. and the U.S., the focus on “I” rather than “we” could be considered stronger than in more collectivist cultures. For example, people move jobs fairly frequently to benefit from promotions, salary raises, and other types of individual recognition. In practical terms, individualistic cultures tend to foster a greater desire for control. People want more control over their lives and, by extension, their data.<sup>64</sup>

“I don't mind sharing a little bit of information but I'm not necessarily happy about sharing too much, especially because I think it can be sold on and push me into buying things that I wouldn't usually have bought ... I think the trackers are concerning, the cookies are concerning.”

CUSTOMER, U.K., 51

<sup>63</sup> Google/Ipsos, U.K., U.S., Australia, France, Germany, Turkey, Japan, Nordics, Brazil, India, How feeling in control is relevant in people's lives, 2022.

<sup>64</sup> Ibid.

In countries typically described as collectivist in cultural research,<sup>65</sup> consumers tend to have a stronger focus on cooperation and belief in the benefits of associating with groups. Accordingly, people in such cultures may tend to value belonging over control and might have more trust that the broader community will act in their best interests.<sup>66</sup>

Power distribution within societies also influences individuals' desire for control. Take Germany, where the perception is that power is distributed more equally and decisions tend to be made on a more collective basis. As a result, a broader portion of the population might feel a degree of control in their day-to-day lives, which might lead to expectations for control in scenarios such as sharing data.<sup>67</sup>

“I am, of course, very interested in how the data is used by a company. I would like to know whether my data is secure there and whether it is passed on to other companies. That is a very important point for me.”

CUSTOMER, GERMANY, 63

Our research also suggests that cultural attitudes towards uncertainty influence people's views on data privacy.<sup>68</sup> Countries with high “uncertainty avoidance”, again such as Germany, often have more rules, regulations, and stricter behavioural norms. This more general need for control is reflected in data privacy behaviours. Germany also has the highest percentage of people, among those we surveyed, who claim to use specialised online services as a means to feel more in control of their data (48% versus the EMEA average of 37%).<sup>69</sup>

By contrast, participants from countries with lower levels of uncertainty avoidance, such as the Nordics, were some of the least likely to delete cookies (in Sweden, for example, just 33% of people claim to do so, versus the EMEA average of 44%).<sup>70</sup>

<sup>65</sup> Hofstede Insights, National Culture, Geert Hofstede, accessed 2022. Available at: [hi.hofstede-insights.com/national-culture](https://hi.hofstede-insights.com/national-culture).

<sup>66</sup> Google/Ipsos, U.K., U.S., Australia, France, Germany, Turkey, Japan, Nordics, Brazil, India, How feeling in control is relevant in people's lives, 2022.

<sup>67</sup> Ibid.

<sup>68</sup> Ibid.

<sup>69</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, Germany n=2,000, July 2022. Q. How often do you do the following to protect your personal data?

<sup>70</sup> Ibid.

*All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)*

## Understanding different cultural needs for control can inform better-tailored privacy practices

In order to feel positive about an online privacy experience, people require a combination of autonomy, knowledge, and transparency. While we saw a base-level expectation for all three of these requirements among all participants in all markets, we also observed that different markets have higher or lower expectations around each, depending on their cultural characteristics.<sup>71</sup>

For example, the higher the cultural need for control, the more individuals tend to need to feel they have autonomy across different areas of their lives – in their finances, healthcare, education, or elsewhere. In terms of online privacy, this means having the tools to make their own decisions about how their personal data is shared. These tools, such as the option for customers to choose what data they share and for how long, help customers feel in control of their data.<sup>72</sup>

We can also see that the higher the perceived risk of sharing data online, the more people want to know how their data is being used. They want the businesses they share their data with to be transparent and they want to have enough knowledge to understand the privacy experience. This relates to feeling in control: greater insight and understanding of the risks and benefits at stake empowers people to make the choices on privacy that are right for them.<sup>73</sup>

Furthermore, when we break down the results of the positive and negative privacy scenarios we tested (see Chapters One and Two) by country, the importance of these cultural characteristics becomes clear.

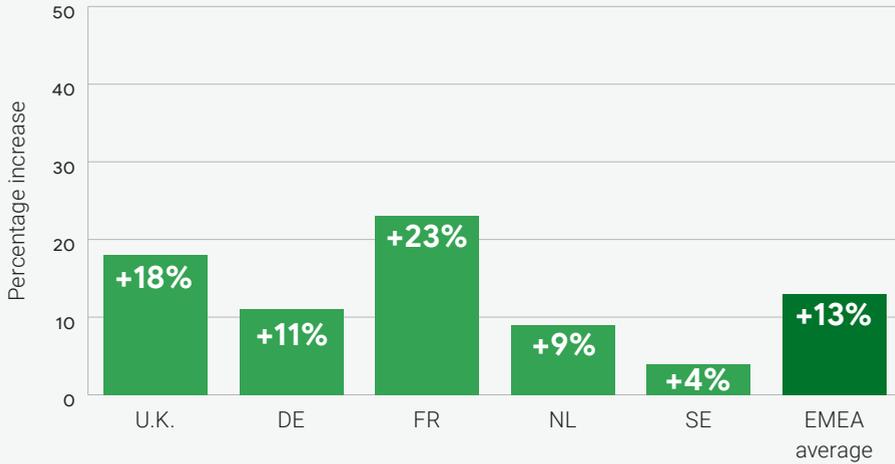
<sup>71</sup> Google/Ipsos, U.K., U.S., Australia, France, Germany, Turkey, Japan, Nordics, Brazil, India, How feeling in control is relevant in people's lives, 2022.

<sup>72</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. How often do you do the following to protect your personal data?

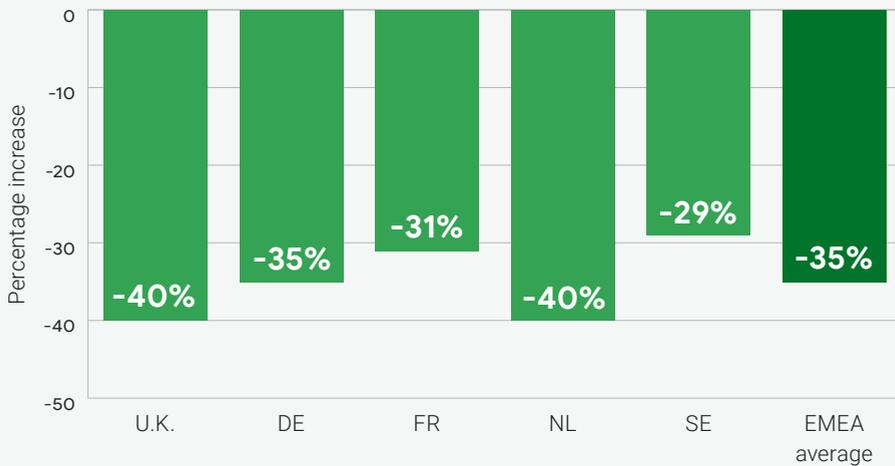
<sup>73</sup> Google/Ipsos, U.K., U.S., Australia, France, Germany, Turkey, Japan, Nordics, Brazil, India, How feeling in control is relevant in people's lives, 2022.

FIGURE 14

### The positive privacy experience impact on “trust brand with my data”<sup>74</sup>



### The negative privacy experience impact on “trust brand with my data”<sup>75</sup>



<sup>74</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, U.K. n=2,000, Germany n=2,000, France n=2,000, Netherlands n=2,000, Sweden n=2,001, July 2022. Q. To what extent do you agree with the statement: I would trust this brand with my personal data. Q. Given the scenario you just saw, to what extent do you agree with the following statement? Agree – I would trust this brand with my personal data.

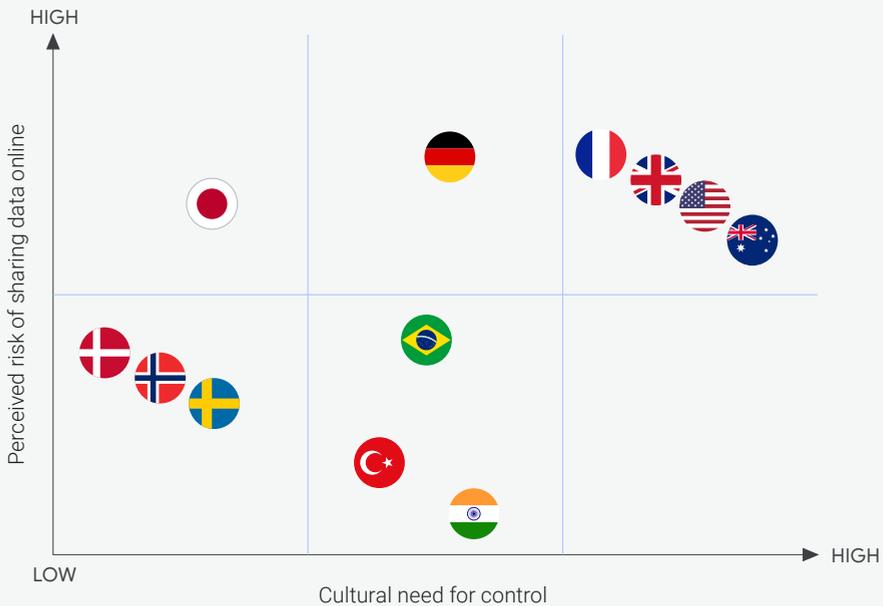
<sup>75</sup> Ibid.

All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

In Sweden, both the positive and negative privacy scenarios had the smallest impact on trusting a brand with data, while in the U.K., they both had a much greater influence.

FIGURE 15

Marketers can ensure they're providing the right levels of autonomy, knowledge, and transparency by noting where each market is mapped on the axes<sup>76</sup>



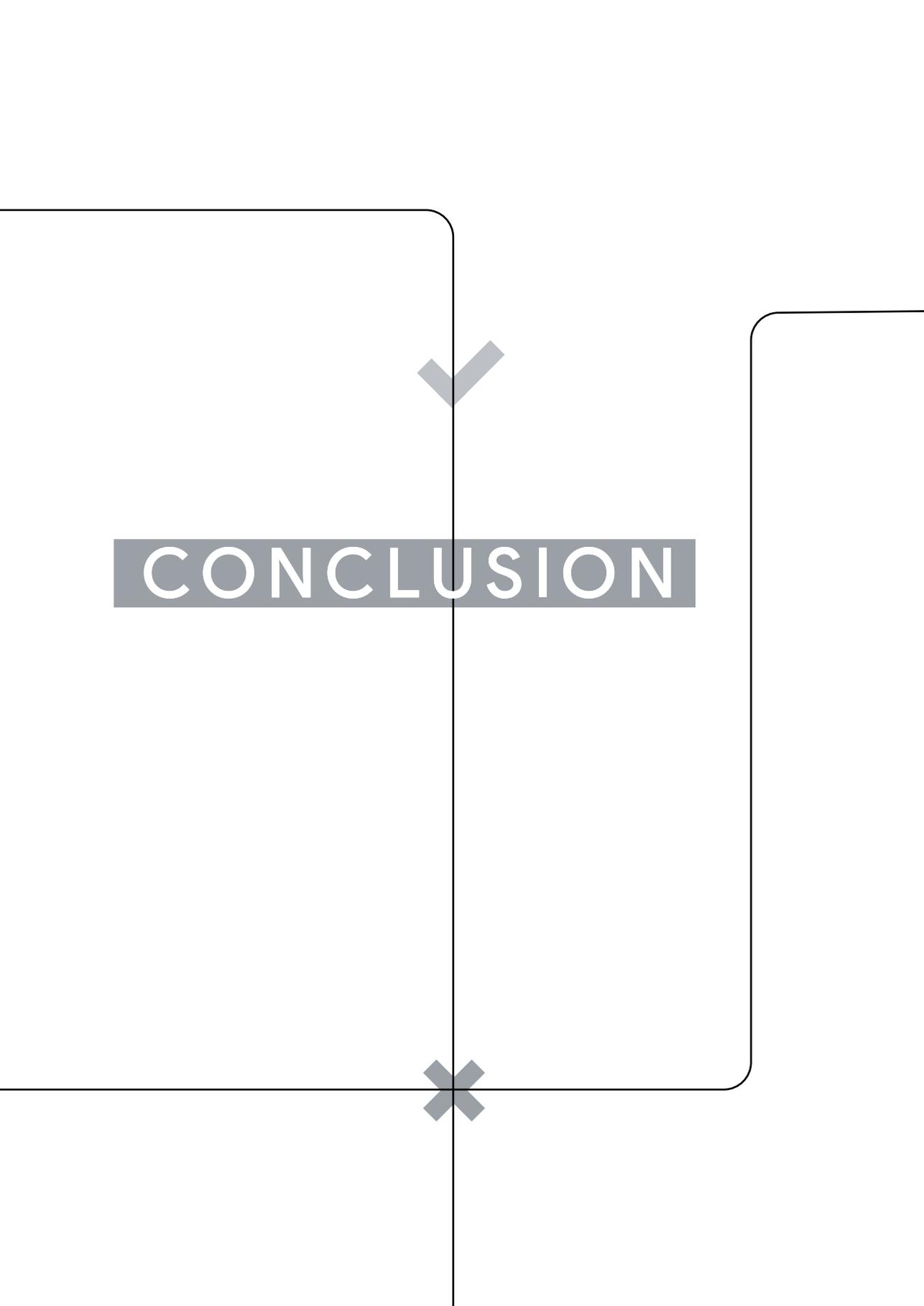
<sup>76</sup> Google/Ipsos, U.K., U.S., Australia, France, Germany, Turkey, Japan, Nordics, Brazil, India, How feeling in control is relevant in people's lives, 2022. All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

Cultural characteristics may be worth considering when brands are developing privacy-first strategies. A more nuanced approach that takes into account different cultural expectations, while also meeting or exceeding regulatory requirements, might focus on providing different levels of autonomy, knowledge, and transparency (see Figure 15). But the findings also make clear that good privacy practices make a positive difference across the board: even in Sweden, when participants encountered a poor privacy experience, we saw a substantial decrease (29%) in brand trust with regards to data.<sup>77</sup>



<sup>77</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just saw, to what extent do you agree with the following statement? Agree – I would trust this brand with my personal data.

*All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)*



**CONCLUSION**

Our intent with this report is to show just how important it is for brands to bring privacy to the forefront of their online marketing approach. People are happy to share their data if it means they receive more relevant ads – but they want to feel in control when sharing their data.<sup>78</sup> Enhancing this feeling of control that people have over their data is a powerful way for brands to build trust, increase marketing effectiveness, and get better results.

### Let's recap our key findings:

#### 1. Providing a positive privacy experience can increase share of brand preference by 43%.<sup>79</sup>

In response to a positive privacy experience with a second-choice brand, 43% of participants claimed they would choose to switch from their preferred brand to their second-choice brand.

#### 2. The negative impact of a poor privacy experience is almost as severe as that of a data breach.<sup>80</sup>

For most of our participants, privacy experiences that lacked transparency or failed to provide knowledge and/or autonomy for the customer were just as damaging to brand trust as a serious data breach.

#### 3. For brands with good privacy practices already in place, the addition of a monetary incentive for sharing data may not always have a positive effect.<sup>81</sup>

If advertisers provide positive privacy experiences, monetary incentives make little difference to brand preference and can actually reduce the amount of trust that a positive privacy experience might otherwise deliver.

#### 4. There are clear actions advertisers can take to increase customers' feelings of control, and combining these actions can have a cumulative positive impact.<sup>82</sup>

For the biggest positive impact on feelings of control, brands should deploy a proven combination of practices that create Meaningful, Memorable, and Manageable privacy experiences in line with cultural expectations.

<sup>78</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. To what extent do you agree or disagree with the following statements? Agree – For me, sharing my data online (e.g. location, age, browsing data) in order to get personalised ads is a fair deal.

<sup>79</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just saw, which brand would be your first choice the next time you are looking to buy [CATEGORY]?

<sup>80</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022.

<sup>81</sup> Ibid.

<sup>82</sup> Ibid.

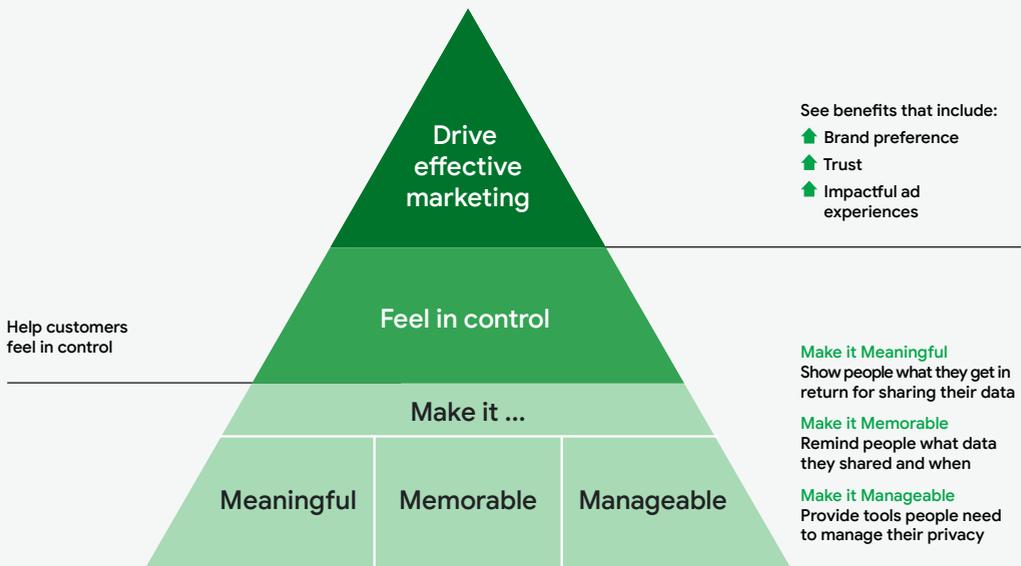
All references to per cent changes are the proportional increase/decrease in the number of participants giving the specified responses (not percentage point changes)

Any privacy journey needs to start with a deep understanding of what people want. We've seen how, in many markets around the world, people want a feeling of control over the data they share. The ability to manage data preferences is often not enough on its own. They want and expect experiences that are Meaningful, Memorable, and Manageable.<sup>83</sup>

Over time, our study suggests brands that can offer these experiences will see a noticeable positive snowball effect — people will feel in control, which increases brand trust and boosts brand preference. Brands that neglect privacy risk the opposite scenario. The path to success is clear: adopt practices based on the Three Ms to give people a feeling of control and improve marketing effectiveness.

We believe the future of marketing will be shaped to a large extent by these win-win exchanges. Equipped with practices informed by the Three Ms, marketers should go beyond basic privacy requirements and provide experiences that are both ethical and effective — exceeding their customers' privacy expectations while driving better marketing results.

### Use the Three Ms to help customers feel in control and drive more effective marketing



<sup>83</sup> Google/Ipsos, France, Germany, Netherlands, Sweden, U.K., Privacy by design: the benefits of putting people in control, n=10,001 online participants aged 18-70, July 2022. Q. Given the scenario you just went through, to what extent do you feel you have control over the data you share with [BRAND]?

# Technical appendix

## Privacy by design

Google commissioned Ipsos to conduct studies across the U.K., France, Germany, the Netherlands, and Sweden in 2022, building on the 2021 report *Privacy by design: exceeding customer expectations*. Alongside original quantitative and qualitative work, our analysis includes insights from other Ipsos studies and a literature review. Our aim was to develop an objective and customer-centric view of online privacy in digital marketing, to explore the concept of “feeling in control”, to understand the connections between privacy-first principles and marketing effectiveness, and to identify tangible privacy-first actions for brands wanting to enhance the customer experience. To accomplish this with the *Privacy by design: the benefits of putting people in control* workstream in 2022 specifically, we conducted a set of four different research methodologies across these EMEA markets. These methodologies are outlined in detail in the following paragraphs.

### 1. Cultural attitudes towards control

The first part of our study sought to understand the cultural factors influencing people’s desire for control, trust, and empowerment. To do this, we conducted interviews with nine experts in areas such as psychology and behavioural science, from across the EMEA, AMER, and APAC markets, to understand their professional views on control. We also carried out an analysis of Ipsos proprietary data and other publicly available studies and papers. This work helped to identify topics to focus on in our study’s qualitative phase.

## 2. U.K. qualitative deep dive

Twenty-four U.K. participants aged 18-70 took part in an eight-week study, managed on an online platform, in which they participated in weekly tasks plus group and individual interviews. Each week the tasks built in complexity. The study explored digital marketing experiences in relation to data sharing and feelings of control – and provided a test environment for materials and questions that were later included in our quantitative studies.

**Audience surveyed:**

Men and women aged 18-70 from the U.K. General population was surveyed online to be representative of age, gender, and region for internet users in each country.

**Sample size:**

N=24 participants.

**Sampling methodology:**

Qualitative recruitment.

**Fieldwork date:**

U.K.: May–June, 2022.

**Method of data collection:**

Online qualitative community, mini-groups, and in-depth interviews, videoed for 60 minutes each.

## 3. Germany and France qualitative deep dives

Key tasks from the U.K. community study were replicated in Germany and France in a two-week qualitative deep dive.

**Audience surveyed:**

Men and women aged 18-70 from Germany and France. General population was surveyed online to be representative of age, gender, and region for internet users in each country.

**Sample size:**

N=24 participants.

**Sampling methodology:**

Qualitative recruitment.

**Fieldwork date:**

June, 2022.

**Method of data collection:**

Online qualitative community, mini-groups, and in-depth interviews, videoed for 60 minutes each.

## 4. Quantitative conjoint experiment

Our core focus was to identify specific practices that could be deployed by marketers to influence feelings of control. This study used an experimental quantitative choice-based conjoint (CBC) approach and tested over 190 pieces of stimulus per market. Participants were exposed to a carefully selected series of different online journeys in a mock-up digital environment. After each exposure, we asked participants questions to measure emotional reaction, ad relevance, impact on brand trust, and, most importantly, how much control they felt over their data.

We subsequently used this data to train a model that allowed us to isolate and quantify the impact of different practices on feeling in control for each individual in our sample. To do this, we leveraged hierarchical Bayes (HB) estimation to produce individual-level estimates of utilities for each level of each attribute. This method has been widely validated and is known to improve the accuracy of simulations and lead to better understanding of structure and attribute importance than alternative methods. Using this method enabled us to predict participants' reactions to any combination of interventions and simulate over 80,000 different scenarios to understand optimal combinations under different circumstances (for example, different markets, verticals, audiences).

**For each vertical, we tested these practices in different variations**

<b>Sign up</b>	<b>Account privacy</b>	<b>Reminder</b>	<b>Marketing communications</b>	<b>Personalisation</b>	<b>Educational ad exposure</b>
<ul style="list-style-type: none"> <li>• No intervention</li> <li>• Privacy pledge</li> <li>• Consent to personalise website content</li> <li>• Emotional benefits</li> </ul>	<ul style="list-style-type: none"> <li>• No account privacy settings</li> <li>• Ask about reminders</li> <li>• Select interests</li> <li>• Preferred communication experience</li> </ul>	<ul style="list-style-type: none"> <li>• No reminder</li> <li>• Reminder pop-up</li> <li>• Email privacy digest</li> </ul>	<ul style="list-style-type: none"> <li>• Ad on news website</li> <li>• Website experience</li> <li>• Email communication</li> </ul>	<ul style="list-style-type: none"> <li>• Personalised message</li> <li>• Generic message</li> </ul>	<ul style="list-style-type: none"> <li>• No intervention</li> <li>• Icon + “why this ad/email” (as per marketing communications option)</li> </ul>

**Audience surveyed:**

Men and women aged 18-70 from the U.K., Germany, France, Sweden, and the Netherlands. General population was surveyed online to be representative of age, gender, and region for internet users in each country.

**Sample size:**

N=10,001 participants (n=2,000 per country in Germany, France, Sweden and the Netherlands; and n=2,001 in the U.K.).

**Fieldwork dates:**

U.K.: May 25–31, 2022.

Germany: June 9–14, 2022.

France: June 13–21, 2022.

The Netherlands: June 13–20, 2022.

Sweden: June 17–24, 2022.

**Method of data collection:**

Online, sample recruited from online panels.

**Data weighting:**

Weighted to nationally representative profile for internet users (aged 18–70).

## 5. Quantitative experimental design

This study used an experimental quantitative approach involving four short videos shown in an online questionnaire. The videos depicted the following scenarios intended to affect participants' feelings of control:

- A negative data security experience, in which a brand suffered a data breach.
- A negative data privacy experience, in which a brand failed to offer its customers control over the data they shared, was not transparent about how the data would be used, and was unclear about how long it would be stored.
- A positive data privacy experience, in which a brand offered customers control over which data they shared, was transparent about how long the data would be stored, and pledged that the data would not be shared with third parties.
- A positive data privacy experience, in which a brand offered the same privacy experience described immediately above, and also offered personal discounts in exchange for customers sharing their data.

Our core objective in this experiment was to understand the effect of these four scenarios on marketing effectiveness (operationalised as brand preference) and trust. To do this, we modelled the relationship between different behavioural and attitudinal metrics and various brand KPIs to understand how different experiences online can affect or change those relationships. We leveraged an enhanced Bayesian network approach that allowed us to go beyond correlations and establish causal relationships between variables to understand underlying structures and direction of flows between the metrics.

### **Audience surveyed:**

Men and women aged 18-70 from the U.K., Germany, France, Sweden, and the Netherlands. General population was surveyed online to be representative of age, gender, and region for internet users in each country.

**Sample size:**

Experimental design, n=10,001 participants (n=2,000 per country in the U.K., Germany, France, and the Netherlands; and n=2,001 in Sweden).

**Sampling methodology:**

Quota sampling, based on online representativity.

**Fieldwork dates:**

U.K.: May 27–June 6, 2022.

Germany: June 15–21, 2022.

France: June 16–23, 2022.

The Netherlands: June 20–27, 2022.

Sweden: June 20–27, 2022.

**Method of data collection:**

Online, sample recruited from online panels.

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## Data Ethics Study: Data Ethics and Effectiveness

A 2021 pan-European study using an experimental quantitative approach to model and map claimed versus actual behaviours. Participants were in the U.K., Germany, France, and the Netherlands, with 1,800 18-70-year-olds in each market, split into two samples – 1,500 answering about ethics and 300 answering about effectiveness. Data from the study was used to create a predictive model that allowed us to isolate the effect of each attribute and test 70,000 different combinations. Even though we cannot test the statistical significance of those results, we managed to simulate around 70,000 potential scenarios and detected patterns that gave us confidence that the observed effects exist.

### **Audience surveyed:**

Men and women aged 18-70 from the U.K., Germany, France, and the Netherlands. General population was surveyed online to be representative of age, gender, and region for internet users in each country.

### **Sample size:**

Part 1: Data ethics, n=6,000 participants (n=1,500 per country).

Part 2: Effectiveness, n=1,200 participants (n=300 per country).

### **Sampling methodology:**

Quota sampling, based on online representativity.

### **Fieldwork dates:**

#### ***Part 1 (Data Ethics):***

U.K.: May 31–June 3, 2021.

France: June 9–10, 2021.

Germany: June 9–15, 2021.

The Netherlands: June 9–15, 2021.

#### ***Part 2 (Effectiveness):***

U.K.: June 15–17, 2021.

France: June 22–23, 2021.

Germany: June 22–23, 2021.

The Netherlands: June 22–23, 2021.

### **Method of data collection:**

Online, sample recruited from online panels.

### **Data weighting:**

Weighted to nationally representative profile for internet users.

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