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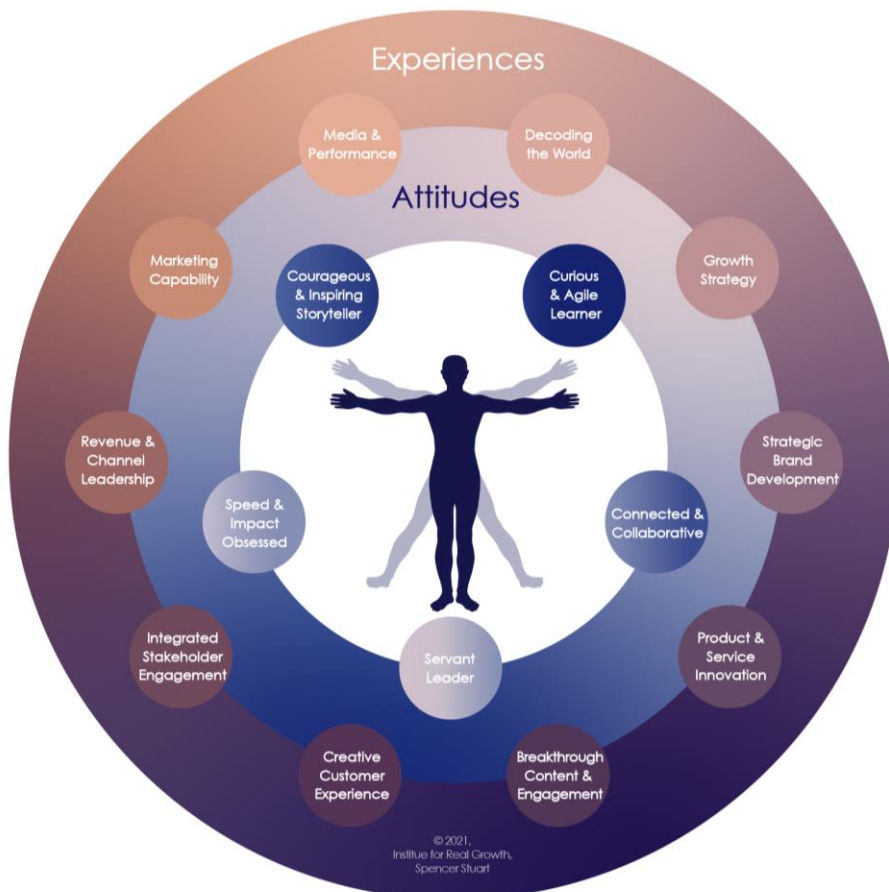
The Da Vinci Growth CMO

The COVID-19-19 crisis has laid bare companies and leaders for who they truly are. Standing strong are the companies that are purposeful and confident about their role in society. Business overperformers will win because they prioritize understanding the needs, and creating value for *all* their stakeholders: colleagues, consumers, communities, and the capital markets.

The Da Vinci Growth CMO Profile

The Institute for Real Growth (IRG) and Spencer Stuart's Global Marketing practice have been interviewing over 500 growth leaders worldwide. The study demonstrates that there is a group of over-performing CMOs. These 'Da Vinci Growth CMOs' understand that it takes human insights to unlock the power of data and human creativity to unleash the power of technology. They also understand that sustained business growth requires value creation for all stakeholders. And that human-centricity is mission-critical to achieving such growth.

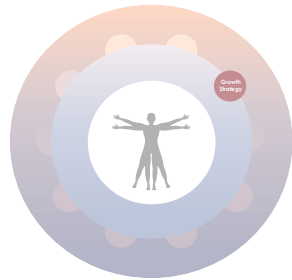
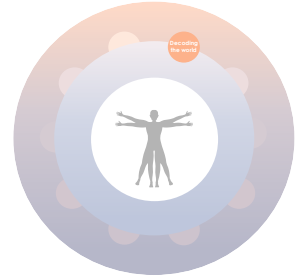
The study has identified the ten most important CMO experiences and the five essential attitudes of over-performing marketing growth leaders. Think of the ten CMO experiences as possible menu choices that best align with the company's key stakeholders. While the ten CMO experiences are accumulated over time and may vary according to the specific needs of an organization's business challenges, we have found that all five 'da Vinci Growth CMO' attitudes are essential for every CMO to master. These attitudes represent how CMOs approach their role and their interactions with peers, partners, and all stakeholders.



Da Vinci Growth CMO Experiences

Decoding the World

Building a shared business understanding underlying human insights and market developments and anticipating the needs and wants of key stakeholders form the basis for a winning growth strategy. Taking a human-centric perspective instead of sticking to functional perspective can lead to more abundant market definitions, such as the Mars company redefining its business scope from Pet Food to Pet Care.

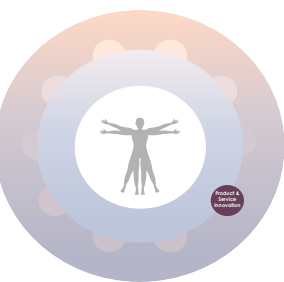
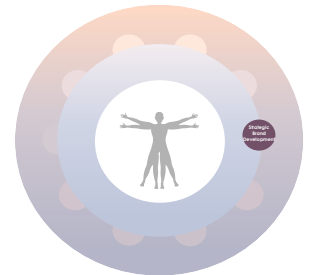


Growth Strategy

Da Vinci Growth CMOs understand the need to balance their focus between the marketing specific challenges around how to win, how to best leverage traditional and digital communication, and the shared business challenge of where to play. They understand that partnering with their Executive Committee peers on business strategy development builds important shared language, influence and an opportunity to frame all marketing activities within an overall business strategy.

Strategic Brand Development

Marketing's responsibility is to ensure that the overall business strategy is supported by an efficient portfolio of strong and purposeful brands. The COVID-19 crisis has accelerated the importance of clarity around both corporate and brand purpose, and previous crises have typically led to a resurgence in demand for 'value' propositions.

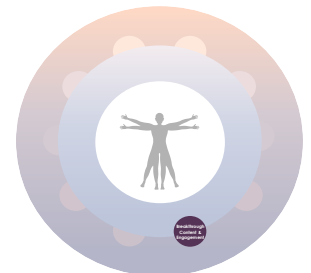


Product and Service Innovation

Taking a more abundant view of 'where to play' is a crucial first step for driving business growth, but it is not sufficient by itself. Over the last decade, Adobe has evolved from a software company that sold CD-ROMS, to a full-fledged marketing partner that offers products and services for creating, managing, measuring, and optimizing experiences. The result? Its revenues tripled. Similarly, Burger King achieved a significant first-mover advantage when it announced its roll-out of the vegan 'Impossible Whopper.'

Breakthrough Content and Engagement

Restaurant Brands International Global CMO Fernando Machado's is celebrated for inspiring the best creative content and communication in the brand's history. With augmented reality content like its 'burn that Ad,' the 'McWhopper' campaign, and its pioneering mobile programs, Burger King today ranks at the top of world brand rankings.



Da Vinci Growth CMO Experiences

Creative Customer Experience

Customer experience is probably the one area that benefits most from a human-centric whole-brain approach. For some time now, industry analyst Forrester has been lamenting about the loss of creative differentiation and the prevalence of 'digital sameness' in customer experience. Da Vinci Growth CMOs understand the importance of infusing the traditionally technology-led customer experience discipline with human inspiration, innovation, and creativity.

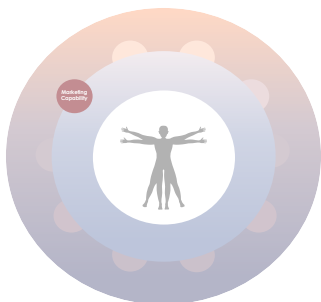
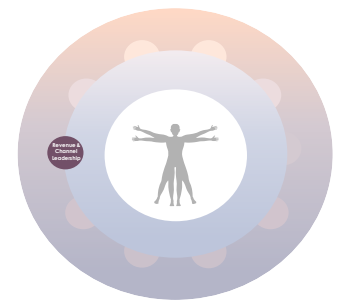


Integrated Stakeholder Engagement

Where in the past, a CMO's role was often limited to consumer engagement, our new post-crisis reality demands that companies actively engage with all stakeholders. The responsibilities of the CMO and the Chief Communications Officer are converging in this area

Revenue and Channel Leadership

In the new reality of social distancing, winning in E-commerce has become even more critical. And in E-commerce, the distinction between marketing and sales is quickly becoming irrelevant, with revenue leadership as trumping. The reality is that only a portion of CMOs today have had full P&L responsibility during their career. Perhaps this why quite a few organizations have replaced their CMOs (in title) with the likes of Chief Growth, Chief Commercial, or Chief Revenue Officers.

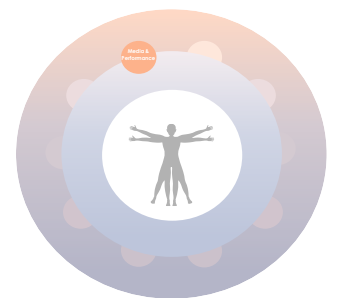


Marketing Capability

Antonio Lucio, today in charge of helping Facebook unleash the power of brands and marketing, credits his previous success as CMO in historically non-marketing-led companies like VISA and HP to his role as an educator of his peers. Lucio also devoted significant time upskilling 'his' marketers at HP in the craft of branding. He created a marketing academy that included programs across the gambit, from positioning to mobile marketing metrics.

Media and Performance

In just a few years, Booking.com has emerged as the dominant hotel room reservation player globally, and its success is largely due to its performance marketing skills. Its global CMO Arjan Dijk, is a Da Vinci whole-brained marketer who balances human sociology expertise with expertise on search, social, and performance marketing.



Da Vinci Growth CMO Attitudes

Although not all the CMO experiences outlined above are equally important, or even at all, necessary for every CMO role, this is not true for the da Vinci Growth CMO Attitudes. We learned that to succeed in driving human-centric business growth; a CMO needs to demonstrate all five da Vinci Growth CMO Attitudes.

Curious and Agile Learner

Although it is easy to argue that the fundamental objectives of Marketing will never change, over the last decade, few disciplines have evolved as much as Marketing. This development makes an attitude of curiosity and willingness, nay eagerness, to learn a crucial growth leader attitude. Da Vinci was a vicarious learner. His research, apprenticeships, and sketches of thousands of experiments document his agile mind.

Connected and Collaborative

With the explosion of marketing expertise required to succeed today, marketers have had to dramatically expand the number of agencies, consultancies, and expert partners. Da Vinci also became an avid collaborator out of necessity. He was notoriously slow and couldn't finish anything on time, leading to an income crisis. Da Vinci only really started excelling at his work after opening a studio and engaging a team of collaborators to help him execute his ideas. Like the old African proverb – "If you want to go fast, go alone. If you want to go far, go as a team," this day and age requires a natural inclination to make connections both internally and externally and collaborate with more and different partners.

Servant Leader

The key to success in the new reality of multi-stakeholder interests will be about building on the diversity in the room for new ideas. CMOs with big egos will have no place at the table. Da Vinci himself once said that "Nothing strengthens authority as much as silence." He realized that listening and empowering the people around him was needed to unlock their potential.

Speed and Impact Obsessed

Da Vinci was an avid planner, always conducting experiments to see if his ideas held up in real life. Today we call his way of working 'Agile,' 'Iterative Improvement,' and even 'Design Thinking.'

Courageous and Inspiring Storyteller

Da Vinci was also a renowned storyteller. Through his essays, sketches, and paintings, he brought alive new ideas and concepts that spoke to the heart and challenged almost every norm of his time. Da Vinci Growth CMOs also need to be great storytellers. A CMO that can bring purpose, vision, and strategy alive by speaking to both the mind and heart will convince stakeholders to take the leap of faith that so many daring plans require.



The Institute for Real Growth

The Institute for Real Growth (IRG) helps CMOs and other growth leaders drive 'Real Growth' by connecting them to peers and experts through live-action programs inspired by our thought leadership. IRG is not-for-profit and independent. IRG partners include Spencer Stuart, WPP, the Mobile Marketing Association, Google, Facebook, Kantar, LinkedIn, the Saïd Business School at the University of Oxford, and the New York University School of Professional Studies.

For more information on the IRG, please visit:
www.instituteforrealgrowth.com

Spencer Stuart

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