



The Architecture of Real Growth



January 2020



Personal Mission

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Kimberly-Clark Names Alison Lewis As Chief Growth Officer

PR Newswire - Tue Jul 9, 2:00PM CDT

DALLAS , July 9, 2019 /PRNewswire/ -- Kimberly-Clark (NYSE: KMB) today announced the appointment of Alison Lewis to the newly created position of Chief Growth Officer. Lewis joins Kimberly-Clark from Johnson & Johnson, where she served as Chief Marketing Officer of the Global Consumer business since 2013. She will join Kimberly-Clark at the end of July.

With her appointment, Lewis will have responsibility for leading the global marketing team, building marketing capabilities, and leading the corporate research and engineering team on creating consumer-inspired innovation. She will play a key role in the company's initiatives to improve commercial capabilities that drive growth. Lewis will report to Mike Hsu , Chief Executive Officer, and become a member of Kimberly-Clark's global executive leadership team.

"This appointment demonstrates our commitment to drive growth and excellence in the way we invent, market and sell our products across the world," said Hsu. "Alison brings a wealth of brand experience to this new position on our senior team. I'm confident she will help us put the full power of our enterprise scale behind our biggest product, promise and channel innovation ideas."

Prior to her role at Johnson & Johnson, Lewis served as Chief Marketing Officer, Senior Vice President, North

Related Symbols

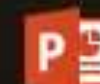
Symbol	Last	Chg	%Chg
KMB	138.37	-0.17	-0.12%
Kimberly-Clark Corp			

 YAHOO! FINANCE 

It's your money.

Trade ^{up.}

Try it free*



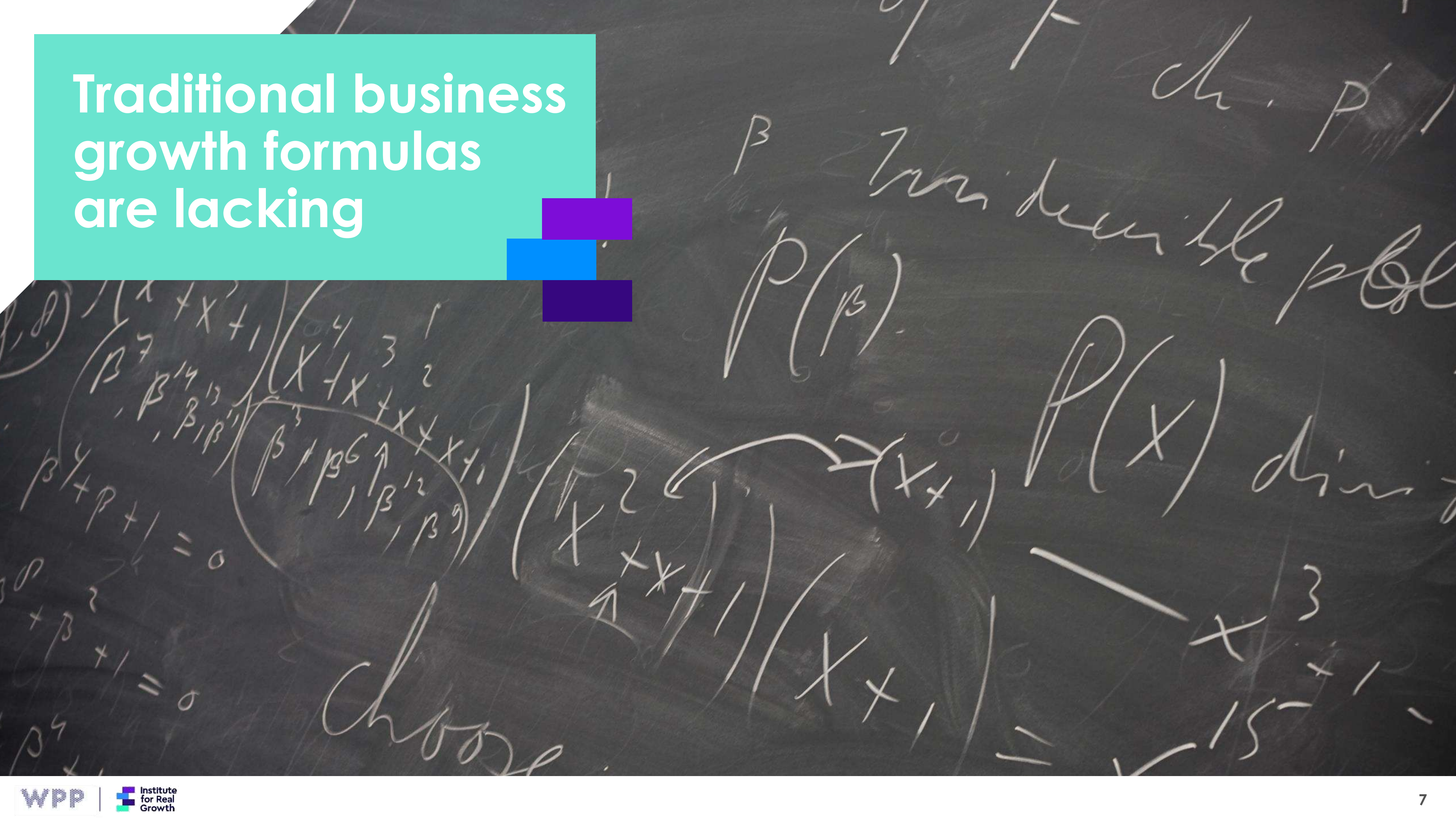






▶ The growth challenge

Traditional business growth formulas are lacking



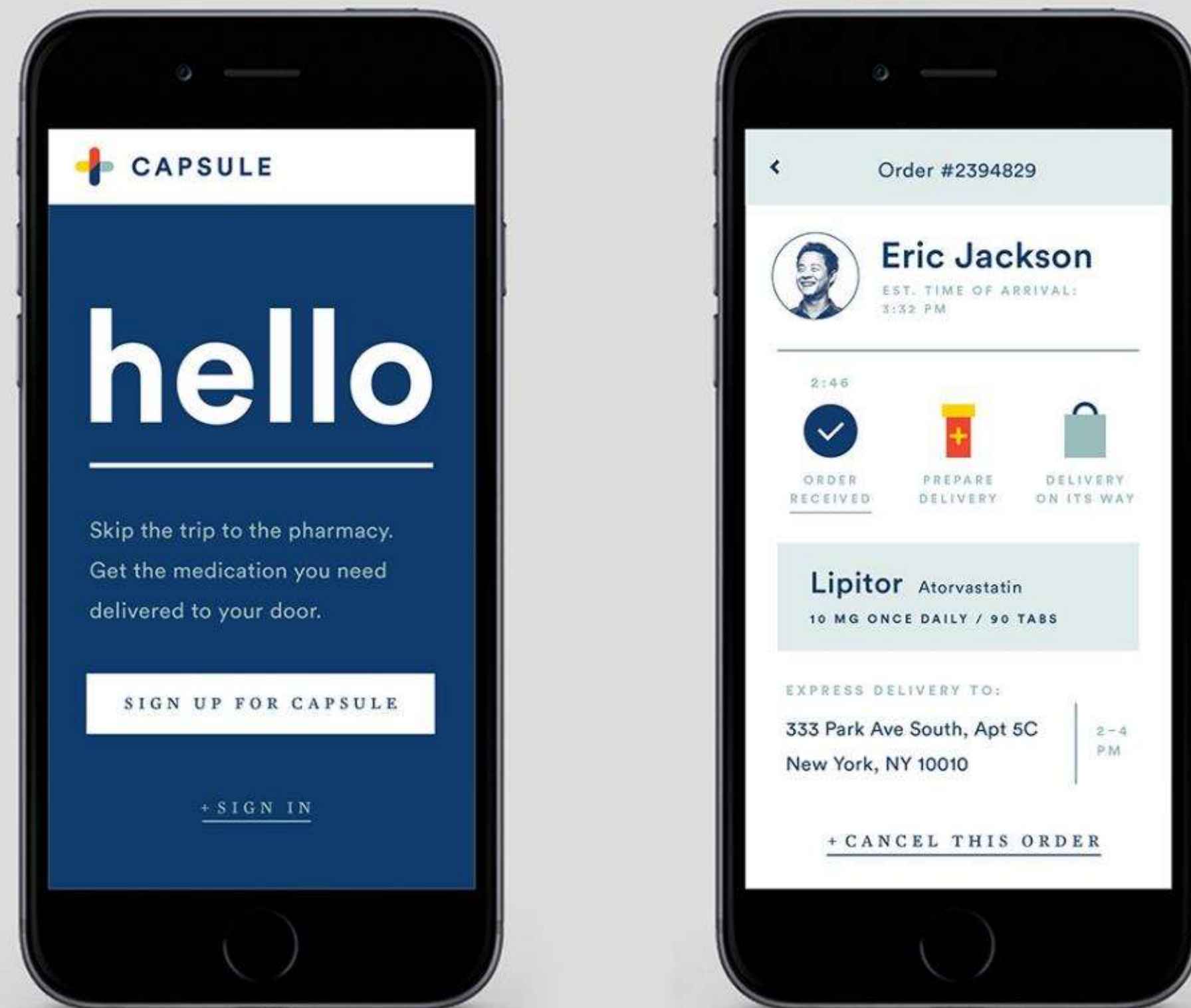


Welcome
to Madrid



Barriers to entry are
disappearing

New players are breaking the rules

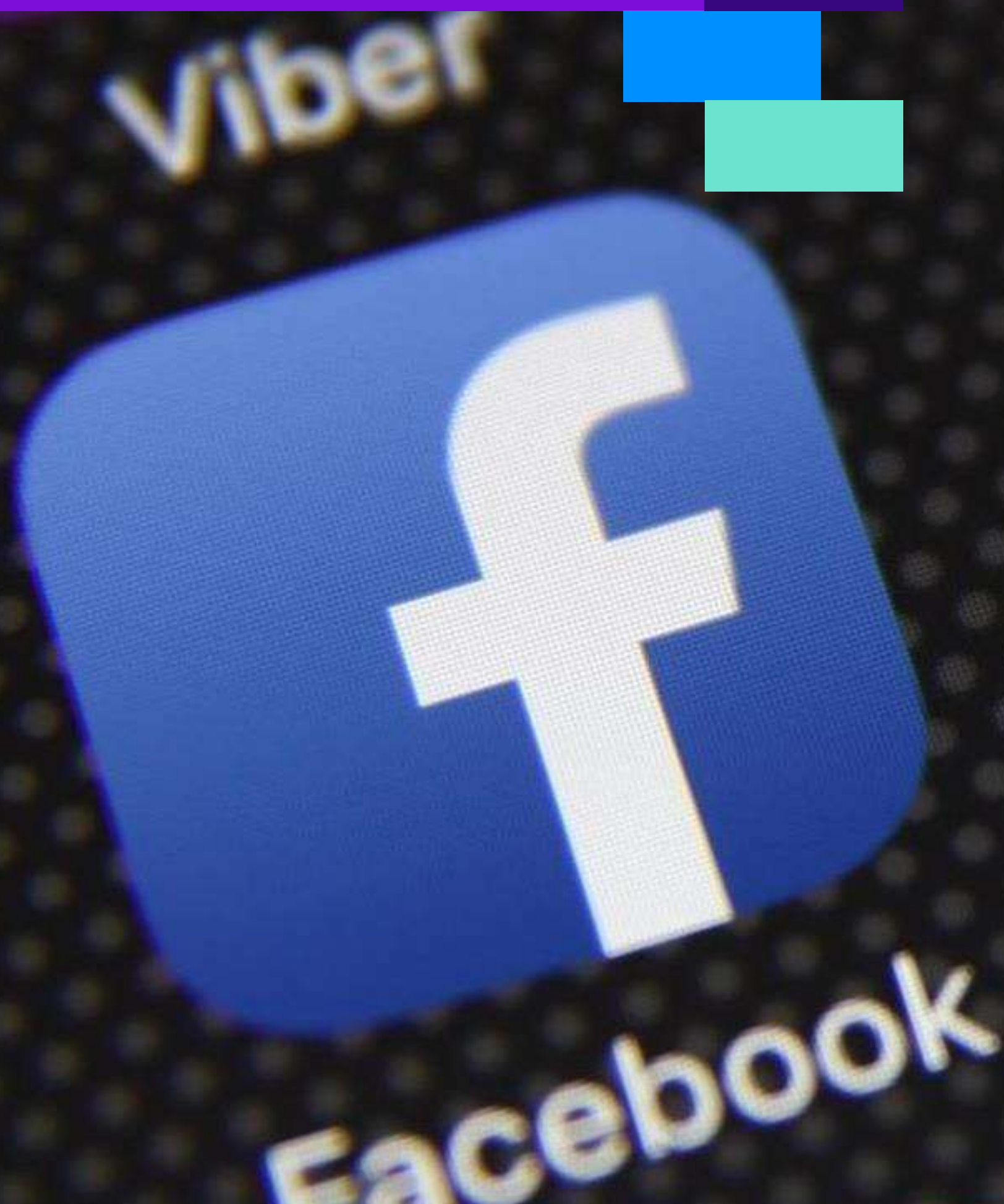


Hello dear,
we're Capsule,
the pharmacy
that comes to you.

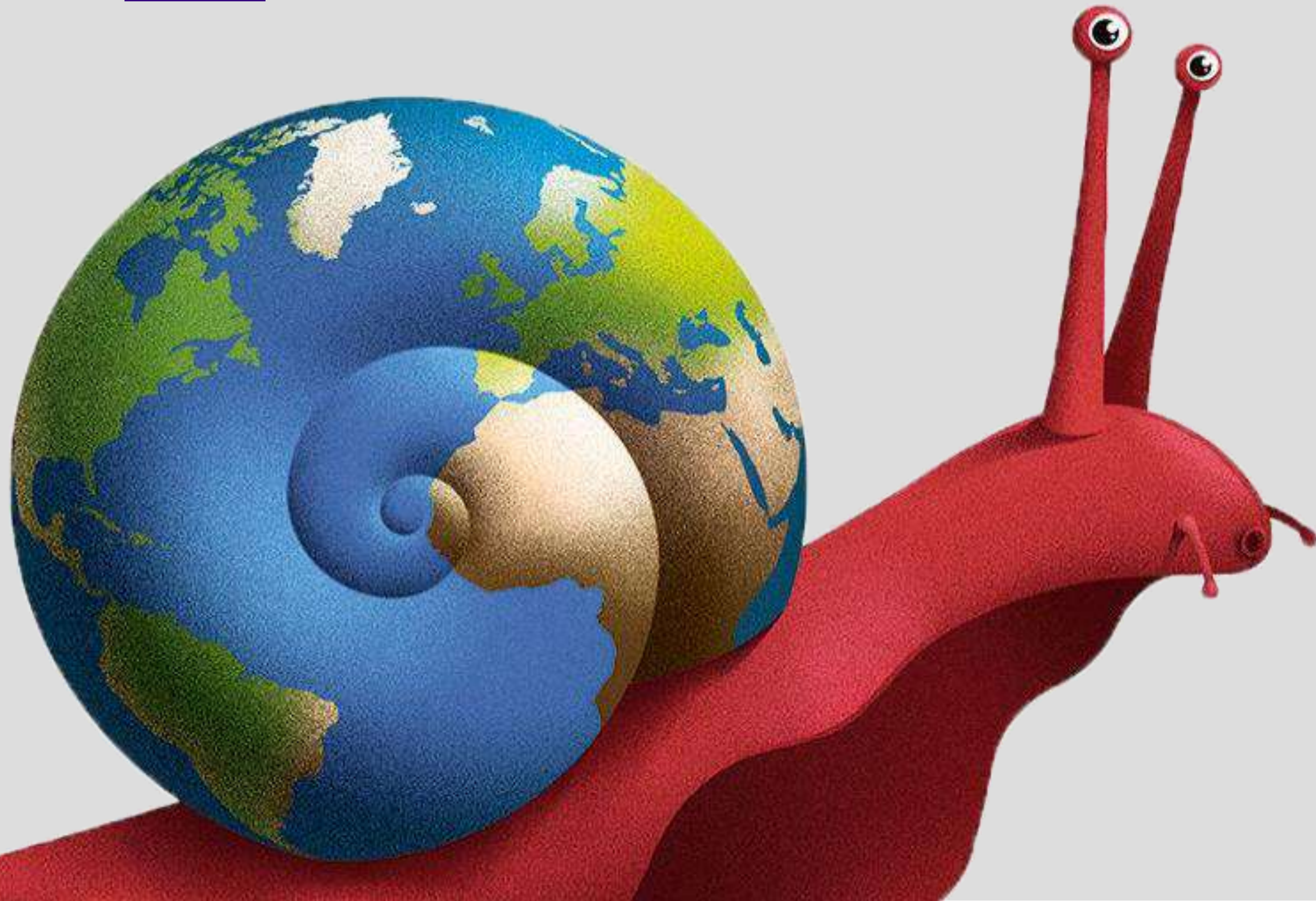
CAPSULECARES.COM



Disruptors are
being disrupted



Slowbalization



The
Economist

The war for talent



Transparency of corporate culture





‘License to operate’ being challenged



**And then
there's
Amazon...**

A photograph showing a line of delivery riders on motorcycles. They are wearing blue uniforms and helmets, and carrying large blue delivery boxes. The boxes have the number '2615' and some Chinese characters on them. The riders are on a road with trees in the background. In the top right corner, there is a purple rectangular overlay with the text 'Alibaba...' in white. To the left of the text are three overlapping squares: a purple one, a blue one, and a teal one.

Alibaba...



There is
growth to
be found

In 'uncomfortable places'





With new
partners



With niche brands

NEVER THINK ABOUT DETERGENT AGAIN

Our simplest laundry solution. Delivered right to your door, regularly.

And by going
direct-to-consumer,
by big players

Try It Now



...and
small players





Concerns around
trust and fake
news



And fake profit





When growth is lacking

The CMO is typically the first to go

SpencerStuart



We need a
new growth
architecture...



**And that's
why we
created IRG**

Tested and proven methodology



Global partners

KANTAR

Google



SpencerStuart



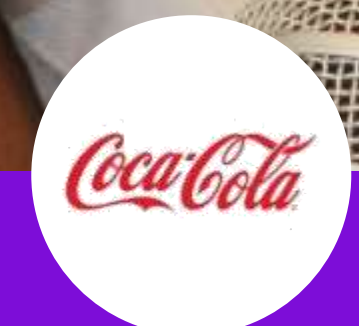
WPP



500+ vision
interviews
explored
contrasting
business
cultures



Morgan Flatley
Chief Marketing Officer, US



Noma Halimana
Country Manager, Zimbabwe

More than
4,500 survey
respondents



Across 73 markets



Analysis of LinkedIn data from over 800m+ connections across 3m+ employees



LinkedIn



Contrasting the
revenue growth of
over- and under-
performers



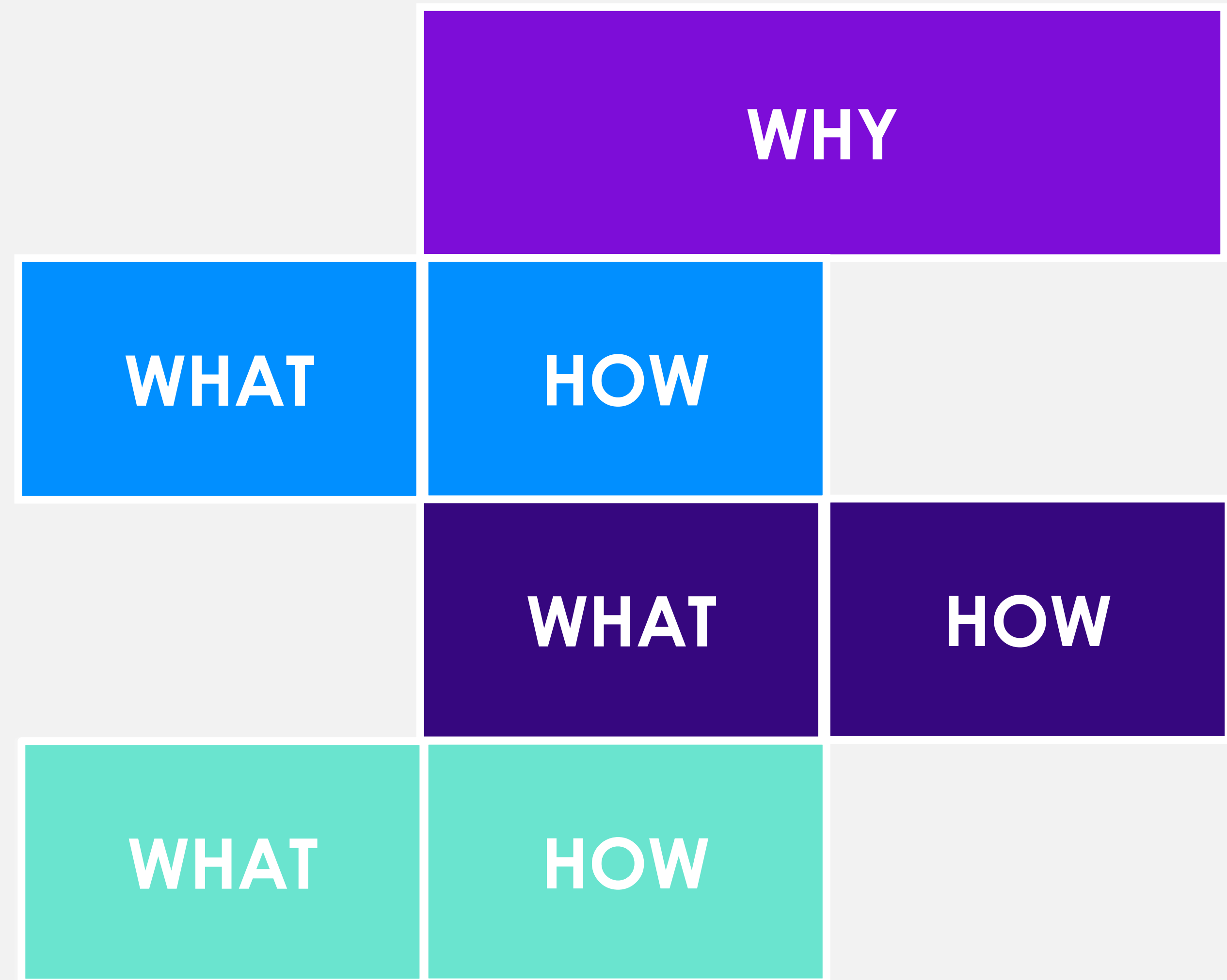
So,
what
does
it take
to win?





7 building blocks of Real Growth

The 7 Building Blocks of Real Growth:





Abundant markets

Overperformers think about Nielsen, Amazon, and Kickstarter

27%

nielsen
.....

11%

amazon

3%

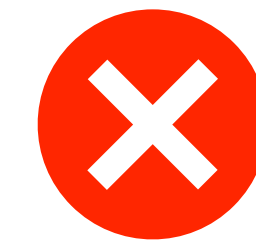
KICK
STARTER
.COM

They excel at spotting and choosing the right wave

Assess and understand market developments



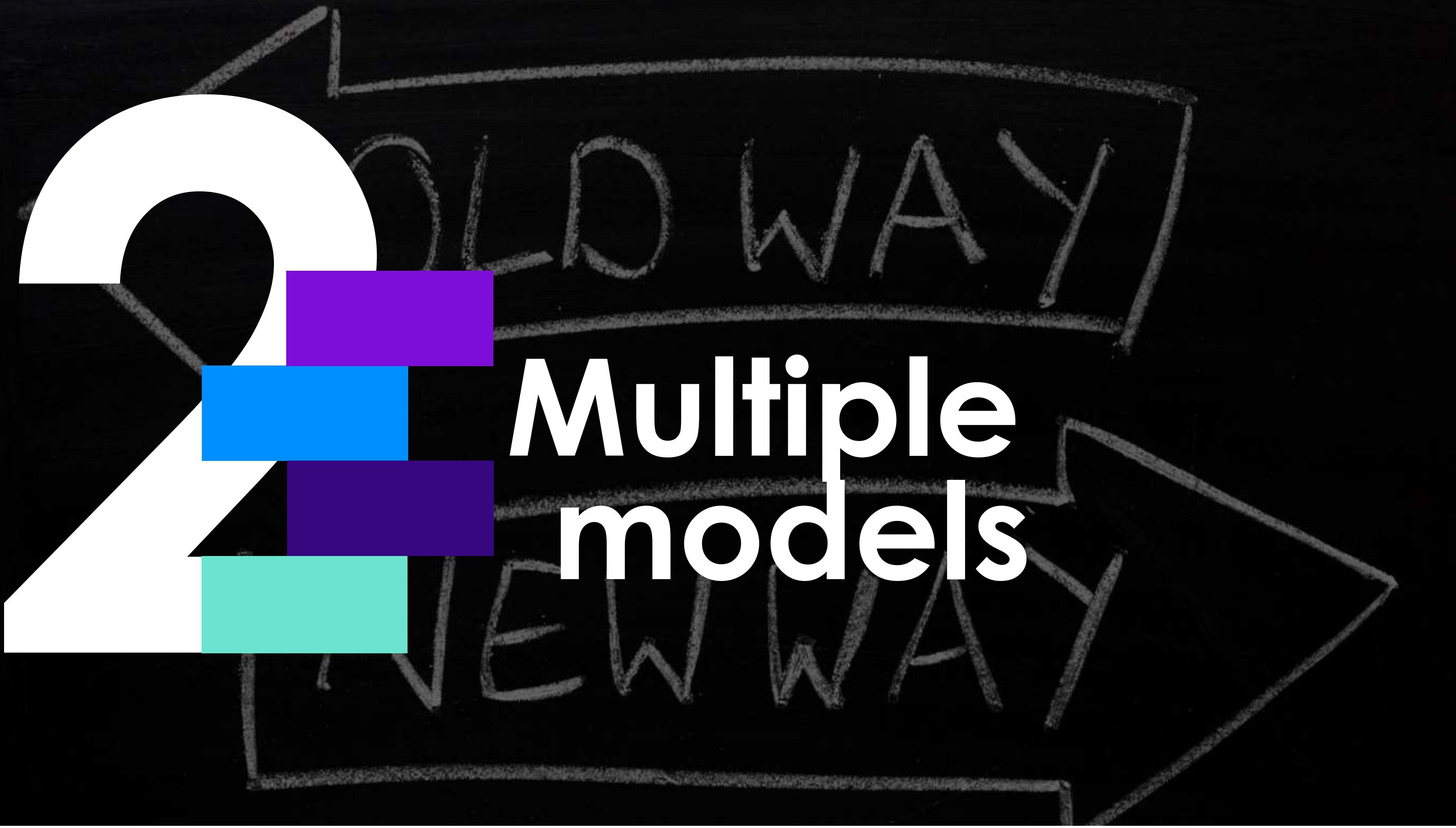
85%



33%

Mars: from pet food to pet care





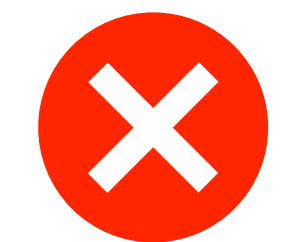
Multiple models

Overperformers play chess and checkers simultaneously

Willingness to accept new business models



66%



38%

From supermarket
shelves to cafes
& subscription
models

Costa Coffee

Introducing
pepsi® HomeMade
Created by us.
Made by you.

sodastream
caps®



Marketers need to boost financial literacy



Evolving experiences

Overperformers
embrace the
'Always
Beautifully
Dissatisfied'



Focus on eliminating friction



Deliver ever-evolving experiences



77%

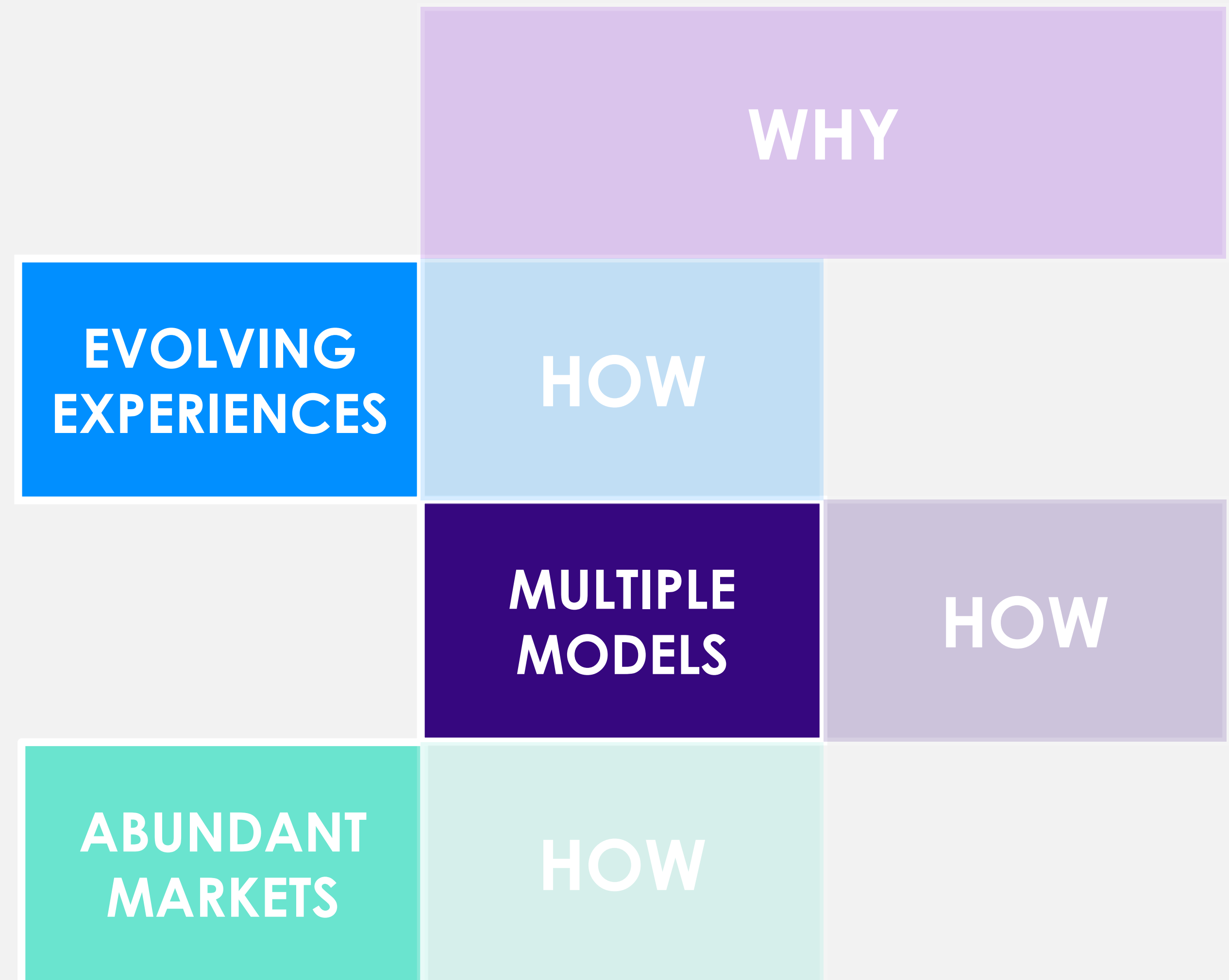


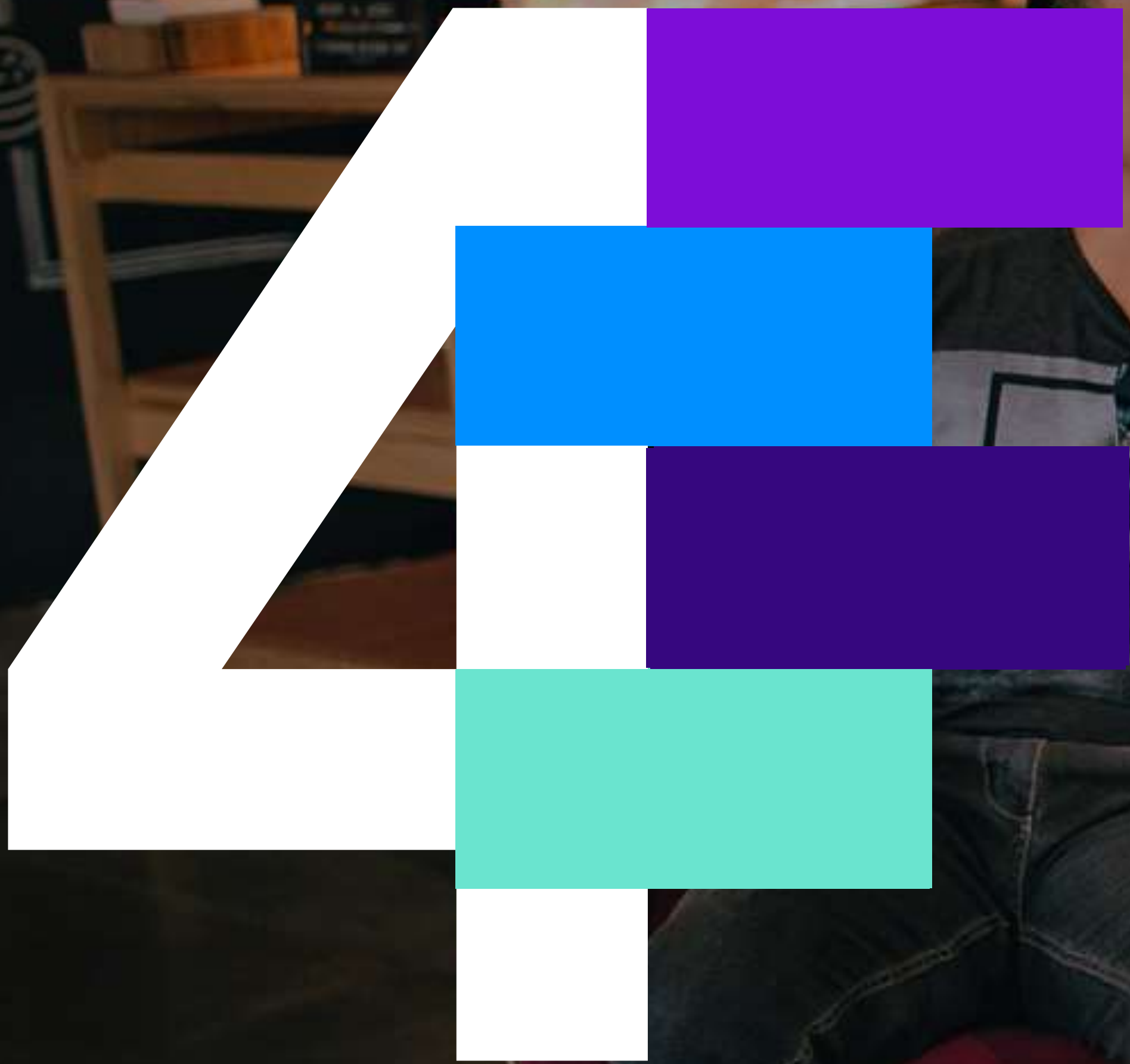
22%

Spotify: constantly improving your experience



The 7 Building Blocks of Real Growth: **WHAT**





Open culture

Overperformers
rewrite the
culture script



Underperformers
more often defined
by “procedures,
structure & quality”

#1 CULTURE DESCRIPTION
Procedures,
structure, quality

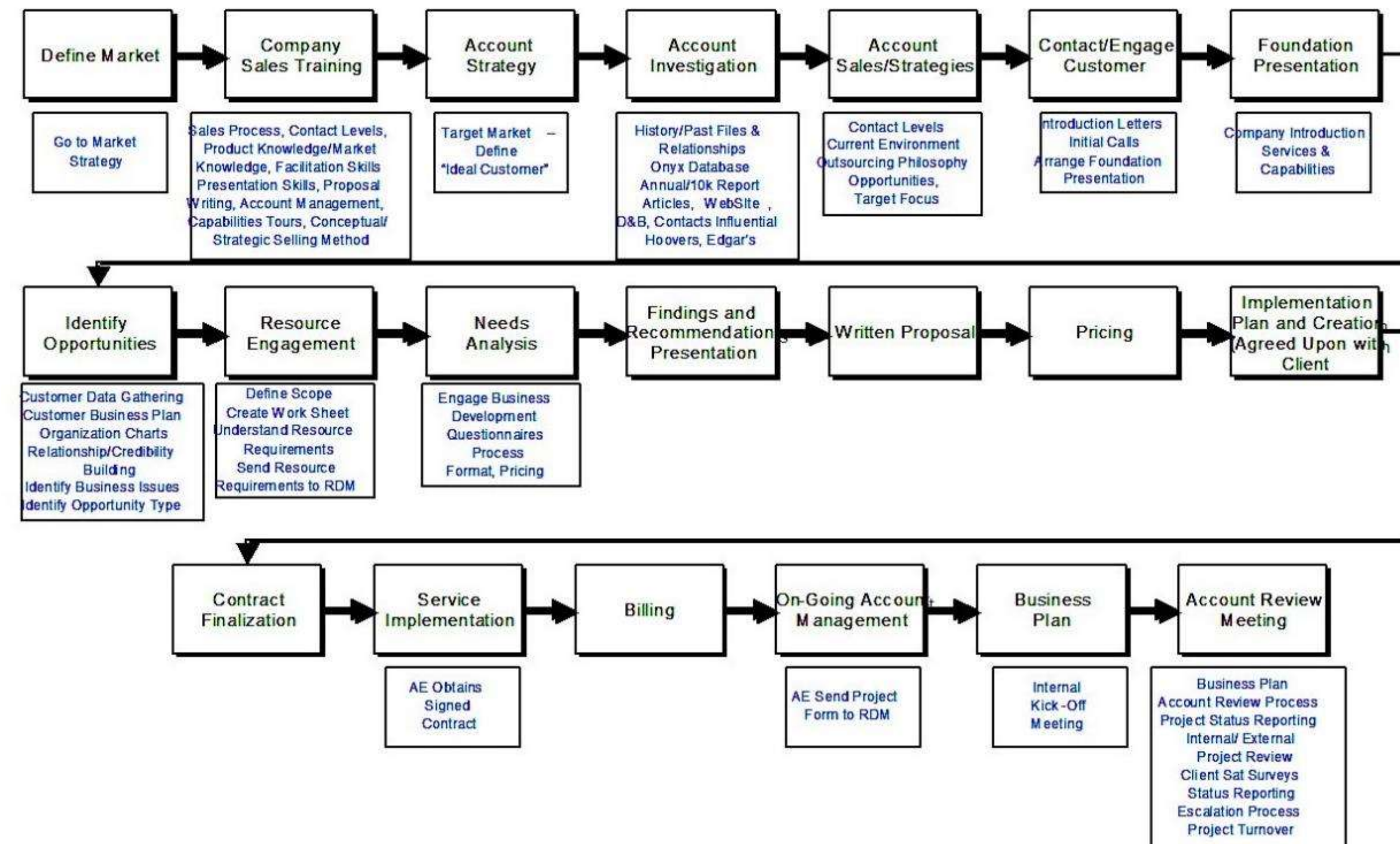


11%



24%

Company Sales Process





Overperformers
marked by
“innovation,
change &
entrepreneurship”

#1 CULTURE DESCRIPTION
**Innovation, change,
entrepreneurship**



28%

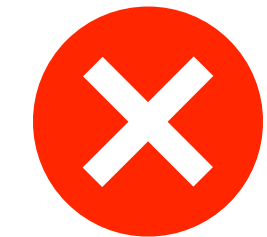


21%

External connectivity



72%



38%

Building an
ecosystem with
complementary
partners

Uber

Spotify

Unilever:
welcoming
outsiders to
promote
change within





Anticipative organization

Overperformers organize to win wars through micro-battles



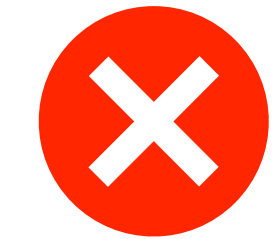


Switching
perspectives...

Competitive agility



66%



14%

...on
organizational
change

Effectively removing internal barriers



47%



25%

Prioritizing the
breakdown of
internal barriers...

A woman with long dark hair and glasses, wearing a white t-shirt, is pointing at a whiteboard. The whiteboard is covered with numerous colorful sticky notes (pink, yellow, orange) arranged in a structured manner. In the foreground, the backs of several people's heads are visible, suggesting a meeting or collaborative work environment. The background is a bright, modern office space.

Connecting both horizontally and vertically

3.5x
more connections
with other functions

5.5x
more connections
with senior leaders



Marketing and sales collaboration

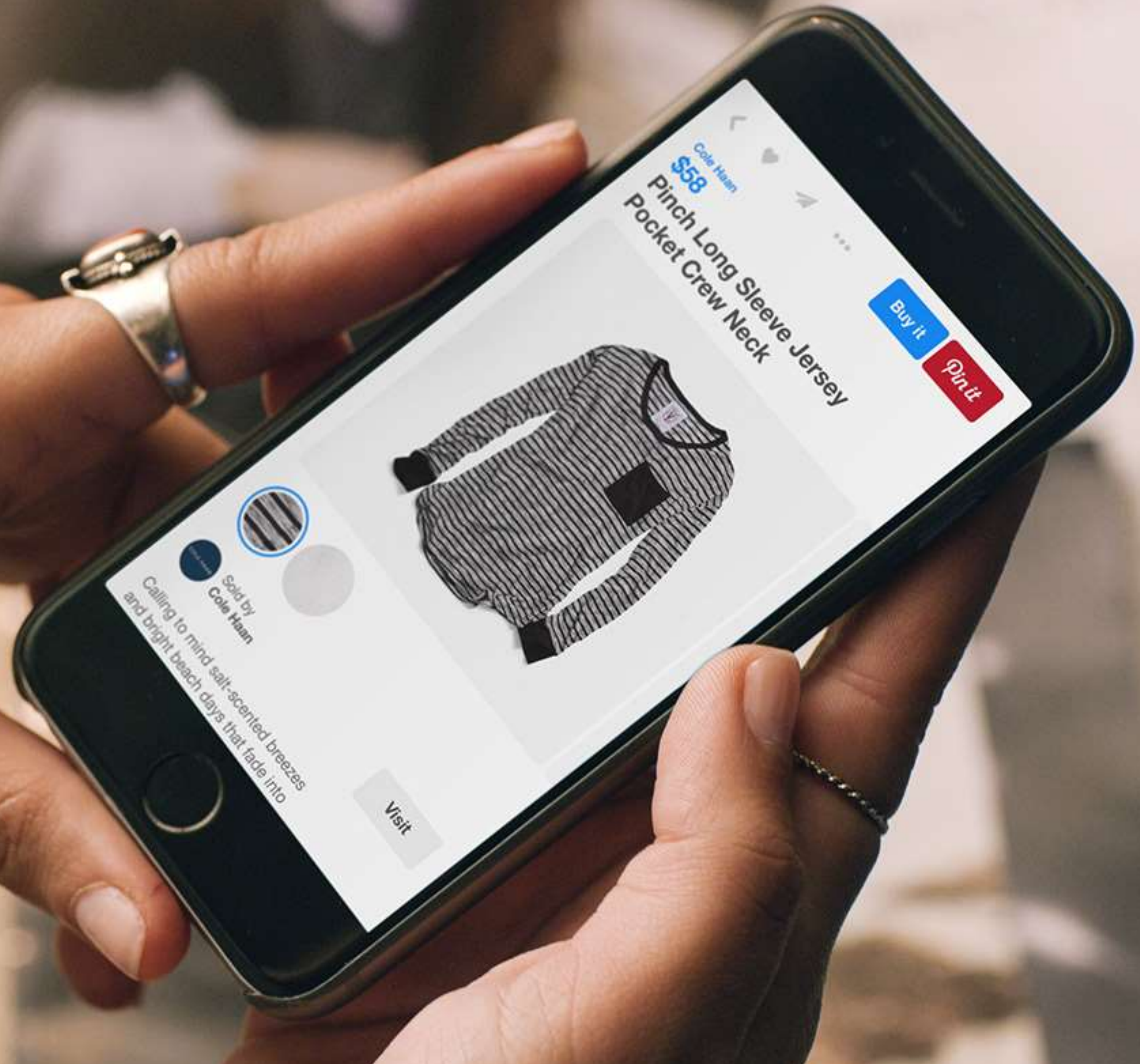


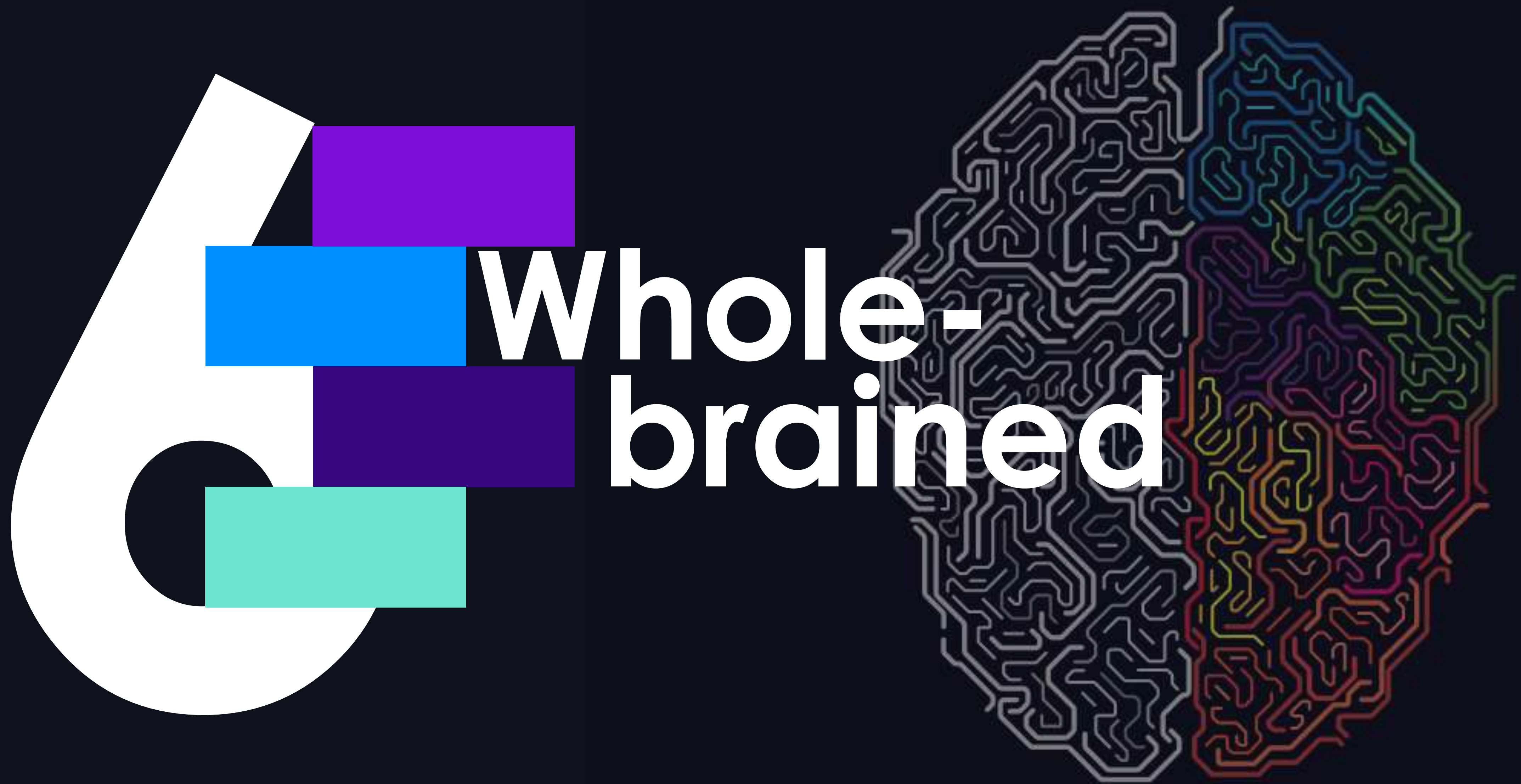
66%



38%

Effectively
integrating
marketing and
sales for
e-commerce







Overperformers unlock data with human insights

Ability to attract whole-brain

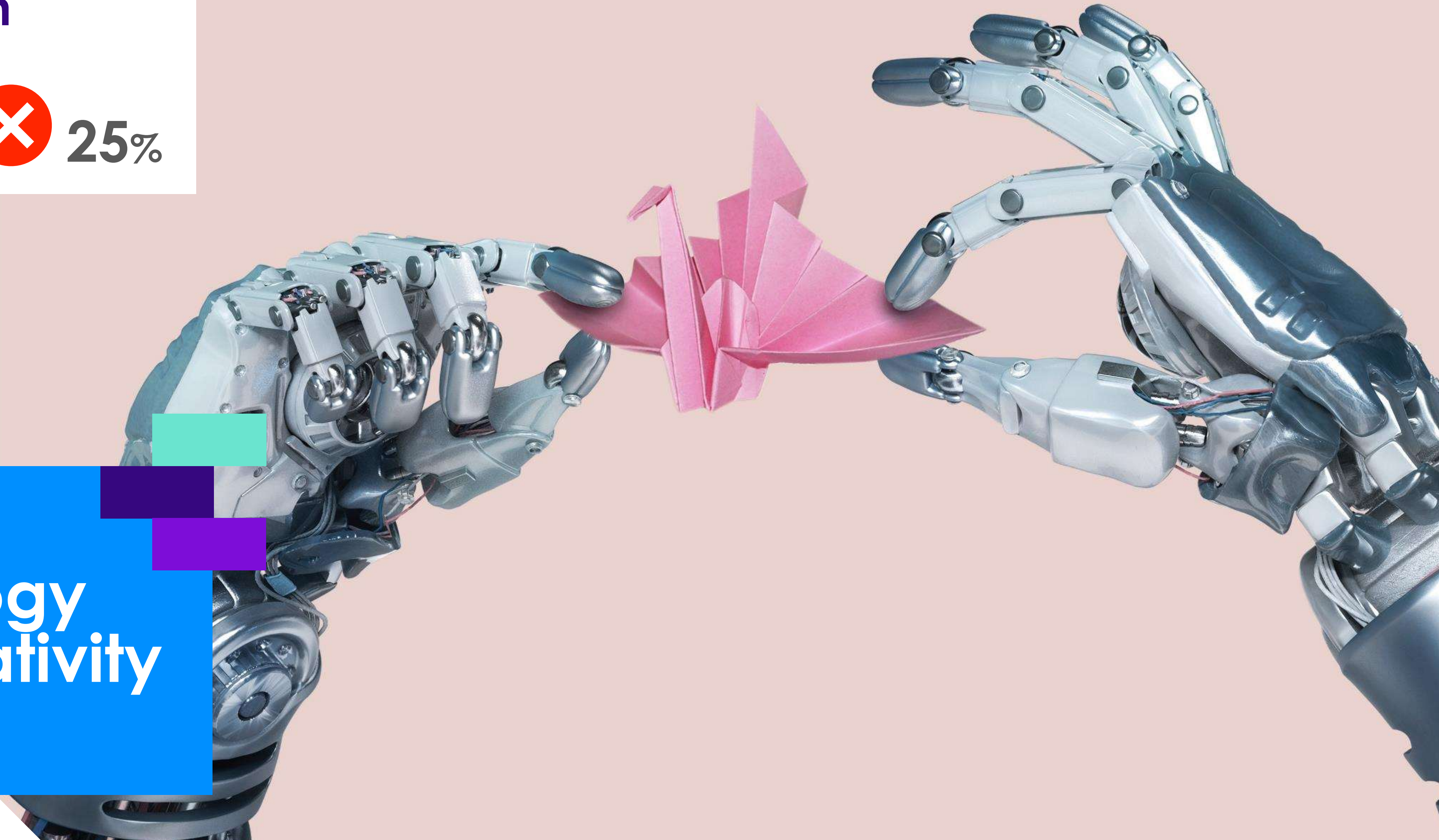


64%



25%

Bringing
technology
and creativity
together

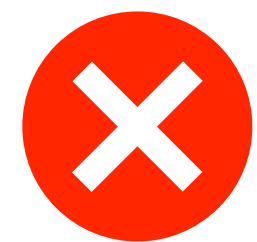


Starting with the data

**Data and
analytics at the
core of strategic
decision making**



64%



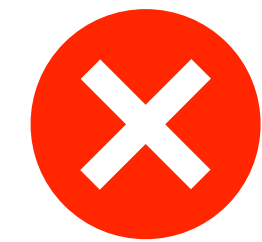
35%

And developing
creative solutions
inspired by the
data

Marketing creativity



55%

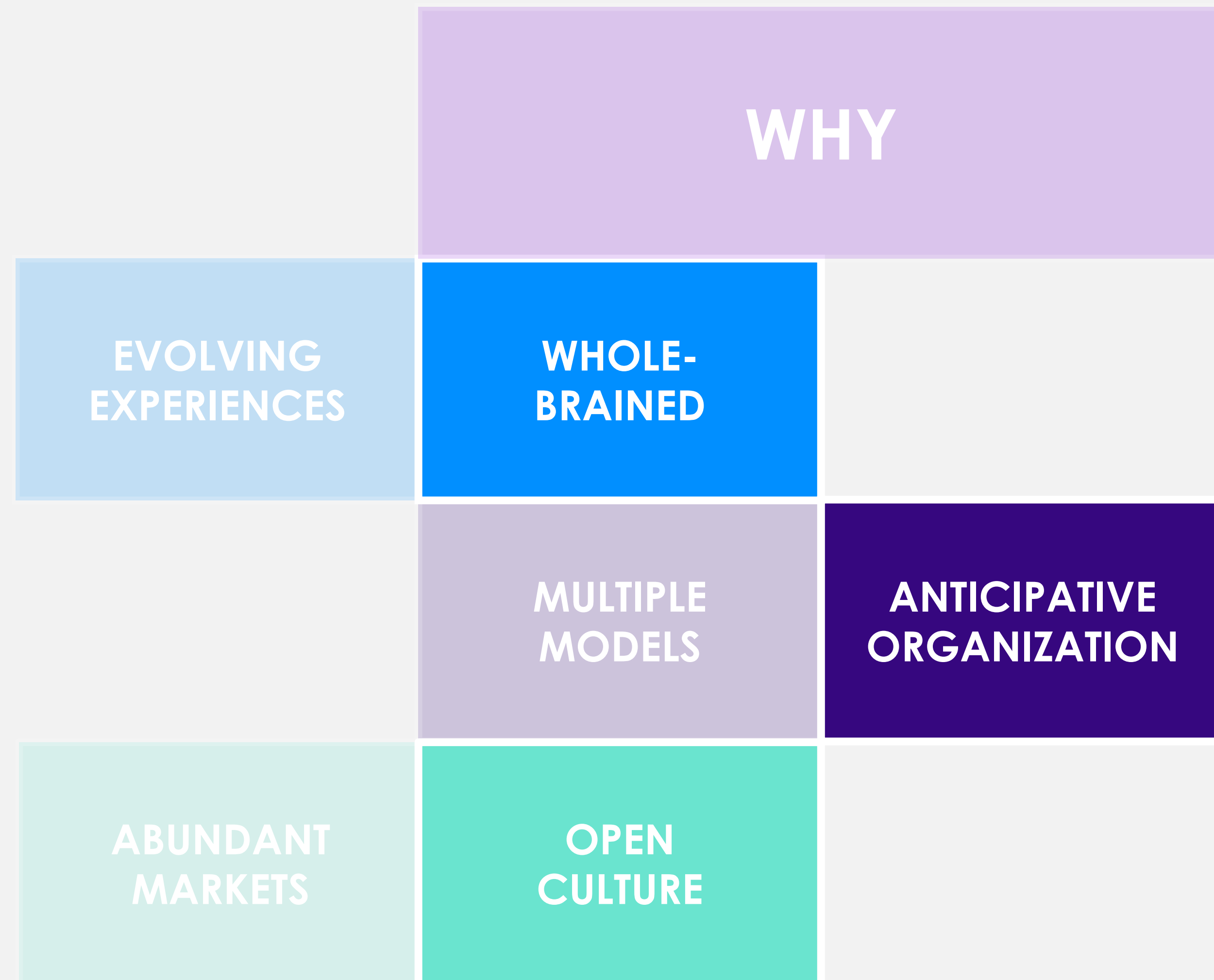


26%

LINEAR TV:
14%

NETFLIX:
30%

The 7 Building Blocks of Real Growth:





Humanized growth

MYTH 7

“Our
objective
is to boost
profitable
growth”

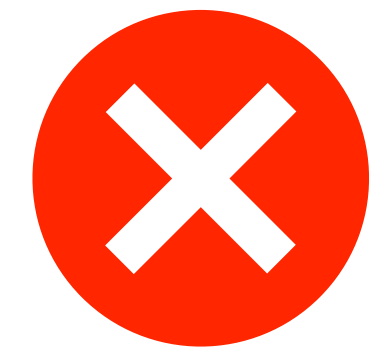


Everyone
focuses on
top-line
growth

#1 GROWTH AMBITION
Top-line revenue



41%



44%

A photograph of a horse race in progress. In the foreground, a jockey in white and pink silks is riding a dark brown horse with the number 1 on its saddle cloth. To the right, another horse with the number 11 is visible, along with other jockeys in blue and green silks. The track is sandy and dusty, with a white railing in the background. Behind the railing is a lush green field and a large, colorful flower bed with red, yellow, and pink flowers.

#1 GROWTH AMBITION Bottom-line profit



25%



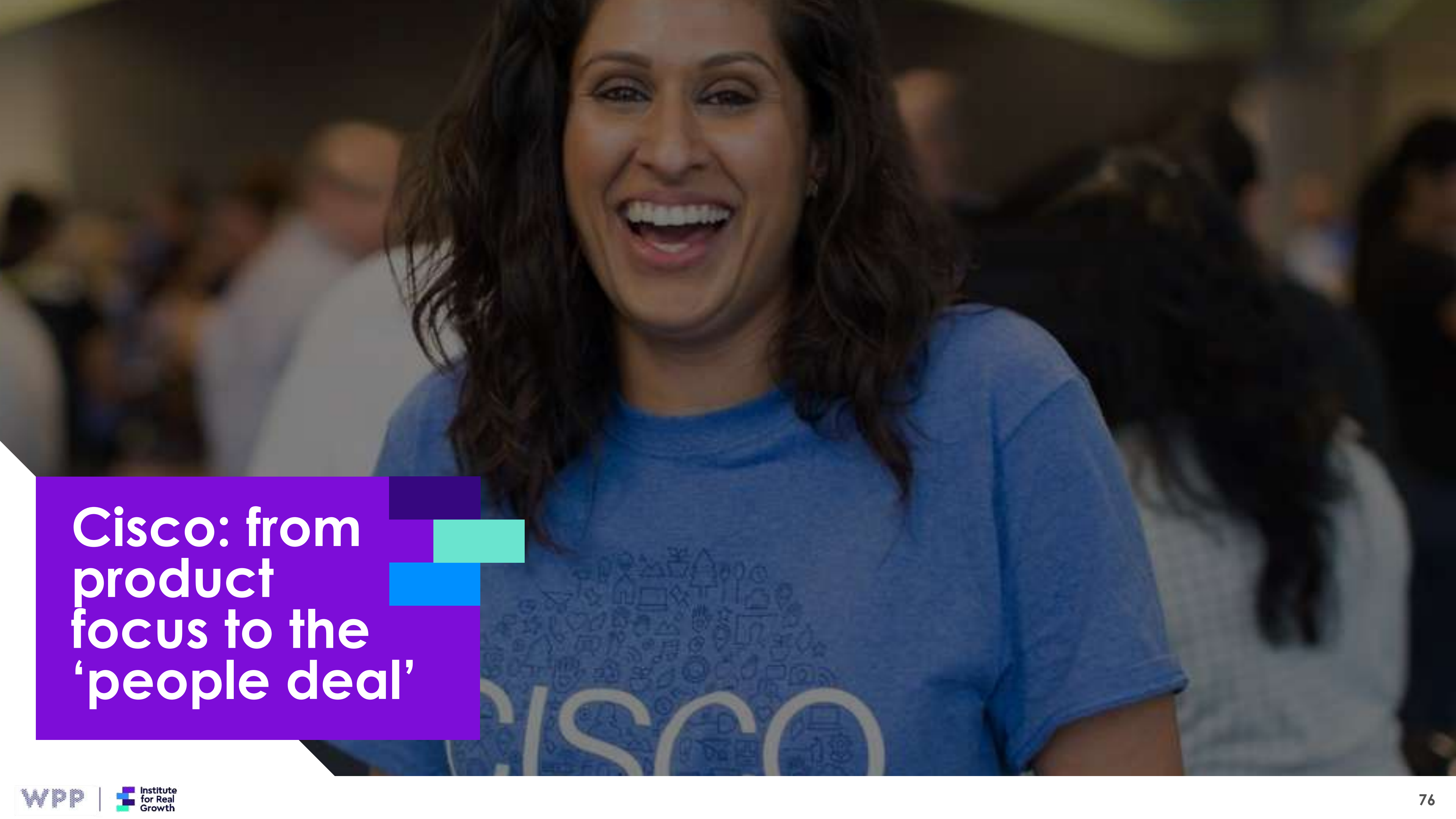
36%

More
underperformers
focus on the
bottom line

#1 GROWTH AMBITION Impact on people

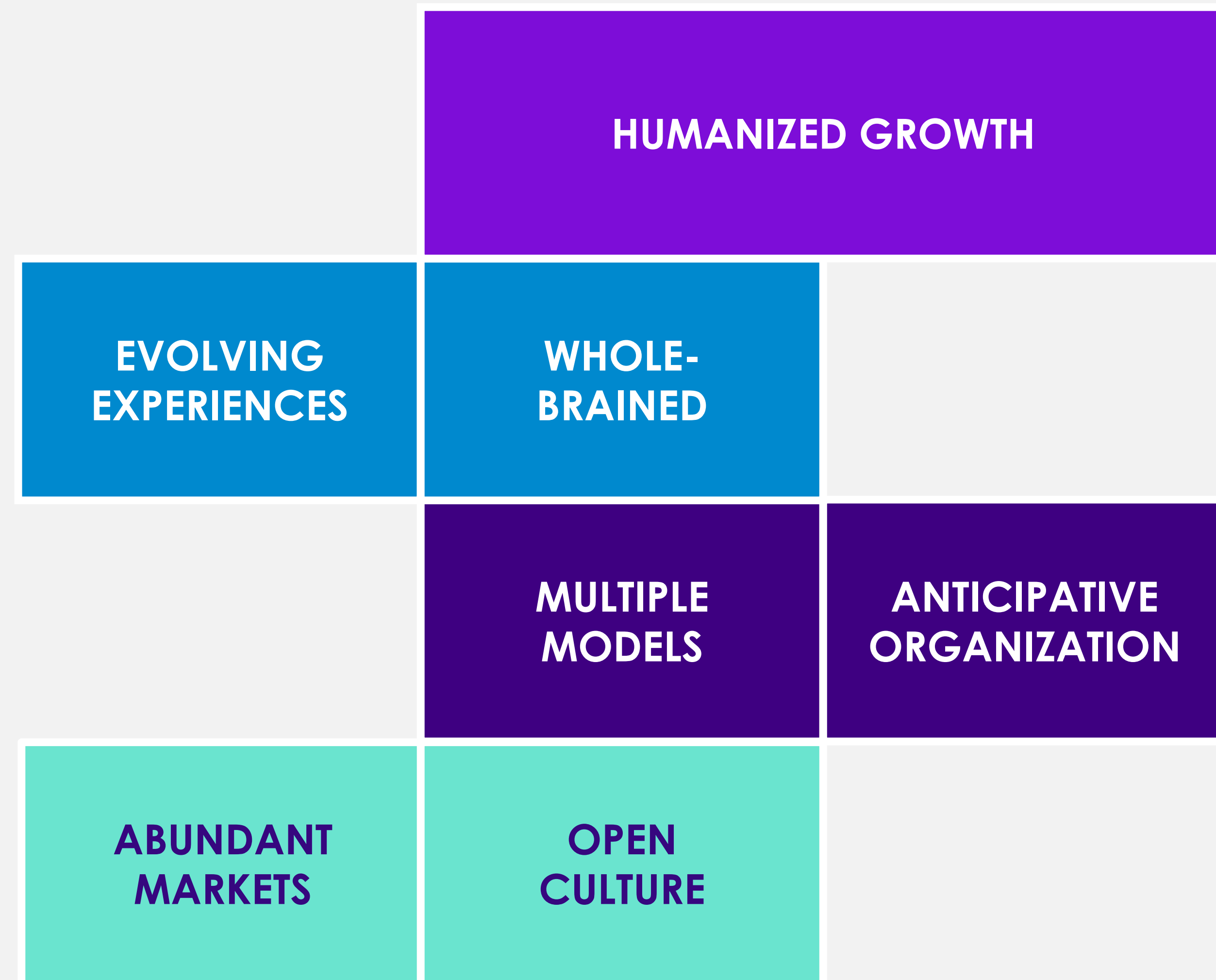
✓ 35% ✗ 20%

More
overperformers
focus on the
people they
serve

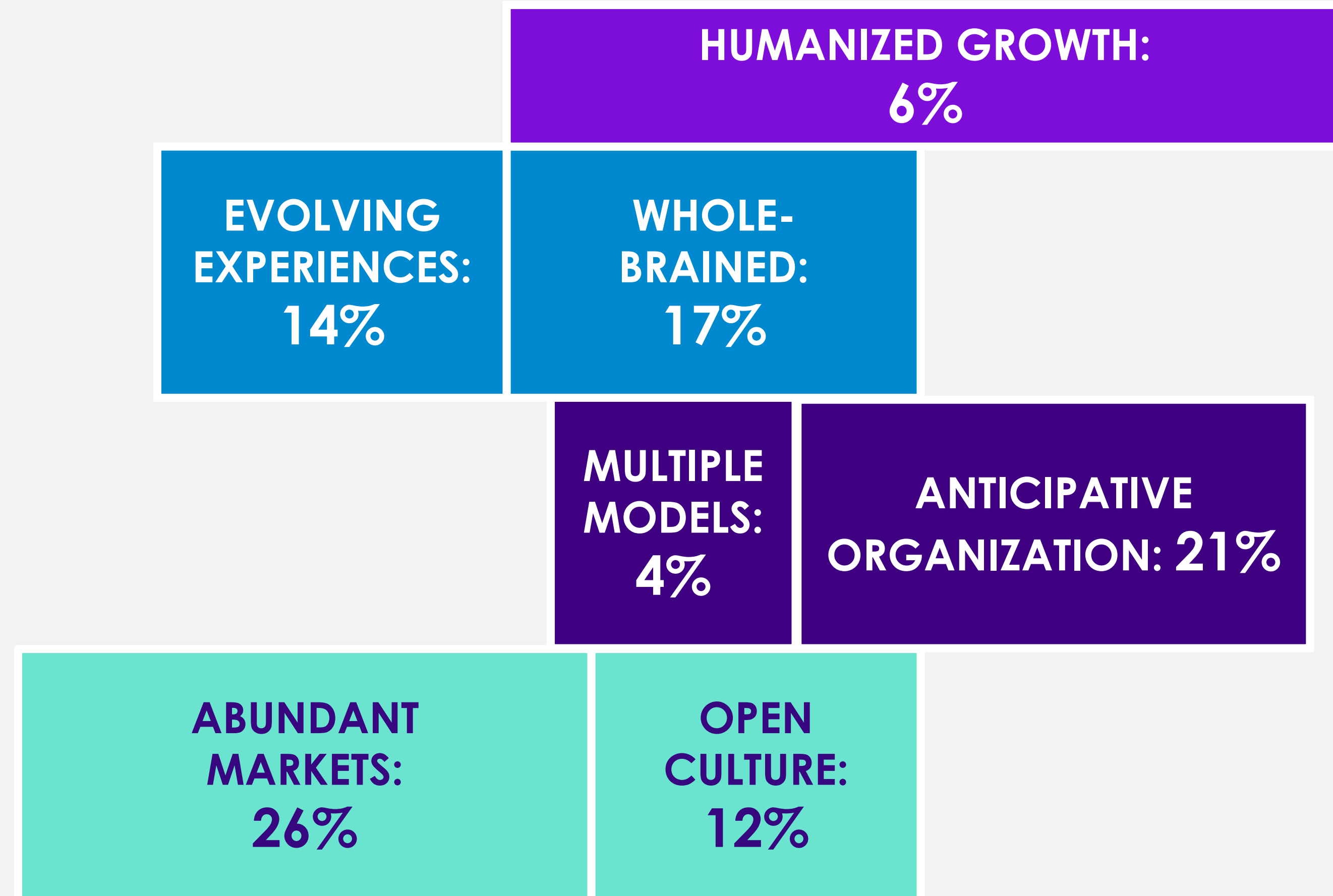


Cisco: from product focus to the ‘people deal’

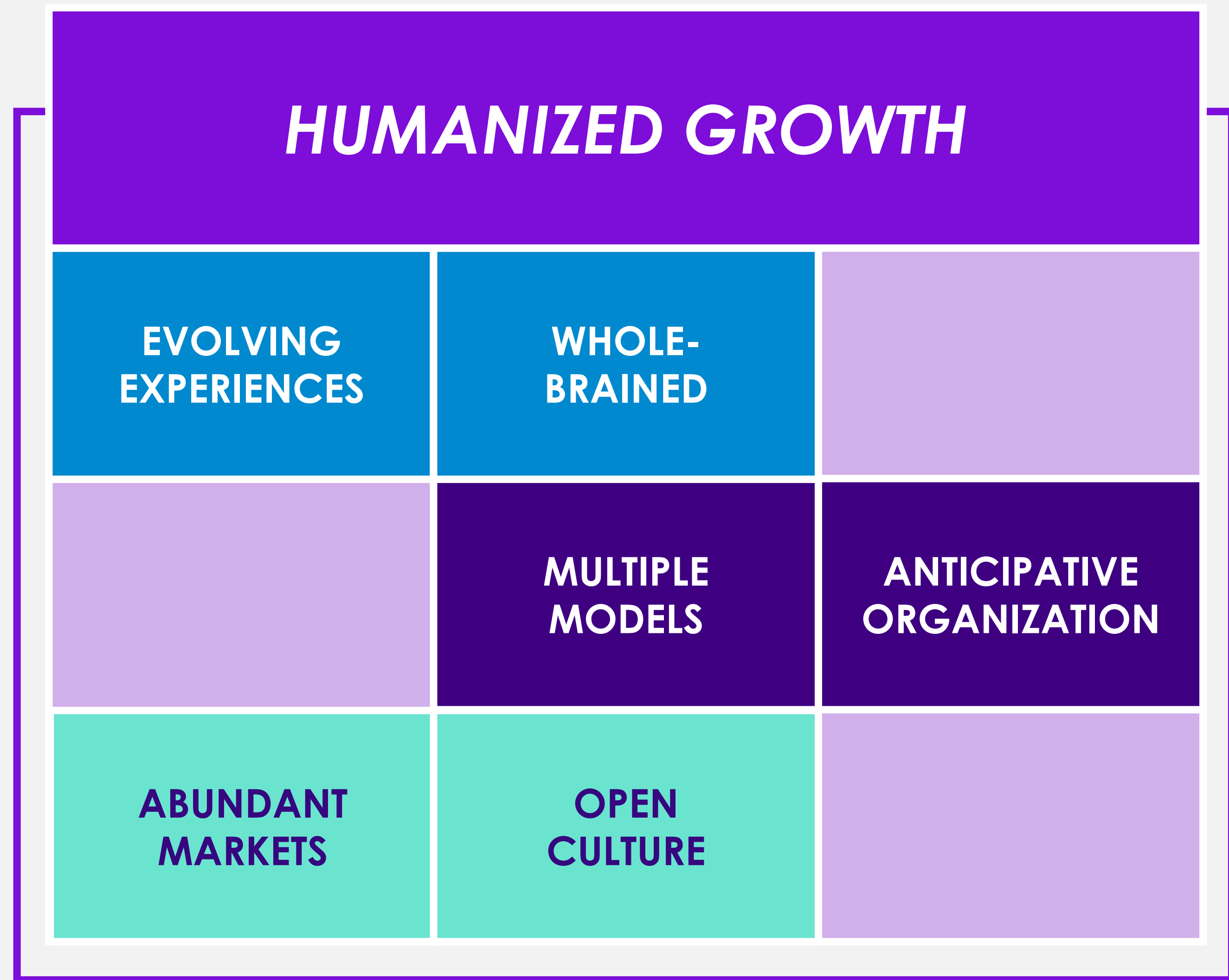
The 7 Building Blocks of Real Growth:



Current contribution levels



The emerging future



**Real Growth
= Multiplier
effect**





Detractors ... and responses

**Companies
spending money
on this typically
underperform**



Companies that added Total Societal Impact (TSI) to Total Shareholder Returns (TSR) outperformed their peers on:

- Margins
- Valuation
- Net income.

Response

BCG

Share value of companies
that connect effectively with
all stakeholders outperform
their competitors by more
than 2% a year on average

Response

McKinsey
& Company

‘There is no financial trade-off in the returns of sustainable funds and traditional funds’

‘Sustainable funds may offer lower market risks’

Response

Morgan Stanley

**This is the job of
the government**



Companies Expected to Take a Public Stand on Social Issues

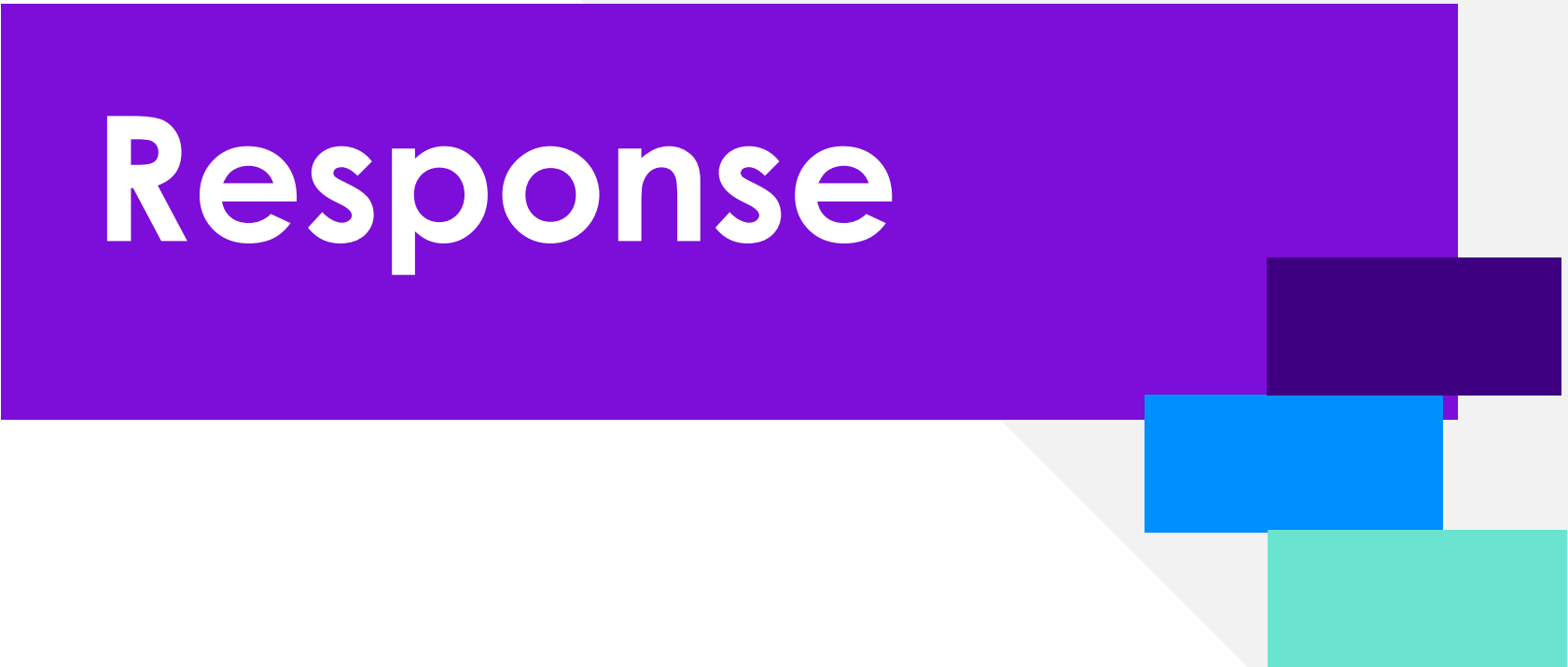
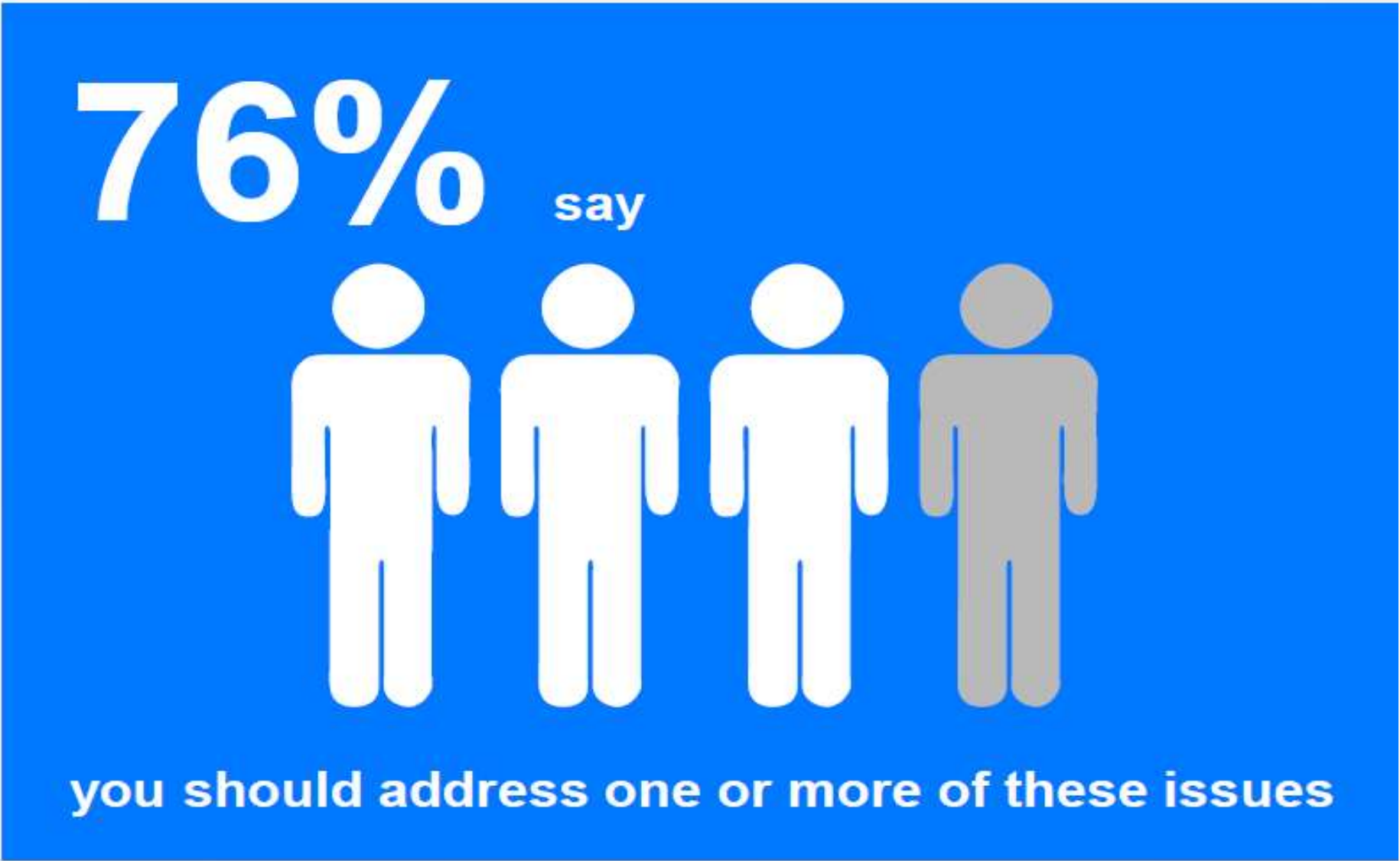
Issues companies have an urgent obligation to take a public stand on to **ensure the global business environment remains healthy and robust**



Most selected

- Education reform/training
- Environmental issues
- Free trade
- Automation of workforce
- Income inequality
- Gender issues
- Workplace diversity
- Immigration
- Globalization
- Outsourcing

Least selected



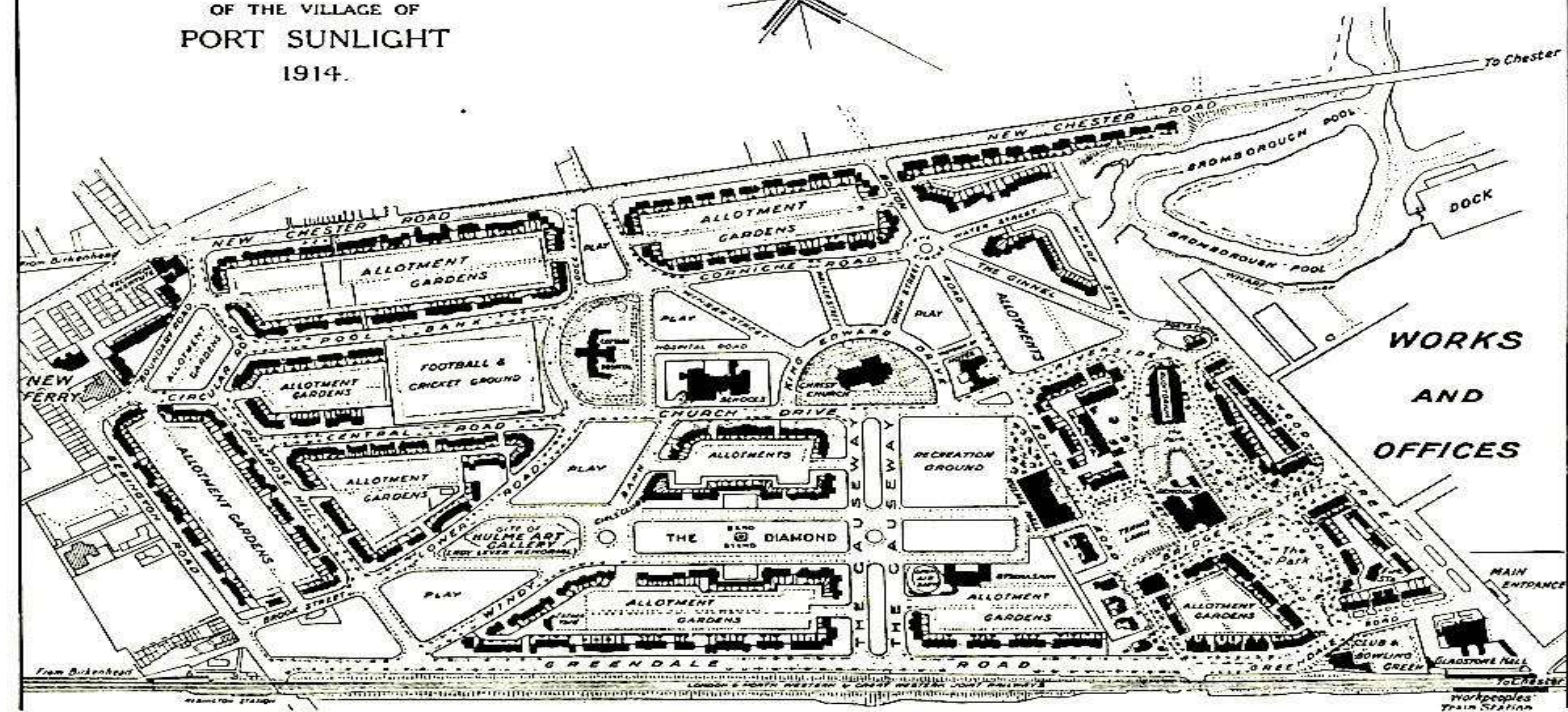
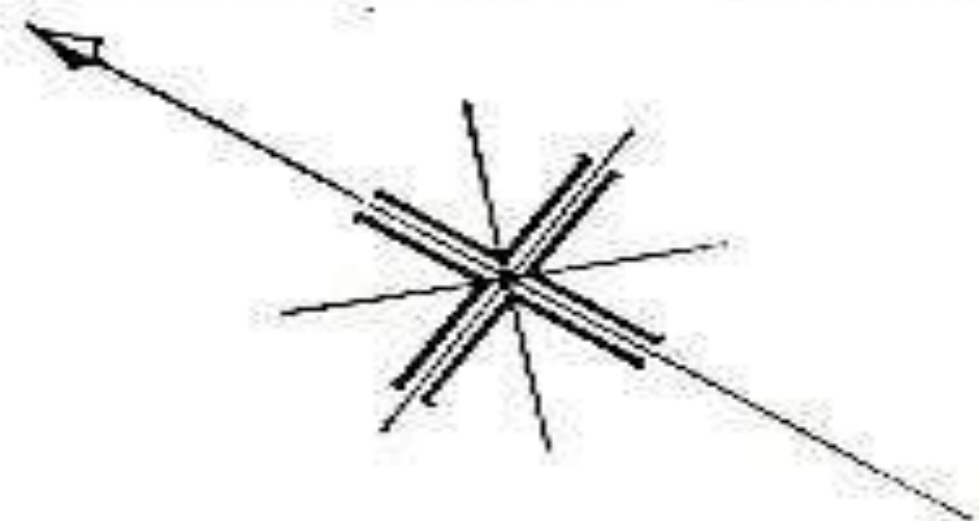
Response





Real Growth Movement

PLAN OF THE VILLAGE OF PORT SUNLIGHT 1914.





Hershey Industrial School,
1912

patagonia®





Fundamental Shift



CREATIVE

CONSCIOUS

COMPASSIONATE

INCLUSIVE

SUSTAINING

CAPITALISM

“To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society”

Laurence D. Fink
Chairman & Chief Executive Officer, BlackRock

2018

“Each of our stakeholders is essential. We commit to deliver value to all of them, for the future success of our companies, our communities and our country.”

**Business Round Table
Statement of Purpose**

**July
2019**

‘The purpose of a company is to engage **all its stakeholders** in shared and sustained value creation.’

Klaus Schwab

Founder and Executive Chairman,
World Economic Forum

Nov
2019



Real Growth Leadership

Looking
for help ...



Partnering with Spencer Stuart



SpencerStuart





>50% of business leaders
have low understanding
of Marketing's value (IPA)

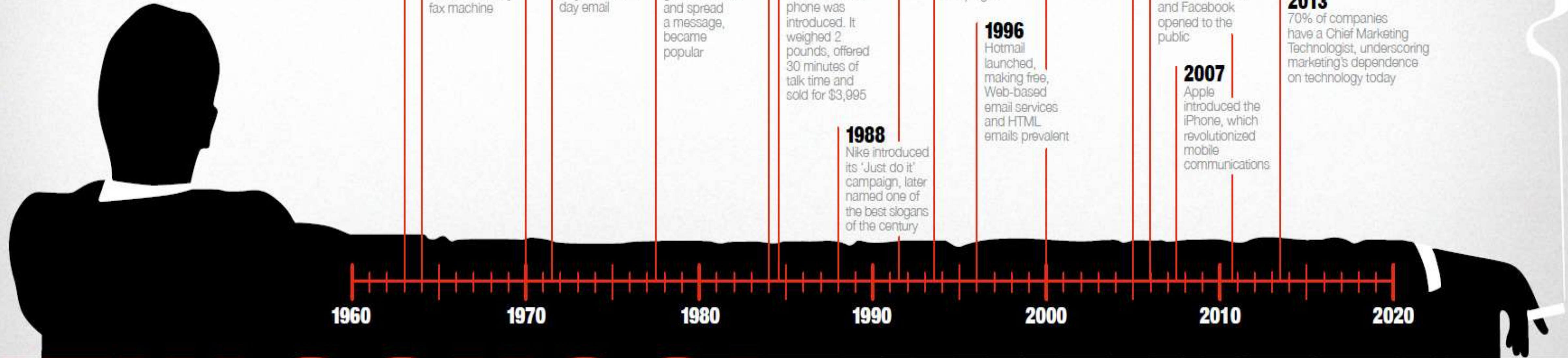
Lack of
understanding
of Marketing &
the CMO role

Lack of alignment with the CEO



3 martini lunches to 140 characters

How marketing has moved
forward since the Mad Men era



NEW SCHOOL MARKETING

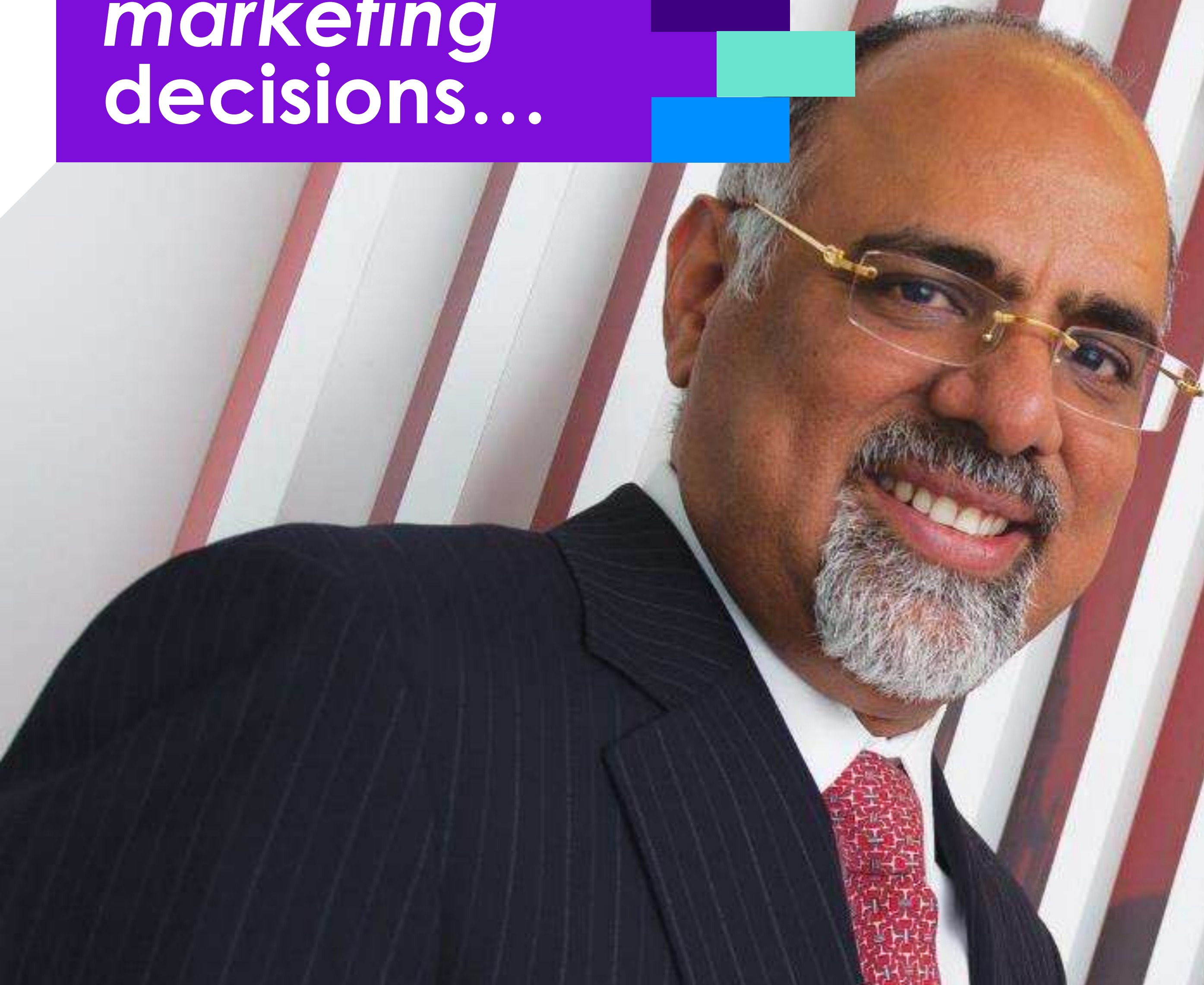
responsys®

Sources: Wikipedia, Advertising Age, Gartner, Worldinternetstats, Nielson, and eConsultancy | responsys.com

Perceived
over-focus on
communication...

...and shiny,
distracting
digital toys

Making better
marketing
decisions...





...and
influencing
better
business
decisions

Driving Real Growth



Driving Real Growth



Driving Real Growth



Driving Real Growth

WWD
BEAUTY
SUMMIT



Driving Real Growth

e Lao
of Tencent
al Branding

Tencent 腾讯



اعني
E V

Driving Real Growth



P&G

Driving Real Growth

verizon✓



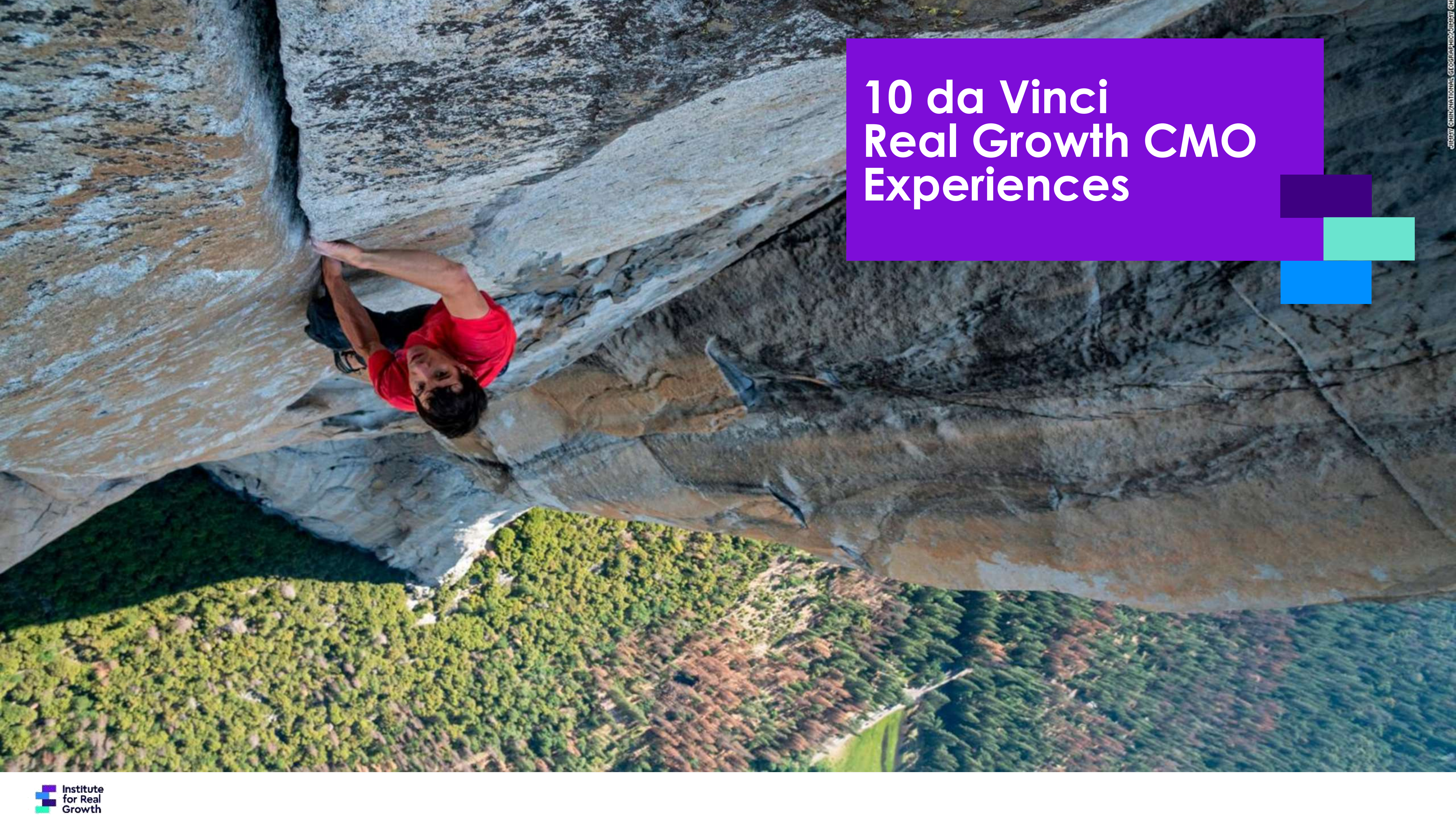
da Vinci
Growth CMO



10 Experiences

5 Attitudes



A man in a red shirt is climbing a steep, layered rock face. Below the cliff, a dense green forest covers a valley. The scene is captured from a high angle, emphasizing the height and isolation of the climber.

10 da Vinci Real Growth CMO Experiences



1. Decoding the World

- Translating Trends
- Total Stakeholder Understanding
- Deep Human Insights
- Market Segmentation

A group of business professionals are seated around a long wooden table in a bright, modern office environment. They are engaged in a collaborative meeting, with some looking at a laptop screen and others discussing documents. The atmosphere is professional and focused.

2. Growth Strategy

- Business Growth Visioning
- Balancing short- and long-term
- Market Assessment (Where to Play)
- Integrated Business Planning
- Financial and Data Literacy
- Commercial Leadership
- Aligning Business and Marketing KPIs



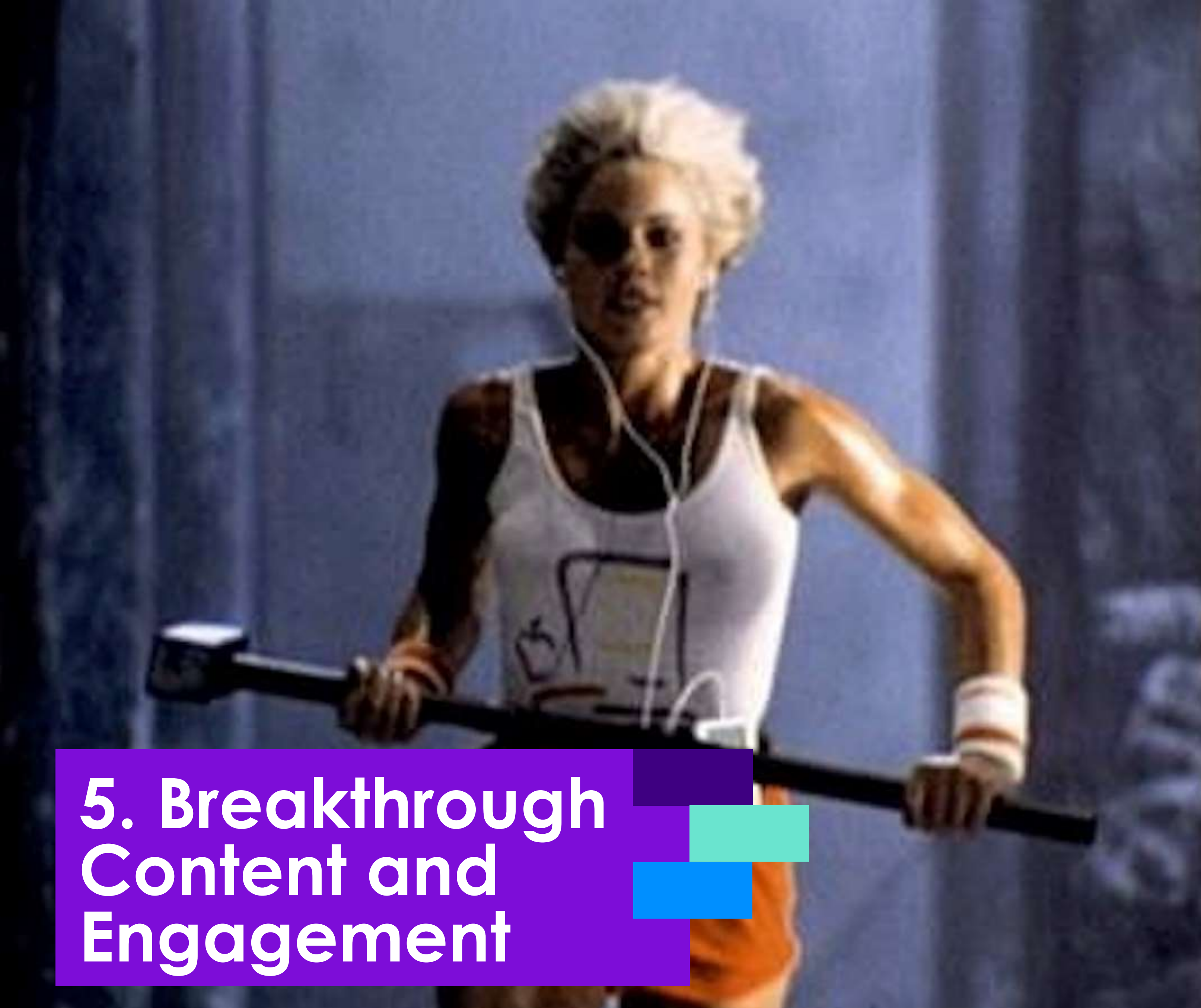
3. Strategic Brand Development

- Portfolio Optimization
- Category & Brand Planning
- Purposeful Brand Positioning
- Building Brand Equity



4. Product & Service Innovation

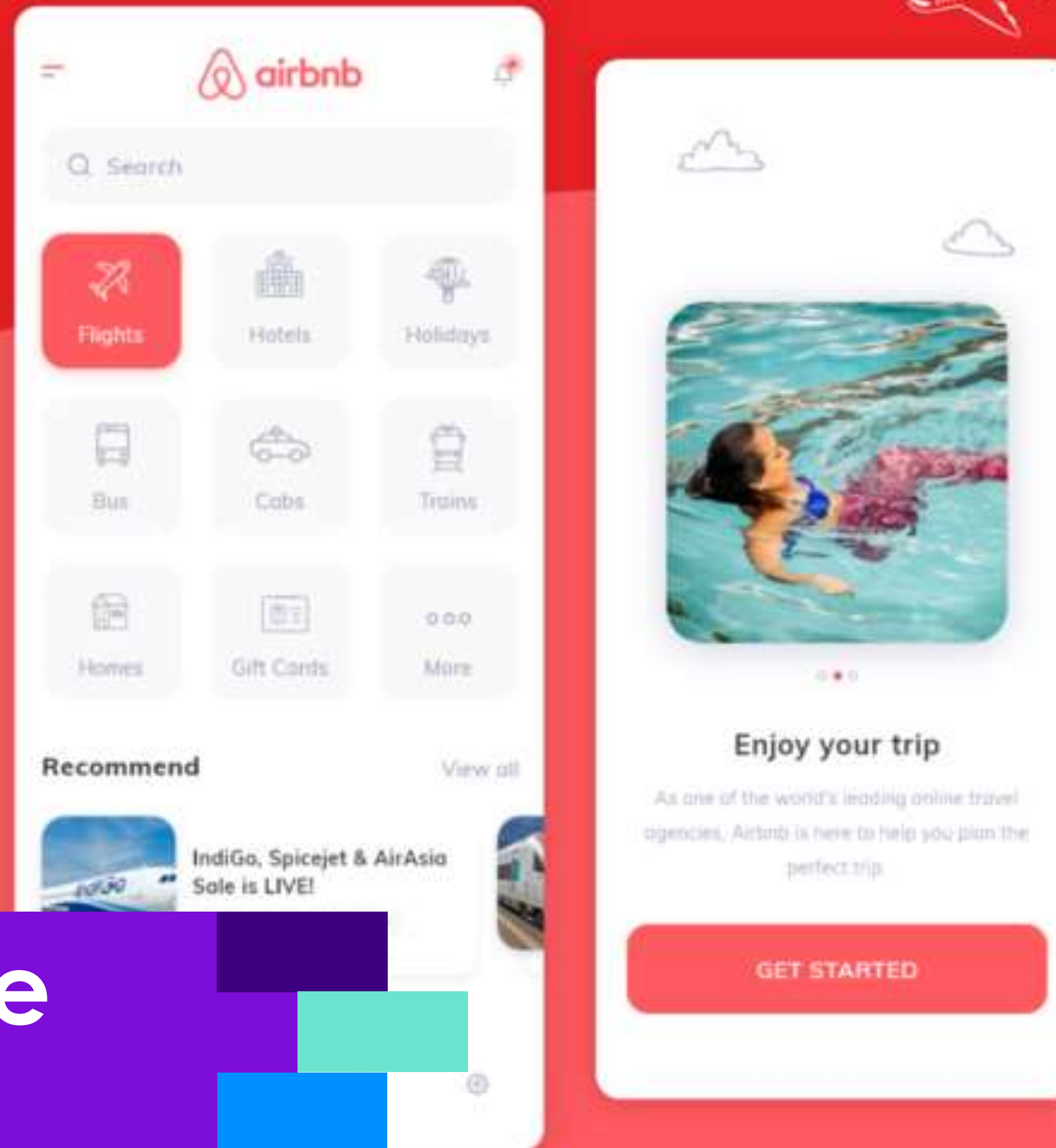
- Product & Service Development
- Experience innovation
- Innovation Process Leadership
- Continuous Experimentation
- Technology Incubation & Partnering



5. Breakthrough Content and Engagement

- Inspiring Creative Excellence
- 360 Integrated Communication
- Activation and Engagement
- Social and Influencer Marketing

6. Creative Customer Experience



- Own the Experience Journey
- Understand Key Experience Drivers
- Creative Experience Design
- Personalization and Engagement
- Evolving Frictionless Experiences



7. Integrated Stakeholder Engagement

- Stakeholder & Change Management
- Messaging Alignment
- Corporate Reputation Stewardship
- Corporate Social Responsibility
- Employee Engagement

8. Revenue & Channel Leadership



- Revenue Optimization
- Channel Management
- E-Commerce & Social Commerce
- CRM & Loyalty Leadership
- Sales & Field Enablement



9. Marketing Capability

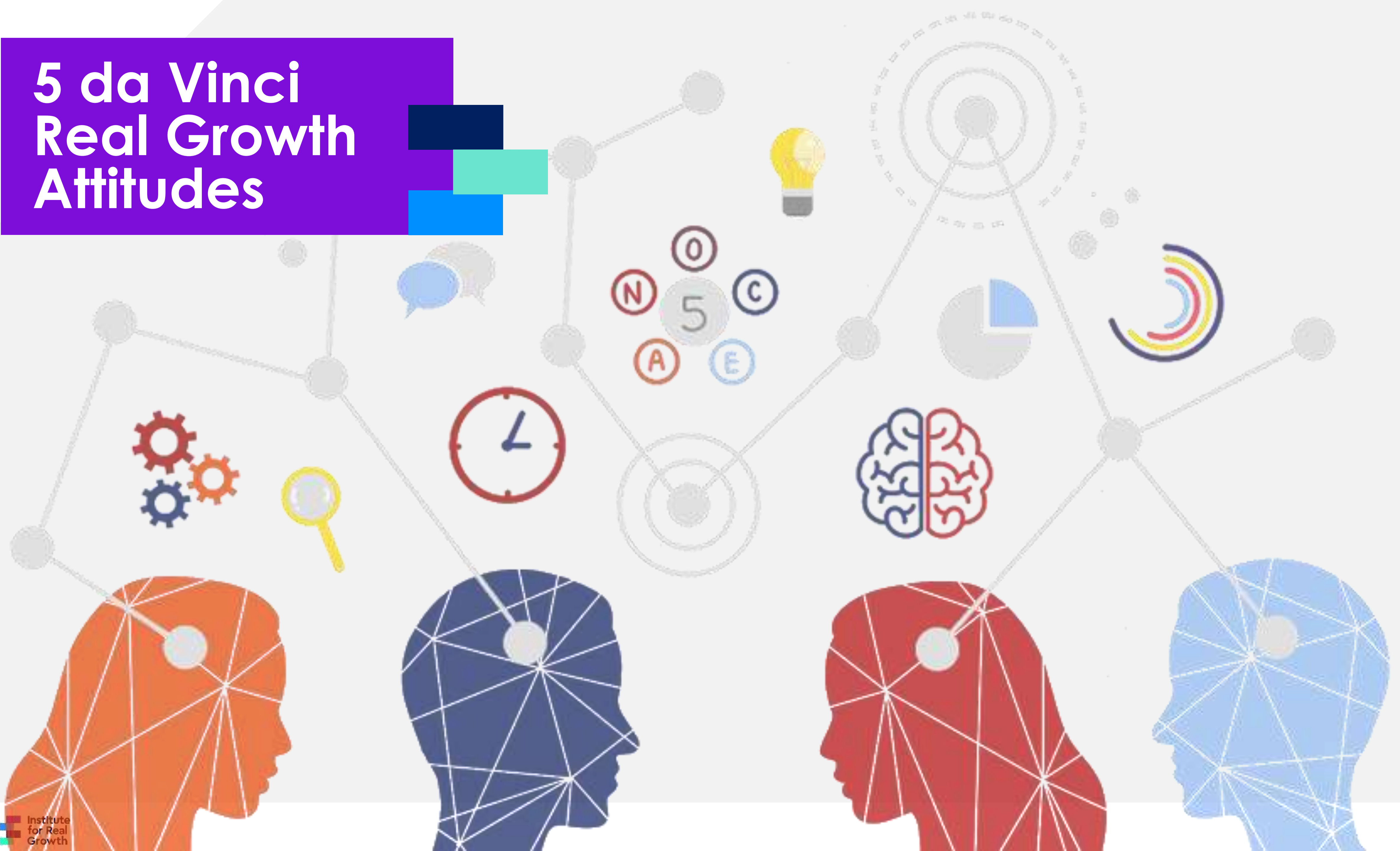
- Fostering a Human Centric Culture
- Promoting Marketing Understanding
- Building Marketing Excellence
- Marketing Structure and Operations
- Agency Management
- Partner Ecosystem (In-housing)
- Talent Management

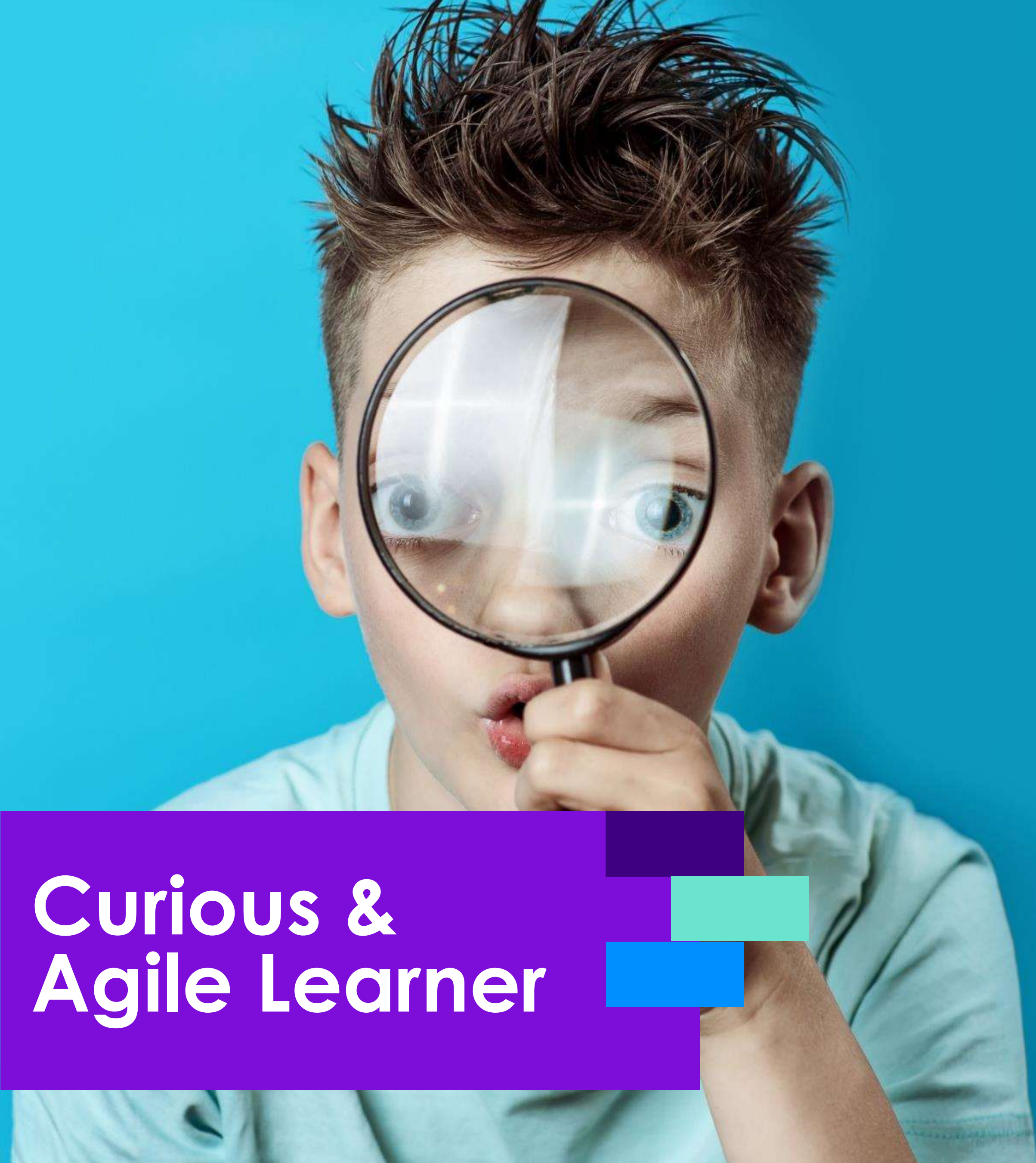
10. Media & Performance



- Data Analytics & Modelling
- Media Investment Optimization
- Performance Marketing
- Programmatic & SEM
- Marketing and Media ROI
- Metrics and Attribution

5 da Vinci Real Growth Attitudes





Curious & Agile Learner



Connected &
Collaborative

Servant Leader





Speed &
Impact Obsessed

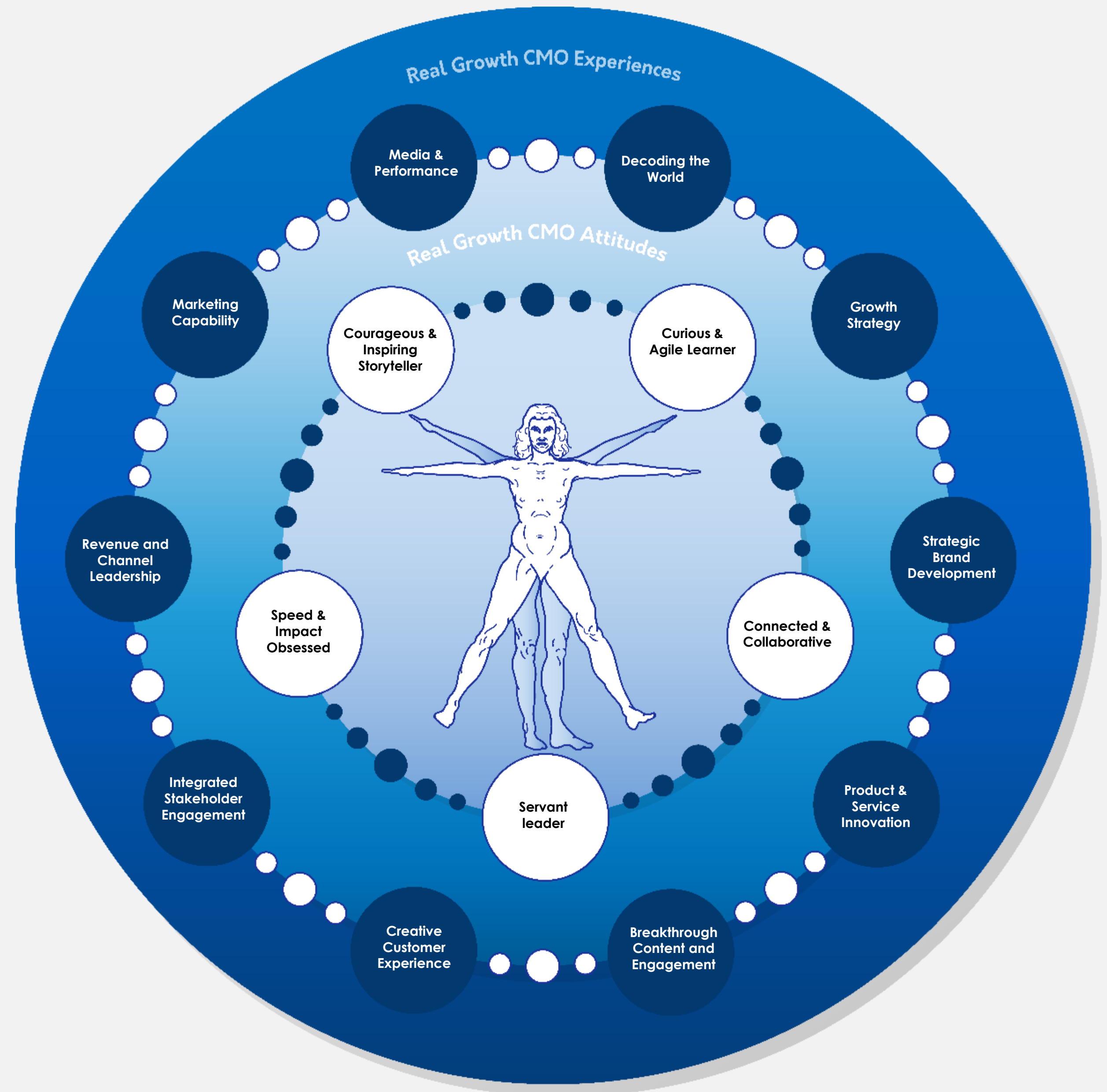
Courageous & Inspiring Storyteller



da Vinci Real Growth CMO profile



SpencerStuart





[www. Instituteforrealgrowth.com](http://www.Instituteforrealgrowth.com)
marc@instituteforrealgrowth.com
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