CMOs Driving Humanized Growth

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Increasingly, businesses struggling to achieve growth are replacing their Chief Marketing Officers with more commercially oriented Chief Growth Officers. The Institute for Real Growth (IRG) led an industry-wide coalition to study how over-performing CMOs are bucking this trend by helping their organizations unleash sustained revenue growth with more 'humanized growth' business strategies.

The Business Growth Challenge
As achieving growth proves ever more elusive, Chief Marketing Officers (CMOs) who are perceived to have been overly-focused on 'new, shiny digital toys' and unable to translate consumer insights into commercial propositions have lost business credibility and influence are being replaced by Chief Growth Officers (CGOs) with more commercial backgrounds. Will this achieve sustained business growth, and what are the implication for the role of marketing?

The IRG Research
The Institute for Real Growth interviewed 500 senior business leaders in 73 markets, surveyed 3,500 marketers and analyzed over 3,000 'growth' publications as well as the public connections of 3.5 million LinkedIn users to identify what it takes to drive sustained business growth and what role the CMO and the Marketing function can best play. IRG is by far the largest and most comprehensive business growth study conducted to date.

Humanized Growth
Winning Chief Marketing Officers are getting back in the driver's seat of growth by helping the company recognize the needs, and making a positive impact in the lives of all its stakeholders; capital markets, customers, colleagues as well as the communities it operates in. These overperforming organizations define their growth ambition in more humanized growth terms.

The Institute for Real growth
The Institute for Real Growth (IRG) is not-for-profit and independent. IRG co-founders are WPP, the Mobile Marketing Association, Spencer Stuart, Google, Facebook, Kantar, LinkedIn, Saïd Business School at the University of Oxford, the New York University School of Professional Studies and the China CKGSB Business School. IRG helps growth leaders measure and drive sustained, long-term "Real Growth" by connecting growth leaders to peers and expertise through live-action programs.

The perennial growth challenge has now become urgent for many corporations. Of all the CPG growth generated in 2017, only 3 percent was driven by the top 25 players.

Companies that for decades have relied on growth formulas such as specialization and scale, global expansion and the protection of barriers to entry, are being overtaken by disruptors that are redefining the market, don't play by the traditional market rules, and aren't burdened by the cost infrastructures of yesteryear. And the environment within which businesses are trying to grow has become far more challenging;

Consumers are increasingly demanding more niche, authentic, local, and sustainable products. And of course, everything needs to be cheaper than before as well as tailored to their individual needs. As employees as well as customers, Millennials are rejecting being treated like a 'number' and are seeking out more meaningful connections at work, as well as with the brands they use.

Investors, sobered by the recent profit and revenue declines delivered by the 'Zero-Based Budgeting' (ZBB) strategies of Brazilian investor 3G at both Kraft and ABI, are increasingly asking corporate CEOs to look beyond the short-term bottom line and develop long term growth strategies that reflect this new business reality. Larry Fink, the CEO of Blackrock, the worlds' largest institutional investor, even wrote a letter to all major CEOs demanding that they must '*show how they make a positive contribution to society*.'

Fink's letter is a direct response to societal scrutiny and challenge to corporations' license to grow: Increased transparency and social, political sensitivity around personal information and privacy, pollution, the impact of technology on jobs, corporate culture, as well as income inequality. Companies are being forced to think beyond shareholder returns and develop strategies that recognize the needs of all stakeholders. The US Business Round Table went so far as to redefine the purpose of a corporation to '*Promote an economy that serves all Americans*.'

The lack of revenue performance has also been a wake-up call for an industry that traditionally sees itself as an important contributor, if not the driver of business growth: marketers. When Marc Pritchard, CBO of Procter and Gamble and Chairman of the Association of National Advertisers (ANA) agreed to chair the new 'CMO Growth Council' the implication was clear: Marketing needs to do more to drive business growth.

Many Chief Marketing Officers (CMOs) have traditionally felt ownership of the responsibility for driving, or at least significantly contributing to their company's revenue growth. By connecting the organization to consumer needs, driving product development, and innovation and by connecting to end-customers through brand activation, the CMO was instrumental in generating demand and driving business growth. But today the CMO is in trouble: Our research among 500 business leaders finds that both the reputation and business influence of Marketing is severely depleted.

Many businesses, disillusioned by Marketing's perceived under-delivery are taking a fresh approach to growth leadership: When, in 2014, Hershey promoted Michelle Buck to a newly created Chief Growth Officer (CGO) it was widely regarded as an anomaly. However, when marketing and branding flagship Coca Cola decided in 2016 to eliminate their CMO role and instead appoint Francisco Crespo as CGO, the industry was alarmed. By 2019, many A-list companies, including Kellogg's, Mars, Tyson, Mondelez, ConAgra, and most recently J&J and Kimberly Clark have appointed Chief Growth

Officers in many cases as a replacement of the Chief Marketing Officer role.

The news gets worse for CMOs: One piece of recent research shows that CMOs are the first senior executives to be 'let go' when growth is absent. Data suggests that the average tenure of CMOs is now less than half that of the CFO. Another study finds that over 70% of CEOs don't trust their CMOs to drive business growth. Spencer Stuart, the executive search firm that publishes a well-known annual 'CMO Tenure' overview, flags a significant increase in recent CMO turnover; "*… more than 20% of CMOs were appointed in the past year, more than half of the new CMOs are first-timers*" said Greg Welch for the firm.

One theme that keeps reappearing is that the peers of marketers believe that marketers had been distracted from the business role of creating demand and driving growth by the rise of digital marketing.

Digital 'distraction.'

There is a lot to be said for marketers having been distracted: Marketing and the role of the CMO has changed beyond recognition since 2000. The objectives of marketing may be the same, but the creative, the channels, the media, the technology, the metrics and often the agencies that marketers work with are in many cases all new. For two decades now, the focus for most has been on how to get the right message to the right person, at the right time, and for the lowest cost. Perhaps because of this the make-up and background of the typical CMO has changed too. There has been an influx of a new generation of 'communication' CMOs who know no other world.

It's easy to understand the lure of digital to both marketers, their colleagues, and bosses: For the first time there was a medium that supposedly addressed the perennial 'chip on the shoulder' of every marketer since Wannamaker; knowing which half of their media spend was working. And, again supposedly, everything was cheaper and faster to do through 'digital' – to the point that earned social media is free. Who doesn't want that?

These fables and other supposed 'truths' about digital have resulted in enormous pressure from all directions on CMOs to go 'digital' at almost reckless speed. The interviews surfaced some particularly egregious examples: A Board member at a multi-billion industrial supplies company demanding that the company achieve as many 'likes' as Coca Cola had at the time, the CEO of a large music company bluntly telling his CMO that it would be a mistake to advertise on TV because 'everybody' knew that teenagers '*don't watch TV anymore*.' Even though Byron Sharps research says otherwise, it hasn't been easy for CMOs to argue for tried and tested marketing strategies and budgets without sounding defensive and old-school. Perhaps that explains why according to TechCrunch, 2019 marks the first year that digital advertising spending surpassed traditional advertising (US $130 Bn vs. US $109 Bn).

Our one-on-one conversations and in-depth analysis suggest that what resulted was not just a shift in media spend, but a far more profound side-effect: The neglect of another important traditional Marketing responsibility - that of helping define the company's business growth, or 'where to play' strategy. And many of the CMO peers believe that this is the more important responsibility of Marketing: In the 'business growth planning' role, Marketing partners with the rest of the business to define the markets and consumers to target, the solutions to develop, and the positioning to differentiate it from the competition and win. The subsequent plan to activate this growth strategy may include digital media or not, but how can any company grow sustainably if the underlying growth strategy isn't solid?

We believe that this shift in focus best explains why Marketing as a function has lost so much credibility and influence, and why so many companies have looked in other directions – like the creation of a Chief Growth Officer role - to fill the void.

The Institute for Real Growth Study

At the kick-off meeting of the 'CMO Growth Council,' leaders representing 25 of the world's most important marketing companies were analyzing this CMO predicament, discussing what was needed for the CMO to get back in the driver's seat of business growth. And what differentiates a 'Growth CMO' in terms of mindsets and behaviors from under-performing CMOs.

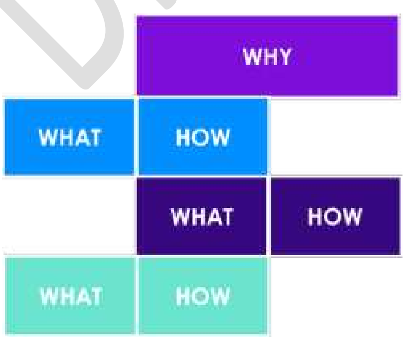
With so many creative minds in the room, many ideas and anecdotal examples were quickly swirling around the room, but what was lacking was a fact-based understanding and codification of the strategies, structures, and capabilities required to drive sustained revenue growth. That day the IRG Real Growth Study was born.

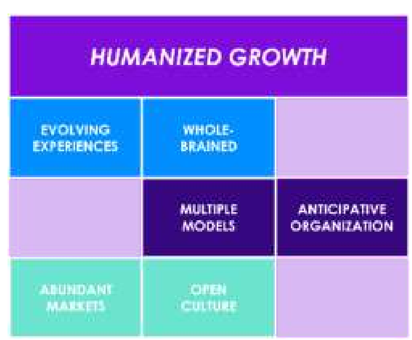
The Real Growth Study was a joint effort between the Association of National Advertisers, LinkedIn, WPP, Kantar, the MMA, and Spencer Stuart and included in-depth interviews with over 500 senior business growth leaders (this is the 4th mention of the 500, a survey of over 1,500 marketers globally across 73 markets, an AI review of over 3,000 growth publications as well as all the interview transcripts, and an analysis of the publicly available details of the connections of over 3.5 million LinkedIn users.

In our research, we contrasted the strategies and approaches of growth over- and under-performers based on their three-year revenue performance versus competition and studied the role the CMO played in influencing and driving business growth.

Humanized Growth Strategy

The Real Growth Study reveals that overperforming growth organizations differentiate themselves by defining 'Humanized Growth' as their overarching ambition. These companies take a more holistic view of the world and serve a broader set of stakeholders, creating value for all their shareholders. They do this with the conviction that by prioritizing the value they create for all people, the financial results will follow, maybe not in the next quarter, but definitely in the long run.





Seven Building Blocks for Real Growth.
A 'Humanized Growth' strategy comprises of seven 'building blocks' that bring the business strategy to life for the company and break into three clusters:

The overarching building block defines what is different about **WHY** over-performing companies do what they do. Why they are in business. Why do hundreds, or even hundreds of thousands, of employees decide to spend most of their living day together to work on a shared objective? The Growth study finds that what sets overperforming organizations apart is that they formulate a mission that recognizes a broader set of stakeholders than financial shareholders and set out to make a positive impact on human lives: for their consumers, their colleagues and the communities the company operates in, as well as for their shareholders. Our work finds that it is often the Marketing leader in these organizations that 'owns' the articulation and embedding of the humanized business ambition internally and externally.

Then three building blocks identify the difference in **WHAT** overperforming companies focus on: What is the market that the business is playing in, what is the business model to drive growth, and what does the company develop and market as market proposition? Growth overperformers elevate their understanding of consumer needs to define the market in more abundant terms. They do this by unlocking the power of their ever-increasing amounts of data with human insights to address both manifest and latent human needs. Overperforming growth organizations unleash the power of technology with human creativity to develop what we are calling 'ever-evolving experiences' for their customers.

And three building blocks capture **HOW** overperforming growth organizations are organized differently to win: How these organizations develop a more open culture, how they build more whole-brained teams and how they organize to win micro-battles.

Growth organizations promote human ***connections***. These companies promote a culture that allows employees to collaborate better and learn: connecting better internally, horizontally and vertically, as well as externally. They understand that it takes ecosystems of partnerships to develop innovative solutions that then constantly evolve. Winning marketing leaders champion a people-first approach, that – when done well – becomes the connecting tissue of these ecosystems.

The learning and best practices identified by the Real Growth study show that it is often the Chief Marketing Officer that plays a crucial role in the championing the development and delivery of a 'Humanized Growth' strategy.

Defining a more humanized growth ambition, that is the formulation of 'why we exist' as a company, has received a lot of attention over the last five years in publications such as this. Being clear about a company's purpose is now broadly recognized as a key success factor to long term corporate success. That investors like Larry Fink of Blackrock are demanding clarity on purpose from the companies it invests in was unthinkable just six years when in our 2014 HBR article 'the Ultimate Marketing Machine' we argued for business leaders to start with purpose.

However, our most recent study finds that although many business leaders have now embraced this principle, what is often still lacking is the internal alignment about how to implement the purpose. Overperforming companies get this right much more often: They articulate their business ambition in terms of the positive impact they make on all the stakeholders they impact; that is *people*; their consumers, their colleagues, the people in the communities they operate in and of course, their shareholders. Overperformers work with the conviction that when their value to all stakeholders, people, grows, long term financial growth will follow.

Google offers a good example. Its mission is "*to organize the world's information and make it universally accessible and useful*" - a very clear human benefit. And the company links key business KPI's and metrics directly to this mission. Accessibility and usefulness of information correlates directly with the amount of screen time that people spend with Google's solutions. So instead of focusing its teams on traditional financial metrics such as revenue and profit, Google has chosen to incentivize its employees based on how much they contributed to increasing average screen time, that is the amount of time consumers spend with Google. Of course, Google knows that increased screen time leads to increased turnover, but the financial results are the consequence of delivering on the company purpose instead of the primary focus.

Our survey results show that the employees at growth leaders list the *impact on people* significantly more often as their company's most important growth ambition (OP 33% vs UP 19%), whereas employees of underperformers over-index quite heavily towards a focus on the more traditional financial bottom line as the #1 growth ambition (OP 25% versus UP 41%).

And we find that it is often then CMO that plays an important role in building internal awareness and clarity around the 'why' - the purpose and the more humanized business ambition. Making clear how each function and individual employee can contribute to delivering on the ambition makes what often sounds as lofty language more practical and real. CMO's often play a crucial role, leveraging their communication expertise to help the CEO inspire and rally the troops around a more humanized business ambition.

A great example of this is how Alex Ho, the CMO of American Greetings, worked with the company CEO to create a company-wide program to reconnect all employees back to the company's original purpose and translate it into concrete action plans for today and tomorrow, per discipline and with clear goals.

What gets measured gets done. Our findings indicate that an important step immediately after the definition of the company's purpose is the definition of KPIs that capture successful delivery of the purpose. We came across many examples of companies formulating impressive often lofty mission statement - but continuing to measure their success with success metrics that only captured financial success. Should it be any surprise that this often leads to no significant change in the company's behavior? Take for example ConAgra, where in 2016 all major brands were tasked by the CMO to specifically define their brand purpose. They did, but the company leadership continued to focus almost solely with a focus on that day's stock market value and after two years almost no one could remember what the purpose work had defined.

Shell, a leading energy company, has moved much more stridently: It has defined its purpose as 'We power progress together by providing more and cleaner energy solutions'. Impressively, the company's Executive Board incentives program is tightly linked to this stated purpose: If the company moves further towards sustainable energy resources, Board compensation goes up. And the brand and business strategy teams collaborate to help business units translate this purpose into measurable goals and actions.

Sustained revenue growth overperformers distinguish themselves in how they address **the strategic business question of ‘where to play’.** The Real Growth study data shows that where underperformers focus somewhat more on the size of their market share (OP 45% vs UP 54%), overperformers prioritize growing the size of the category, that is the overall market, and growing beyond the market (OP 55% vs UP 43%). Overperformers start with an advantage: They are also better at assessing and understanding market developments (OP 85% vs UP 31%) and they build advantage by taking a more long-term view (% of focus on long-term OP 61% vs UP 27%) on growth; defining their market not in functional terms but by expressing it in terms of deeper human needs.

This is all about framing the market opportunity: For example, when a major CPG player was recently negotiating its shampoo and conditioner listings with Amazon it claimed that its overall ‘Hair Care’ market share was roughly 30 percent. Indeed this was true for the traditional market share definition of ‘shampoos and conditioning products sold in traditional retail’. But the Amazon team, unhindered by the space limitation of traditional retail, countered that on their platform this particular company’s market share in Haircare was actually less than 10 percent of the Hair care market. Amazon was clearly using a different definition for ‘Hair Care’: The Amazon market was a much bigger universe that included other ‘Hair care’ product sold online such as gels, blow dryers, hair clippers, and even hair curlers.

This ‘size of the market’ discussion was a bit of a wake-up call for the Hair-Care team: To their credit, they decided to project the same line of thinking a step further and expand the market definition by including any other ‘Hair Care’ products and solutions that addressed the same underlying consumer needs of ‘looking my hair best’, ‘expressing myself’ and ‘showing my human originality’. The market universe now included hair braiding products and even a YouTube channel that asked viewers to contribute ideas for new hairstyles. The team even looked for ideas on the crowd-funding platform Kickstarter, finding new-age hair solutions that included herbalism and vibrational medicines such as Flourish Naturals – created because ‘I love this planet and the people that live here’.

The result of this market definition exercise was truly enlightening and behavior changing for the Hair-care team. A marketer with a 30 percent market share drives to work worrying about how to protect his or her share. The same marketer, but now with only a 3% share of a more abundant market, is thinking about new value propositions, new partners, and new competitors. By looking at the same market data through a human needs lens the glass became half full.

Overperforming CMO’s understand this and unlock the power of data with human insights. By ensuring that data points are interpreted in the context of an understanding of the relevant human needs, the cause of the behavior that created the data points. At PepsiCo for example, Global Insights & Analytics leader Stephan Gans works tirelessly to build bridges between the data points and human empathy, and his team develops processes that forces these two perspectives to collide productively, including a codified Front-End -Innovation process that specifies both consumer data-driven analytics as well as empathy building steps.

When in 2018 the data at Rubbermaid showed that Elmer’s glue sales were increasing significantly the companies first reaction was to increase production and count its blessings. It was only when a team of quantitative market data analysts sat with the company's human and cultural experts that the company uncovered the real why of the spike: Tween kids were using their parent's glue to make a new 'toy' known as 'Slime'. It was this early human insight that led to the rapid development of a dedicated line of 'Slime' products and accessories to further fuel the global Slime frenzy that many parents are still trying to recover from.

Overperformers prioritize mining the massive amounts of data that are nowadays available, for human truths. For example, IKEA used Discover AI, a social watching tool that mines millions of Instagram and other social media posts, to uncover that their icon product was not the famous 'Billy' bookcase, but in fact the Swedish meatballs that they serve in their IKEA restaurants. The Swedish company's food experience, very different to all American 'fast food', powerfully connects American consumers to a world that they feel is somewhat exotic, modern and refreshingly back to basics.

As the amounts of data that companies have available increases – not one of the companies we studied complained about having too little market or consumer data available – the ability to 'unlock' the power of this data with human insights will become even more important.

Overperformers differentiate by what it is they offer their consumers. In many companies we found a prevailing believe that if customer satisfaction and the Net Promoter Score (NPS) are positive, an organization's revenues will grow. We beg to differ.

Instead, the Real Growth study results suggest that overperformers take their cue from Amazon's CEO Jeff Bezos who has repeatedly challenged his employees to embrace what he calls the 'always beautifully dissatisfied consumer':

Customers nowadays are now more demanding than ever before – they want improved solutions, related services and personalized experiences – and of course for a lower price than before. They expect the companies with whom they share their data with to use it to their benefit. The new value exchange has become: 'I give you my information and you give me better and more personalized solutions'.

And expectations keep increasing: Consumers today ruthlessly project their experiences and expectations across completely unrelated categories: Passengers of an airline will judge the company on the basis of the functionality of its iPhone App – comparing it with much more intuitive Apps from players outside its market like Uber. And if Amazon delivers within 4 hours to your house, work or car free of charge, why would consumers accept anything less from anyone else?!

The Real Growth study results show that overperformers deliver against these increased expectations by constantly developing and delivering on what Silvia Lagnado, the global CMO of McDonalds calls 'ever-evolving experiences. (IRG stat: 81% OP vs 22% UP "positive about the company's ability to deliver ever-evolving experiences")

Overperformers develop more creative marketing solutions (IRG OP 59% UP 20% "positive about the company's marketing creativity") by unleashing the possibilities of technology with human creativity to build richer, more personalized experiences. Take Spotify, the online music service. Spotify allows consumers around the world to take almost all the music ever produced globally wherever they go. And the technology has helped the company better understand individual preferences, so that it can offer fully personalized playlists. Over time, Spotify's marketing leadership team has gone a step further: Motivated by the opportunities of the technology the company has now offers every user a selection of fully personalized 'daily mixes' - playlists containing 80% of songs frequently played by the user complemented by a selection of 'new' songs selected by an algorithm. Thus, creating little moments of surprise and over-delivery on expectations.

Spotify truly embodies the practice of permanently developing better solutions. Another example: The company started a partnership with Uber through which you can step into an Uber in Johannesburg and find yourself to find yourself listening to your favorite artist Mick Jagger criticizing advertising in *I can't get no satisfaction*. And with traditional radio back en vogue Spotify has most recently started offering 'Spotify Radio' offering a mix of music, podcasts and news items.

The marketing team at Randstad, the leading temp agency, developed a "tech & touch" strategy that aims to leverage the possibilities of technology through human touch and creativity. By connecting all data sources Randstad is now able to do an AI driven value-based ranking of all job applications in real time. The traditional static procedures are all automated and service is 100% online. With Randstad's dynamic application process, the 10% highest ranking job applications actually receive a telephone call and one-on-one support from recruitment professionals, thus increasing the human touch. Based on real time selection by an algorithm.

Marketing leaders at overperforming companies realize that in order to provide broader 'suites' of services which requires a willingness to work with new partners (IRG stat: external connectivity 72% OP vs 3y% UP) and in new ways. Diageo is the sole investor in Distill Ventures, a start-up venture run by entrepreneurs to experiment with new drinks technologies, innovations and do small-scale accelerators and incubators. The Diageo planners help Distill Ventures entrepreneurs think through creative ways to make their technology or invention useful as an experience to their consumers. Out of the Diageo-Distill Ventures collaboration and experimentation came Seedlip - the world's first distilled non-alcoholic spirit. Seedlip is currently taking the drinks world by storm.

Overperforming CMO's understand that for these kinds of partnerships you will often need to work with new business models where the company goes outside its comfort zone (IRG stat: willingness to accept new business models 68% vs 38%). The margin on a supplementary service may be small or neutral if the supplementary service increases the overall value of the proposition then this will translate to higher loyalty or increased usage over time. To convince a CEO of the financial viability you need more commercial acumen. One or our interviewees said it as follows: "It's less about the numbers in the ROI model, its more about understanding and challenging the assumption in behind the model". Overperformers focus on building stronger financial acumen among their marketers; they evolve their knowledge from media and marketing spend ROI to commercialization by offering dedicated finance-for-marketing and commercial business training. (STAT)

The Real Growth study also uncovered two interesting lessons about **how the way the organization works can accelerate** growth. There is a prevailing view that a company's culture cannot be changed because culture is part of a company's DNA. We found this to be plain wrong. Equally interesting is that some of the interviewees talked about how their companies were going through elaborate 'RACI' operating model (RACI is an acronym for who is Responsible, Accountable, Consulted, Informed) redesigns to accommodate new, more agile processes.

The Real Growth study results show that instead of redesigning RACIs operating models, overperforming organizations focus on creating a more open organization - enabling their teams to be more connected, both internally and externally. These companies are aligning these human connections with the organization's growth challenge. Overperformers make connecting internally easier with the introduction of technologies like Slack – promoting a faster and richer exchange of human insights and ideas. And this turns out to be important: LinkedIn's analysis of the connections of over 3.5 million employees found that senior leaders in overperforming organizations have 5,5 times more connections with their junior colleagues compared to their underperforming peers. And marketing and sales staff in overperforming companies are 3,5 times more connected to their colleagues in HR, Finance and IT than their underperforming growth company colleagues.

Overperformers prioritize the breaking down of internal barriers (IRG stat: 50% OP vs 29% UP) and foster a culture characterized by traits such as "entrepreneurship, innovation and change" (IRG stat: OP over-index 150) versus the underperformers culture bias towards "procedures, structure and quality" (IRG stat: UP over-index 133). Wunderman Thompson, the creative, data and technology agency, uses a methodology called Collison to bring together diverse partners and experts throughout the strategic and creative process. 'Collision' is a departure from the linear processes traditionally employed in marketing. By 'colliding' together multi-disciplinary talent, including client experts, in an agile, iterative way it makes easier to develop ideas that break out of traditional marketing boundaries, all the while keeping the end customer experience and value proposition clearly in mind. This can inform new business, service and technology propositions as well as communications ideas

Google's Innovation group, Area 21 found that the Google corporate HR policies were slowing down innovation because they were rewarding an individual's instead of the team's overall achievement. So, they are now using their own – more team centric – KPIs and incentive schemes.

Coke's 24 hours creative approval process delegates authority to employees closest to the customer. Unilever makes a point of fostering the entrepreneurial spirit of the companies it acquires. It has created a 'Founders Council' to support the companies big brand leaders with an infusion of 'entrepreneurial' mindset and behaviors from the founders that have been brought into the company.

Netflix has a "no assholes rule" in their HR protocols, because it has found that however successful an employee may be, from a cultural perspective rotten apple tend to infect the whole basket. Growth overperformers institutionalize human connections by promoting the exchange of people across functions and even partnering companies. Verizon's Diego Scotti's 'Creators' program moves millennial and centennial colleagues across the client and creative agencies. Their career paths are more akin to a "jungle gym" versus the traditional linear path of promotions. Facebook also has a similar program.

Externally, overperformers are shifting from a 'Do it Yourself' first approach to a partnership-first mindset, creating collaboration ecosystems like the Ziggo Vodafone Joint Venture HQ in Europe, which houses representatives from all the partner agencies, media companies as well as several technical innovation start- ups that focus on mobility services. And the Ziggo Vodafone team also co-locate at the offices of their lead agency collective (WPP).

Another great example of open culture and responsive organization is GO-JEK. Established in 2010 as a motorcycle ride-hailing phone service, GO-JEK has evolved into an on-demand mobile platform and super-app, providing a wide range of services including personal transport, logistics, food and grocery delivery, on-demand hairdressers and massages, with integrated mobile payments. Originating from the idea of simple street-hailing transport offered by local ojeks (motorcycle taxis) able to overcome the traffic challenge of Indonesia's congested roads, GO-JEK provides drivers with a mobile phone, data plan and platform to connect supply and demand. GO-JEK now operates in 204 cities across five countries in Southeast Asia. GO-JEK's extensive breadth of services gives the company a high number of competitors. It therefore needs to act quickly in order to respond to the market. The company structure reflects this with "mini-CEOs" appointed as product managers across the 18+ verticals. They are given independence in their decision-making with end-to-end ownership of their product to enable agility at scale. "You can't put a crazy target on someone's head, and then micromanage them to achieve the target. You say, "Whatever it takes. You're the boss. You decide how to hit target" says Nadiem Makarim, GO-JEK CEO. Employees are well-trusted with benefits such as unlimited sick leave and no office timings. Teams are permitted to collectively decide what works best for them in order to deliver the best business results and drive growth.

In conclusion, the Real Growth study clearly demonstrates that CMOs who make it their business to put the human at the very center of **WHY** the company is in business, **WHAT** they define as their market and what they develop as the offer, and **HOW** they are organized, are regarded as a full business partner internally, have significant strategic influence These Growth CMOs can make an important contribution to driving sustained business growth and are very much in the driver's seat of growth.

And our results suggest that there is significant opportunity ahead for these 'Growth CMO'; Companies need them to learn to focus beyond shareholder needs and demands and deliver value against much broader stakeholder needs, be they consumer, employee or society at large.

Companies that want to grow will need help getting this right and there is a strong case to be made that it is the CMO that needs to step up and play a key role in helping the business navigates this reality. Companies need real growth CMOs now more than ever to think through all interaction with the outside world, not just with customers.

Some CMOs, like Diego Scotti at Verizon, are already working this way: From the start, Scotti's role included all corporate communication and all Verizon's CSR responsibilities. Silvia Lagnado (former Global CMO at McDonalds) also embodied the growth CMO profile from day one. The first year in her role she focused on developing the corporate growth strategy together with the new CEO and new Head of Corporate Strategy. Only when that strategy was clearly defined did she zoom in on Marketing activation and communication strategy development. Other CMOs will have to negotiate and claim their business growth role.

And managing expectations will be key: With the CMO role being interpreted in different ways, our findings clearly demonstrate the importance for all CMOs to manage expectations around the role they want to play. Ensuring that there is full internal clarity and alignment about the scope and responsibilities of their role. Contrary to for example the CFO role, there are wildly varying expectations about the scope and responsibilities of the CMO among CEOs and senior leadership team peers. That needs to be addressed head on. But that will not happen with introducing new titles.

In the end, we believe that the CMO or CGO role discussion is a red herring. Success will be determined by the delivery against the needs of the organization and the expectations of colleagues, and not by changing titles. Humanized Growth leaders make it their responsibility to make better marketing decisions and influence better business decisions.

And as Alison Lewis put it when she most recently moved from the Johnson & Johnson CMO role to the newly created CGO role at Kimberly Clark; "*… of course my role is to drive growth. I always say I want more people to use our products more often. It's that simple.*"