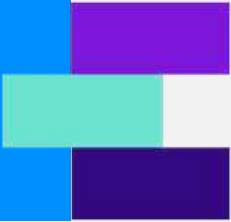




IRG Update & COVID Lessons Learned

The IRG purpose



We help CMOs and other growth leaders drive more **humanized growth** by connecting them to peers, experts, and thought leadership through live-action programs.



IRG Partners



WPP

Google

FACEBOOK



SpencerStuart

salesforce

KANTAR

EXETOR
Group



NYU
SCHOOL OF
PROFESSIONAL STUDIES

Participants



Iris Meijer
CMO Vodafone Business



Deborah Koyama
CMO Mondelez EMEA



Javier Meza
CMO Sparkling TCCC



Annabel Jack
CMO MADE.com



Antoine de Carbonnel
CCO Go-Jek



Rebecca Messina
CMO Uber (Former)



Kristof Neiryck
CMO Walgreens Boots

Traditional business growth formulas are lacking



Loss of Influence



© marketoonist.com

 **Kimberly-Clark**

Johnson & Johnson

Mondelēz
International

Kellogg's

MARS

Updated since
COVID struck



So,
what
does
it take
to win?





Abundant Markets

Overperformers think about Nielsen, Amazon, and Kickstarter

27%

nielsen
.....

11%

amazon

3%

KICK
STARTER
.COM

Spotting and choosing the right wave

Assess and understand market developments



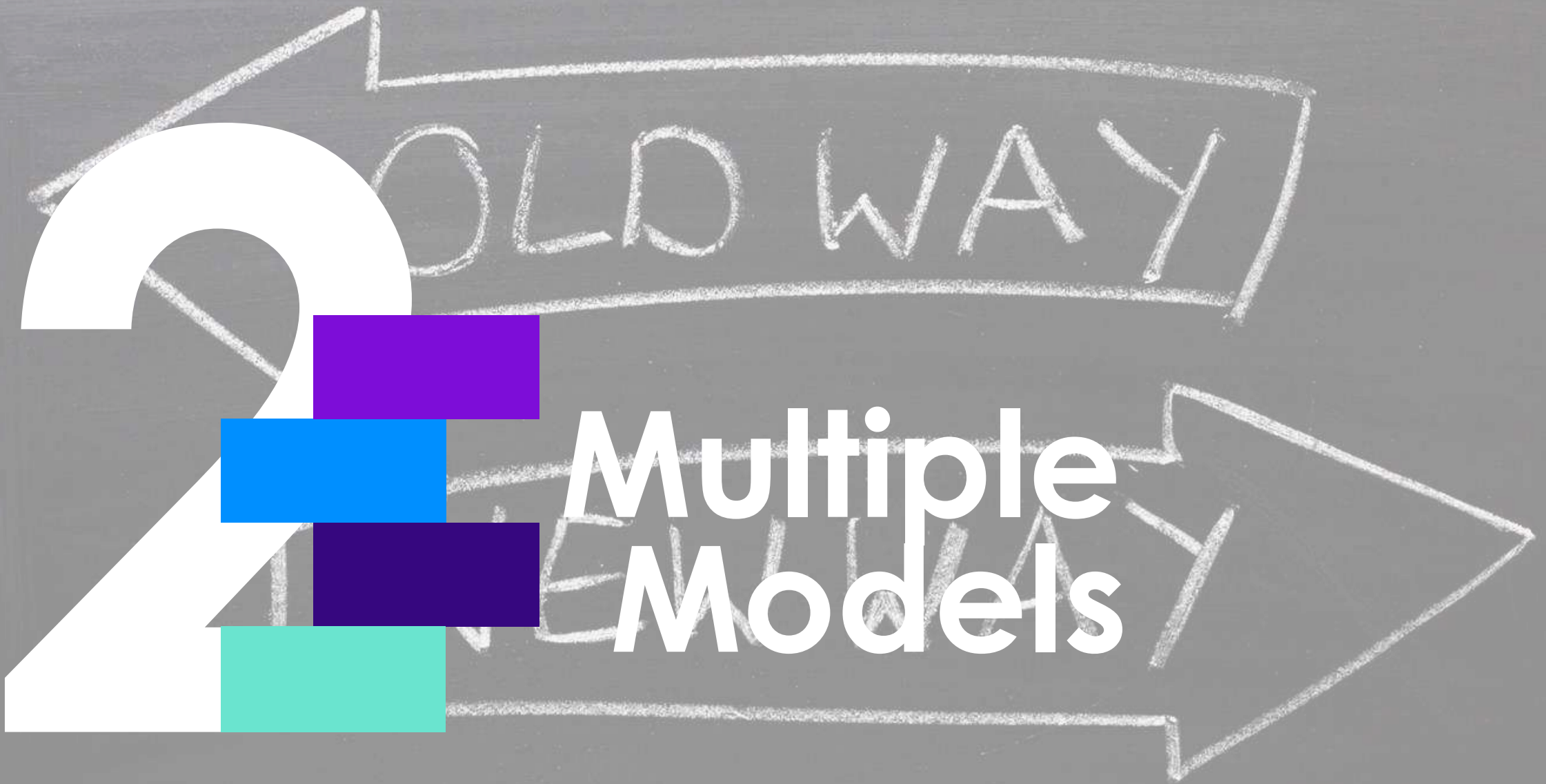
86%



36%

Mars: from Pet Food to Pet Care





Multiple Models

Overperformers play chess and checkers simultaneously

Willingness to accept new business models



71%

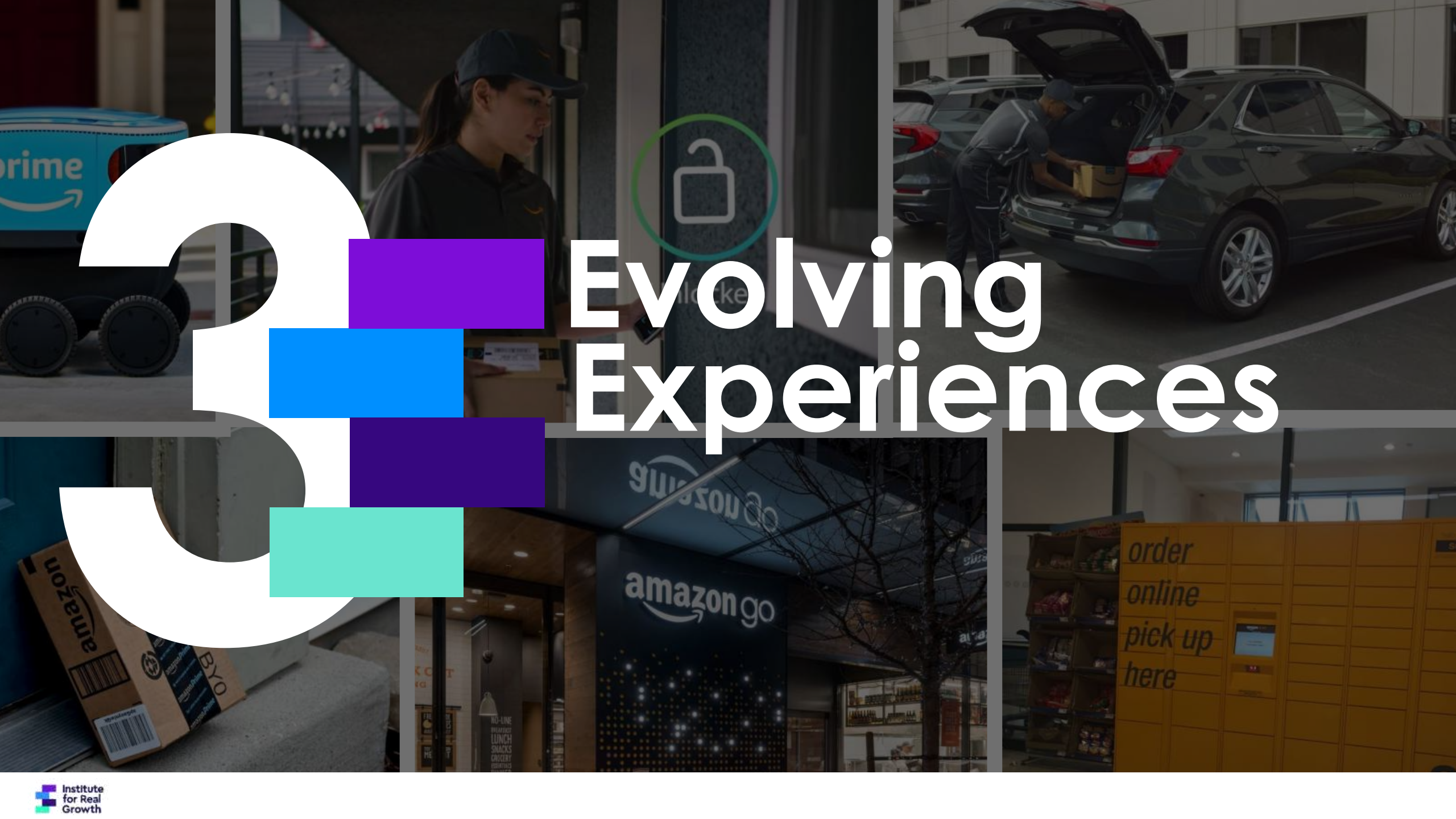


39%

From supermarket
shelves to cafes
& subscription
models

Costa Coffee





Evolving Experiences



Overperformers
embrace the
'Always
Beautifully
Dissatisfied'

Focusing on eliminating friction



Deliver ever-evolving experiences



81%



32%

Spotify: constantly improving your experience





Open culture

Overperformers
rewrite the
culture script



Microsoft

External connectivity



67%



39%

Building an
ecosystem with
complementary
partners

Uber | Spotify

More diverse strategic decision-making



Diversity in strategic decision making



70%



45%



Anticipative organization

A large cargo ship with a black hull and white superstructure is sailing on the water. The ship has a prominent red and blue tower on its upper deck. In the background, a city skyline is visible across the water. The sky is clear and blue. The ship is moving towards the right, leaving a white wake behind it.

Switching
perspective...

Competitive agility



68%



16%

...on
organizational
change



Effectively removing internal barriers



50%



24%

Prioritizing the
breakdown of
internal barriers...

Connecting horizontally and vertically

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 grid-like pattern. In the background, other people are visible, including a man with a beard and a woman, all appearing to be in a collaborative work environment.

3.5x
more connections
with other functions

5.5x
more connections
with senior leaders

Marketing and sales collaboration

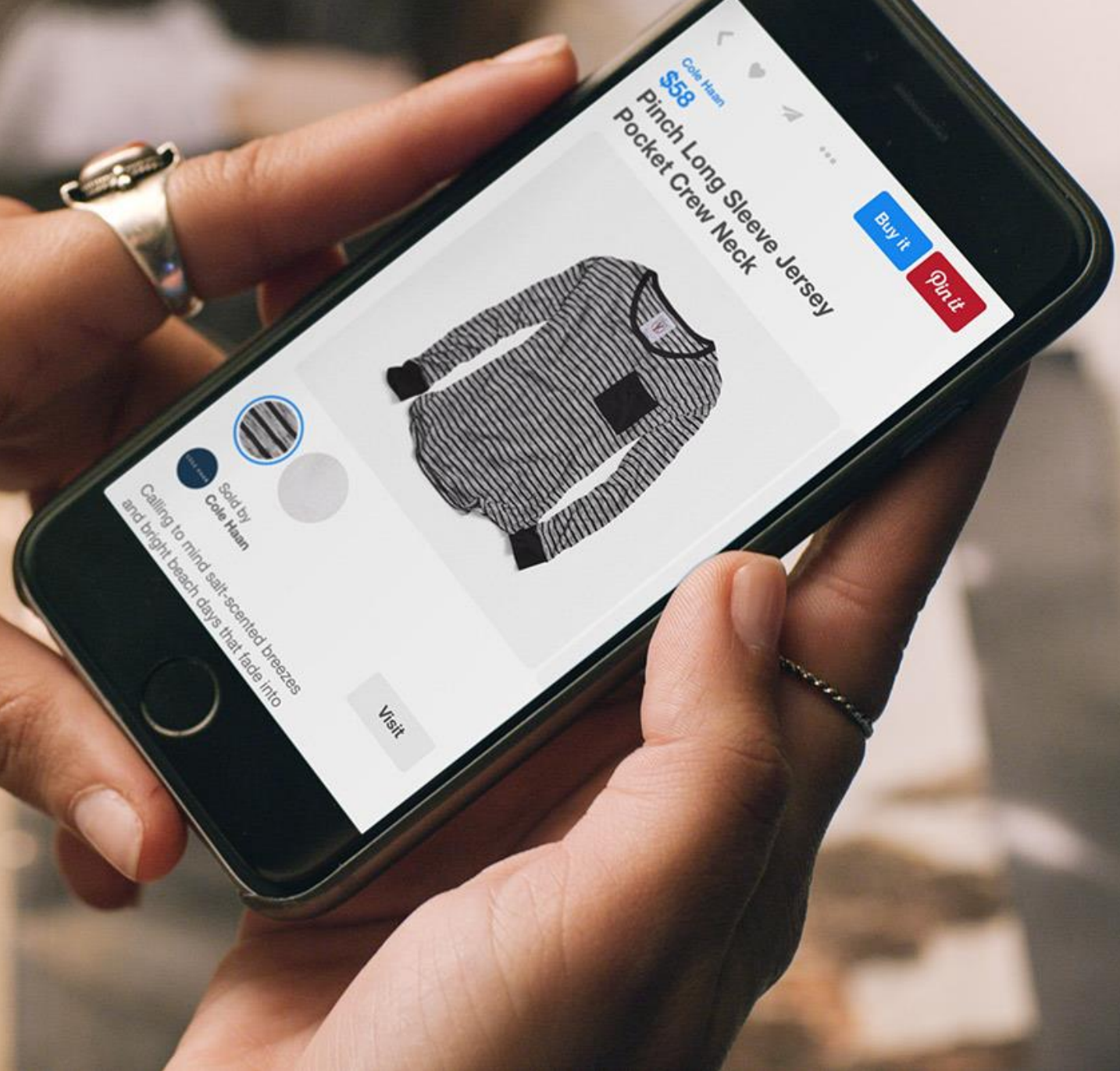


68%



37%

Integrating
marketing and
sales for
E-Commerce





Whole- brained





Overperformers
unlock data
with human
insights

Ability to attract whole-brain



65%



25%

Combining
technology
and human
creativity

Starting with the data

Data and analytics at the core of strategic decision making



66%



36%

And developing
creative solutions
inspired by the
data

Marketing creativity



59%



20%

LINEAR TV:
14%

NETFLIX:
30%



Humanized growth

Everyone
focuses on
top-line
growth



#1 GROWTH AMBITION
**Top-line
revenue**

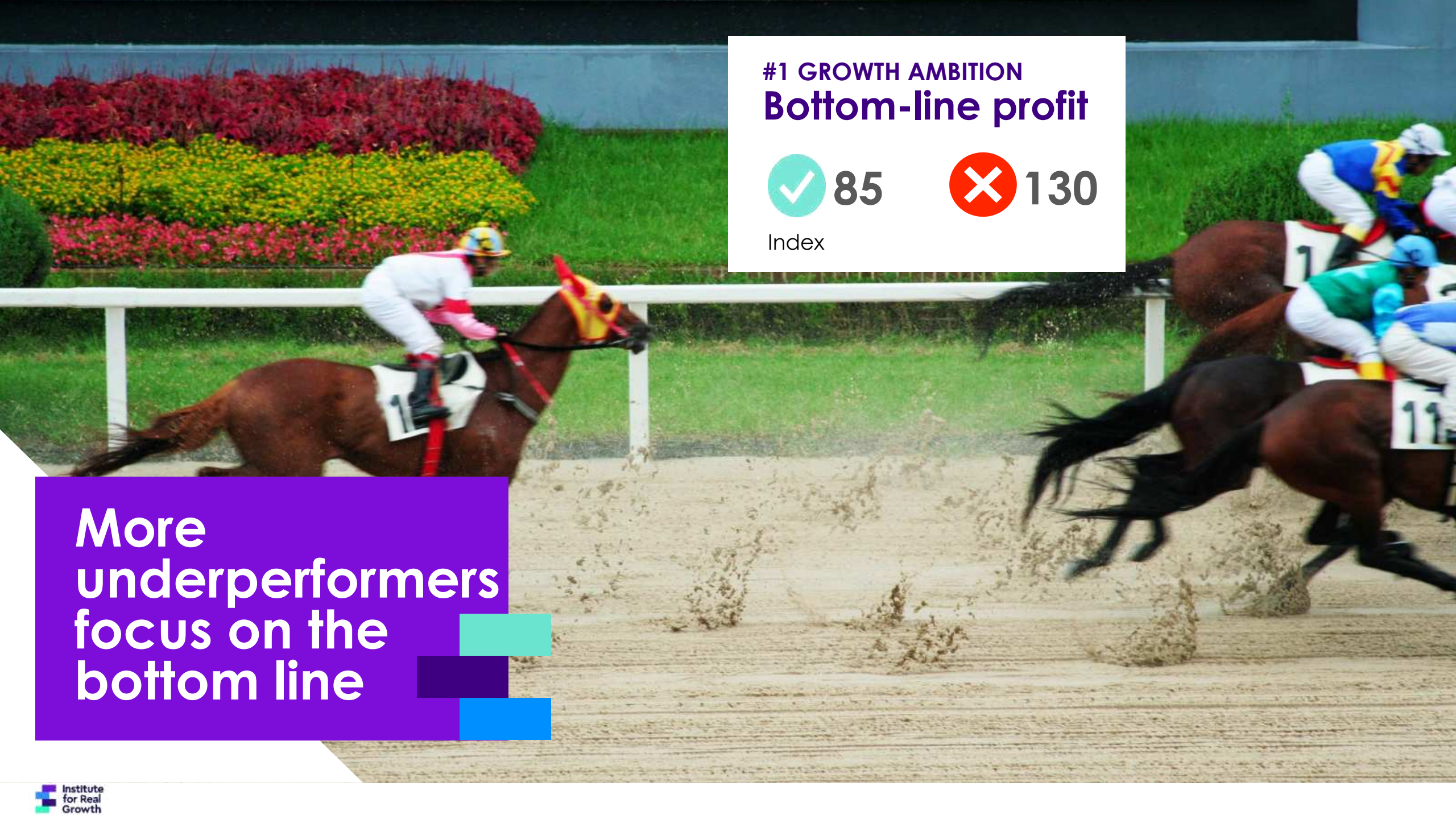


98



93

Index

A photograph of a horse race in progress. In the foreground, a brown horse with a yellow and red saddle cloth is galloping. Behind it, several other horses and jockeys are visible, though slightly out of focus. The track is sandy, and there's a white fence and colorful flower beds in the background.

#1 GROWTH AMBITION Bottom-line profit



85

Index



130

More
underperformers
focus on the
bottom line

#1 GROWTH AMBITION Impact on people



120



76

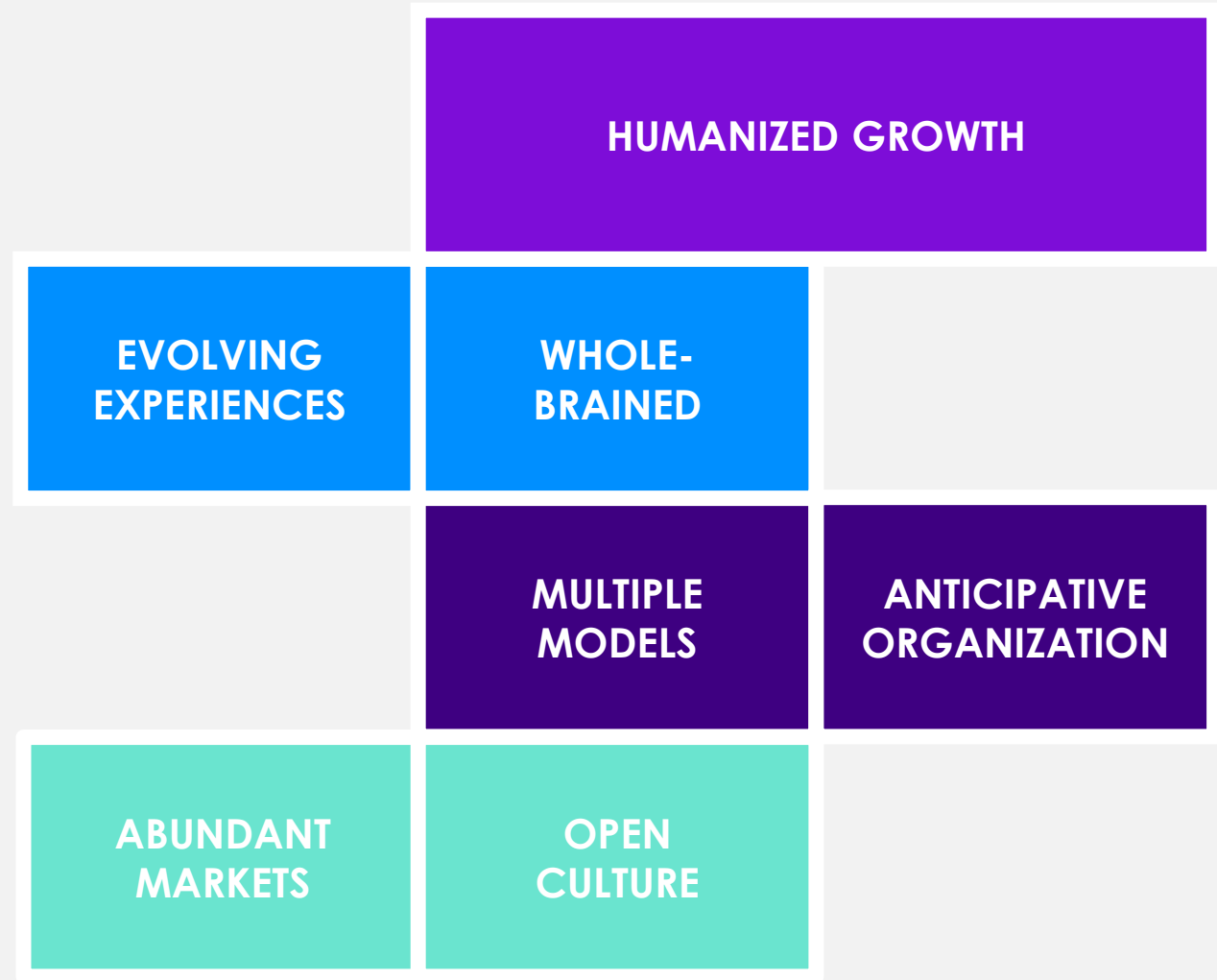
Index

More
overperformers
focus on the
people they
serve

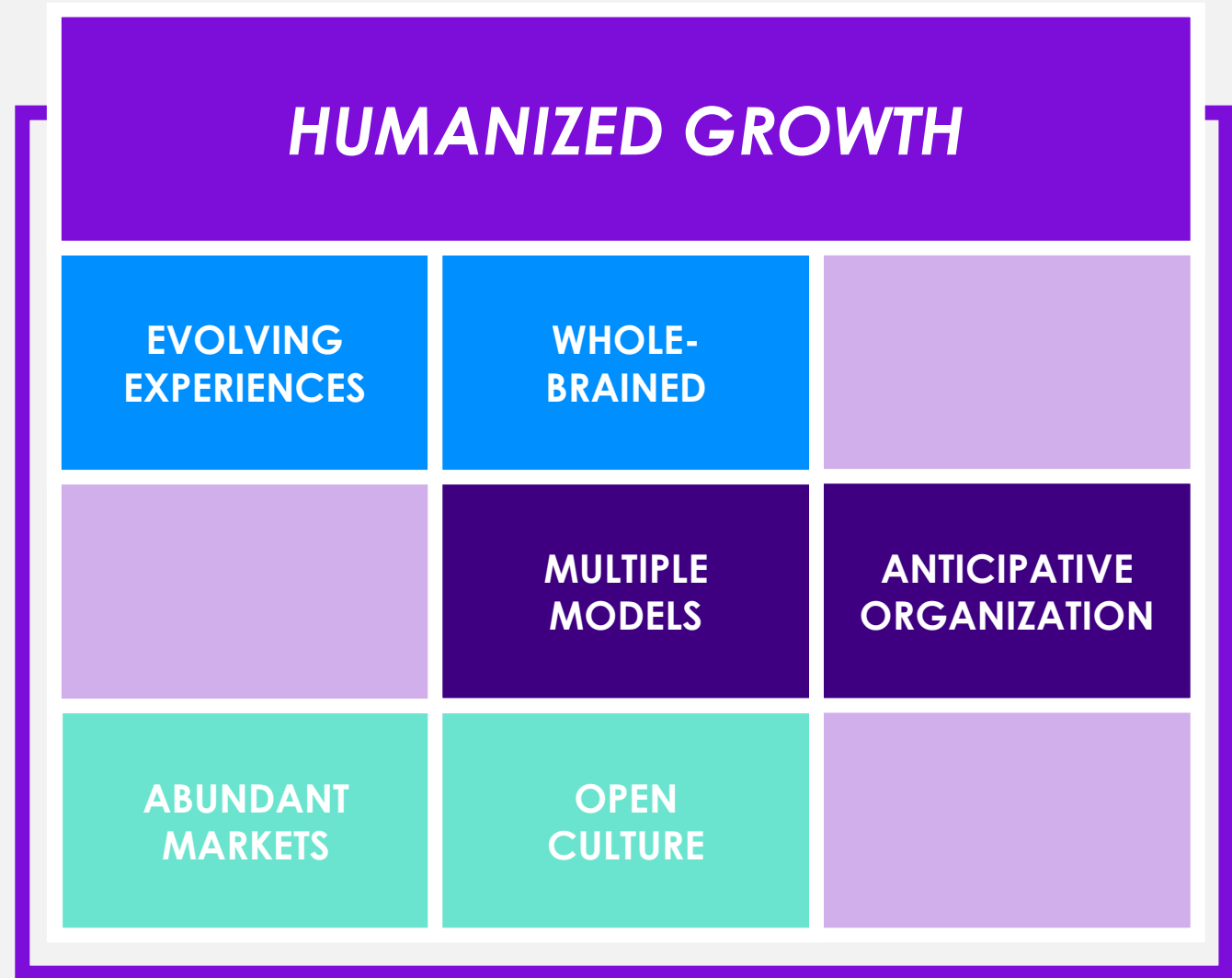


Cisco: from product focus to the 'People Deal'

The 7 Building Blocks of Real Growth



Emerging Future





2020: A new Reality



The future is
unknown

Systems are
being
questioned



Pre-COVID



Customers



Capital Markets

Post-COVID



Colleagues



Community

To Family Reality



From Professional Facade





**IT'S IN ALL
OUR HANDS
TO MAKE
A DIFFERENCE**



adidas (at 🏠) 🌐

@adidas

Together is how we move forward.
Together is how we make change.



Nike 🌐 @Nike · 1d

Let's all be part of the change.

#UntilWeAllWin

'DON'T DO IT'

CREDITS:AP

Humanized Growth



Colleagues



Customers



Community



Capital Markets



2008

“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

2019



STATEMENT ON THE PURPOSE OF A CORPORATION

Americans deserve an economy that allows each person to succeed through hard work and creativity and to lead a life of meaning and dignity. We believe the free market system is the best means of generating good jobs, a strong and sustainable economy, innovation, a healthy environment and economic opportunity for all.

Businesses play a vital role in the economy by creating jobs, fostering innovation and providing essential goods and services. Businesses make and sell consumer products; manufacture equipment and vehicles; support the national defense; grow and produce food; provide healthcare; generate and deliver energy; and offer financial, communications and other services that underpin economic growth.

WHILE EACH OF OUR INDIVIDUAL COMPANIES SERVES ITS OWN CORPORATE PURPOSE, WE SHARE A FUNDAMENTAL COMMITMENT TO ALL OF OUR STAKEHOLDERS. WE COMMIT TO:

DELIVERING VALUE TO OUR CUSTOMERS. We will further the tradition of American companies leading the way in meeting or exceeding customer expectations.

INVESTING IN OUR EMPLOYEES. This starts with compensating them fairly and providing important benefits. It also includes supporting them through training and education that help develop new skills for a rapidly changing world. We foster diversity and inclusion, dignity and respect.

DEALING FAIRLY AND ETHICALLY WITH OUR SUPPLIERS. We are dedicated to serving as good partners to the other companies, large and small, that help us meet our missions.

SUPPORTING THE COMMUNITIES IN WHICH WE WORK. We respect the people in our communities and protect the environment by embracing sustainable practices across our businesses.

GENERATING LONG-TERM VALUE FOR SHAREHOLDERS, WHO PROVIDE THE CAPITAL THAT ALLOWS COMPANIES TO INVEST, GROW AND INNOVATE. We are committed to transparency and effective engagement with shareholders.

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.

BRT.org/OurCommitment  Business Roundtable

THE **CMO** CLUB™

CMO Implications?

Many have
documented
the CMO 'crisis'



Harvard Business Review

REPRINT R1704B
PUBLISHED IN HBR
JULY-AUGUST 2017

ARTICLE COLLECTION

Spotlight on The Trouble with CMOs

Why CMOs Never Last

by Kimberly A. Whitler and Neil Morgan

The Power Partnership: CMO & CIO

by Kimberly A. Whitler, D. Eric Boyd, and Neil Morgan

Reflections of a Six-Time CMO

An Interview with Joe Tripodi by Daniel McGinn

Reducing CMO Turnover: A Recruiter's Prescription

by Greg Welch

The Evolution of the CMO

by Caren Fleit

The CMO is typically the first to go



Perceived
over-focus on
communication...

A modern, high-tech bathroom at night. The room features a large, illuminated mirror above a sink, a freestanding bathtub, and a toilet. The walls are covered in small, square tiles, and the floor is a dark, textured material. A large window offers a view of a city skyline at night. The lighting is a mix of warm and cool tones, creating a sophisticated and futuristic atmosphere.

...and shiny,
distracting
digital toys

A photograph of a business meeting. Several people in business attire are gathered around a table. One person is pointing at a tablet displaying a bar chart. Another person is writing in a notebook. The table is covered with various financial documents, including pie charts, bar charts, and line graphs. A laptop is visible on the left side of the table. The overall scene suggests a collaborative work environment focused on data analysis and financial reporting.

Insufficiently commercial

CEOs need the help

STATEMENT ON THE PURPOSE OF A CORPORATION

For several decades, we have seen a shift in the way that corporations are run. The focus has moved from maximizing shareholder value to maximizing the value of the corporation as a whole. This shift has been driven by a number of factors, including the rise of stakeholder theory and the growing importance of corporate social responsibility.

At the same time, we have seen a growing emphasis on the importance of corporate purpose. Purpose is the reason why a corporation exists, and it is the foundation upon which all other decisions are made.

When each of our constituent companies serves its own corporate purpose, we share a fundamental commitment to all of our stakeholders. We commit to:

DELIVERING VALUE TO OUR CUSTOMERS by providing products and services that meet their needs and expectations.

EMPOWERING OUR EMPLOYEES by creating a work environment that is safe, healthy, and supportive, and by providing opportunities for growth and development.

PROTECTING OUR ENVIRONMENT by using resources responsibly and minimizing our impact on the planet.

CREATING LONG-TERM VALUE FOR OUR SHAREHOLDERS by investing in our future and ensuring that we are profitable and sustainable.

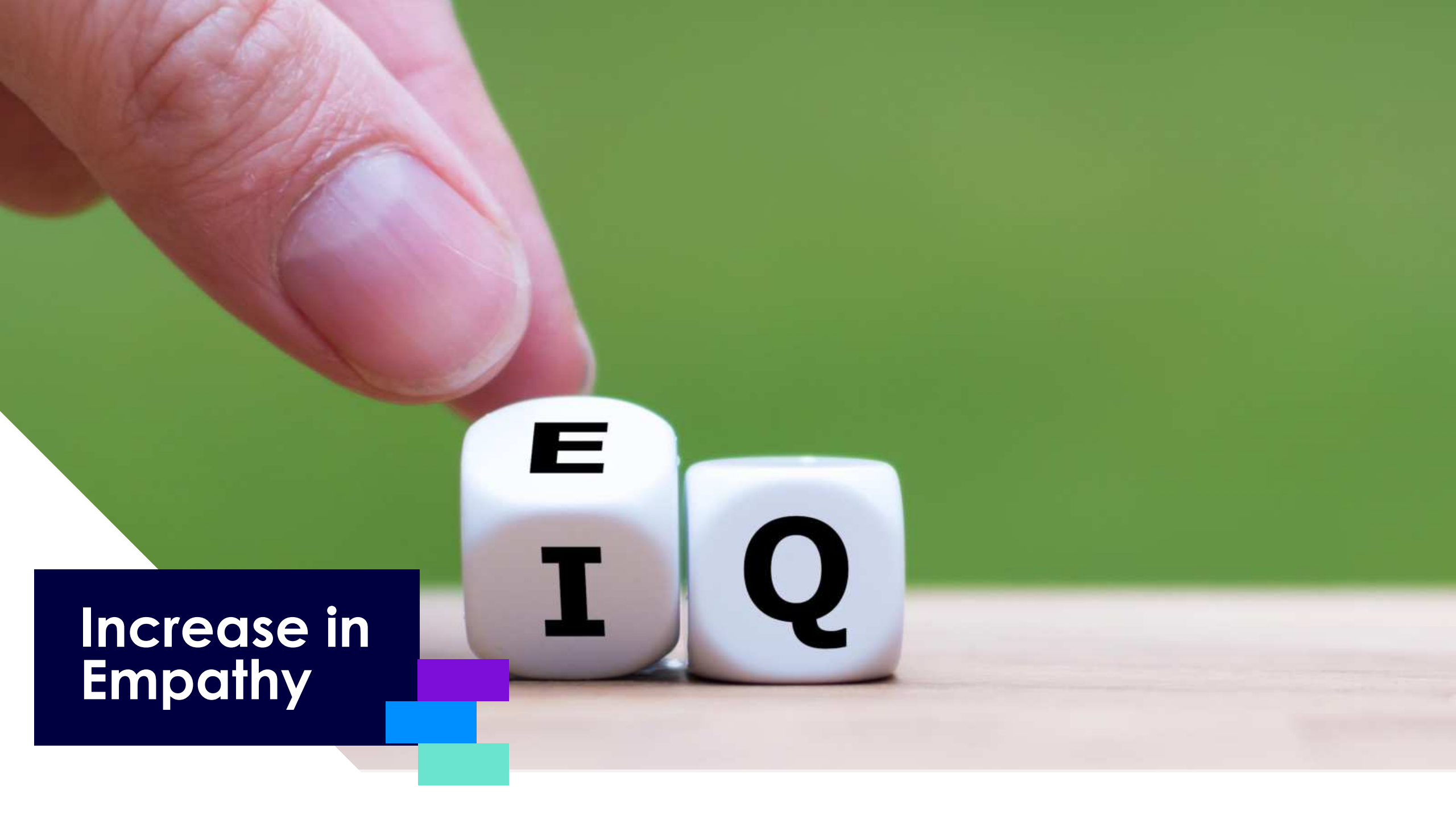
Each of our stakeholders is essential to our success. We commit to deliver value to all of them, for the future success of our companies, our communities, and our country.

BRT.org/OurCommitment

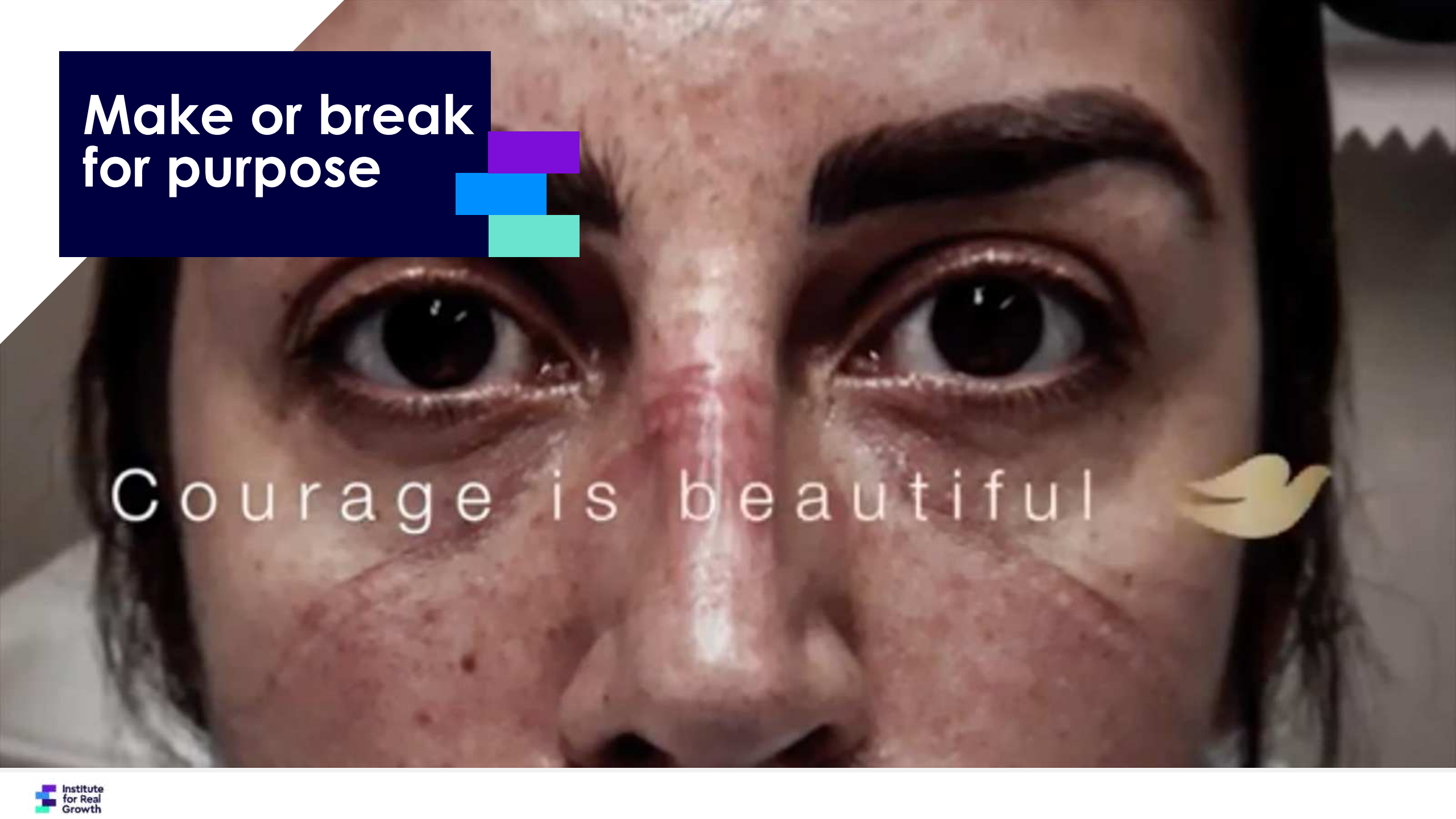
If not now,
WHEN?

if not me,
WHO?





**Increase in
Empathy**

A close-up photograph of a person's face, focusing on the eyes and nose. A prominent, vertical surgical scar is visible on the bridge of the nose. The person has dark hair and is looking directly at the camera with a neutral expression. In the top left corner, there is a dark blue rectangular box containing white text. To the right of this box are three overlapping colored squares: purple, blue, and teal. Across the middle of the face, the words "Courage is beautiful" are written in a white, sans-serif font. To the right of this text is a yellow feather icon. In the bottom left corner, there is a small logo for the "Institute for Real Growth" consisting of a stylized 'I' made of colored squares and the text "Institute for Real Growth".

**Make or break
for purpose**

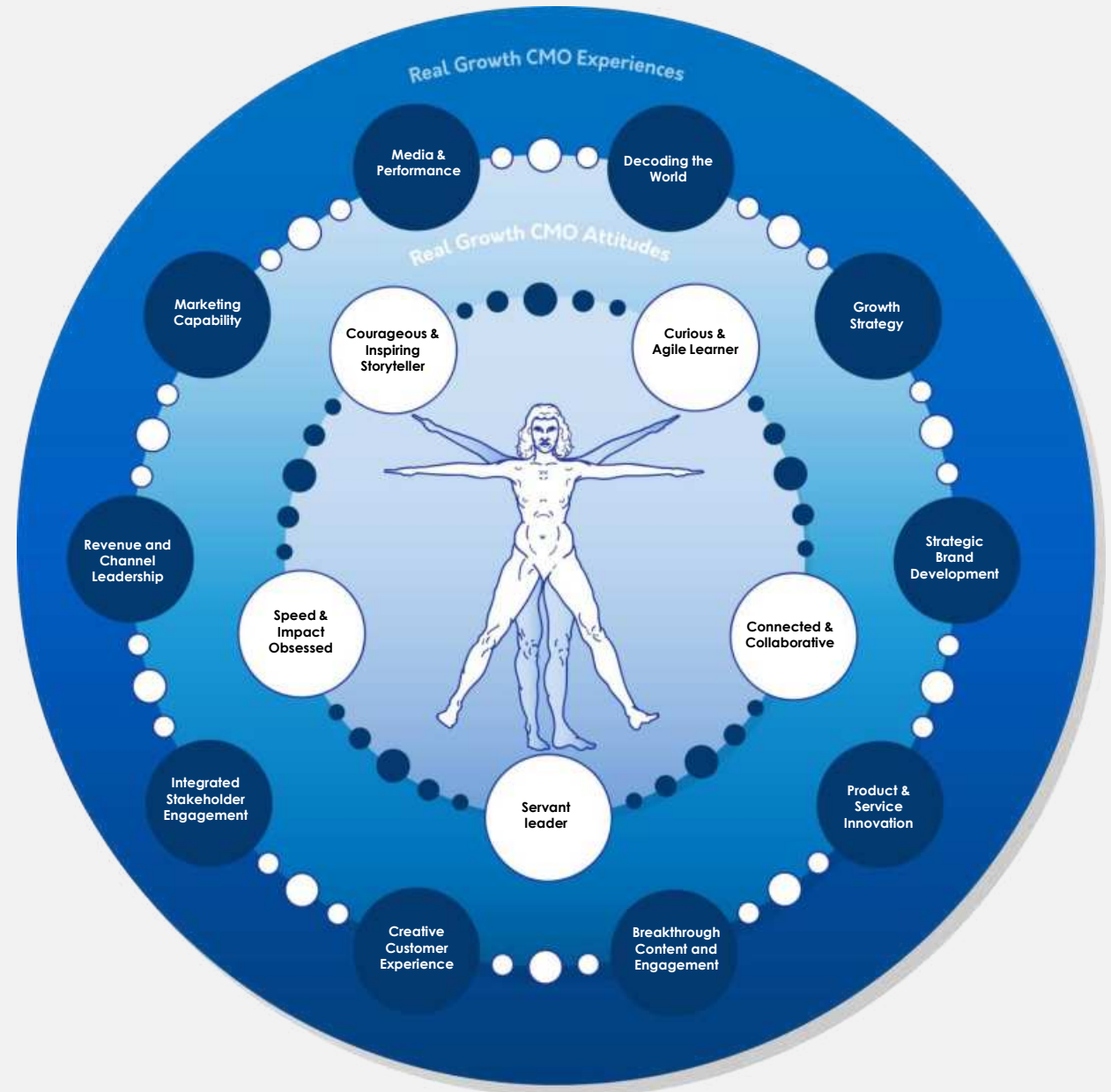
Courage is beautiful



da Vinci Real Growth CMO



SpencerStuart





More Humanized Growth Strategy

✓ 78% ✗ 4%

IRG 2020 CMO Survey

2020 Update:

Significant Shift
to Humanized
Growth



Increased CMO Influence on Growth



65%



11%

IRG 2020 CMO Survey

2020 Update:

And the CMO is
playing more
important role