IRG Update & COVID Lessons Learned

Institute for Real Growth

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.

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IRG Partners

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WPP

Google

FACEBOOK

in

SpencerStuart

salesforce

KANTAR

EXETOR Group

UNIVERSITY OF OXFORD | Saïd Business School

NYU | SCHOOL OF PROFESSIONAL STUDIES

Participants


Iris Meijer
CMO Vodafone Business


Deborah Koyama
CMO Mondelez EMEA


Javier Meza
CMO Sparkling TCCC

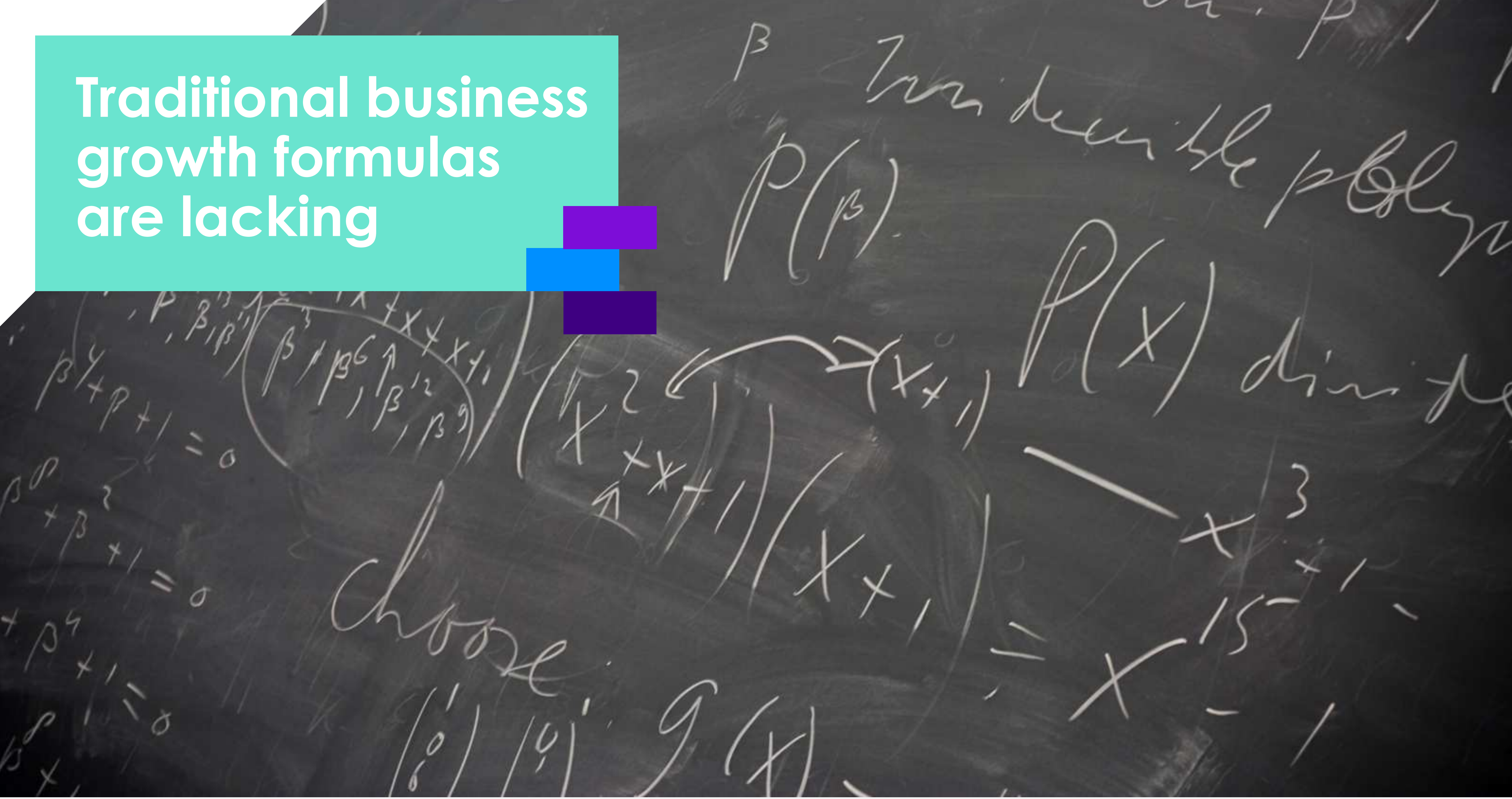

Annabel Jack
CMO MADE.com

Antoine de Carbonnel
CCO Go-Jek


Rebecca Messina
CMO Uber (Former)


Kristof Neirynck
CMO Walgreens Boots

Traditional business growth formulas are lacking



Loss of Influence

Kimberly-Clark

Johnson & Johnson

Mondelēz International

Kellogg's

MARS

Updated since COVID struck

So, what does it take to win?

1 Abundant Markets

Overperformers think about Nielsen, Amazon, and Kickstarter

27%

nielsen

11%

amazon

3%

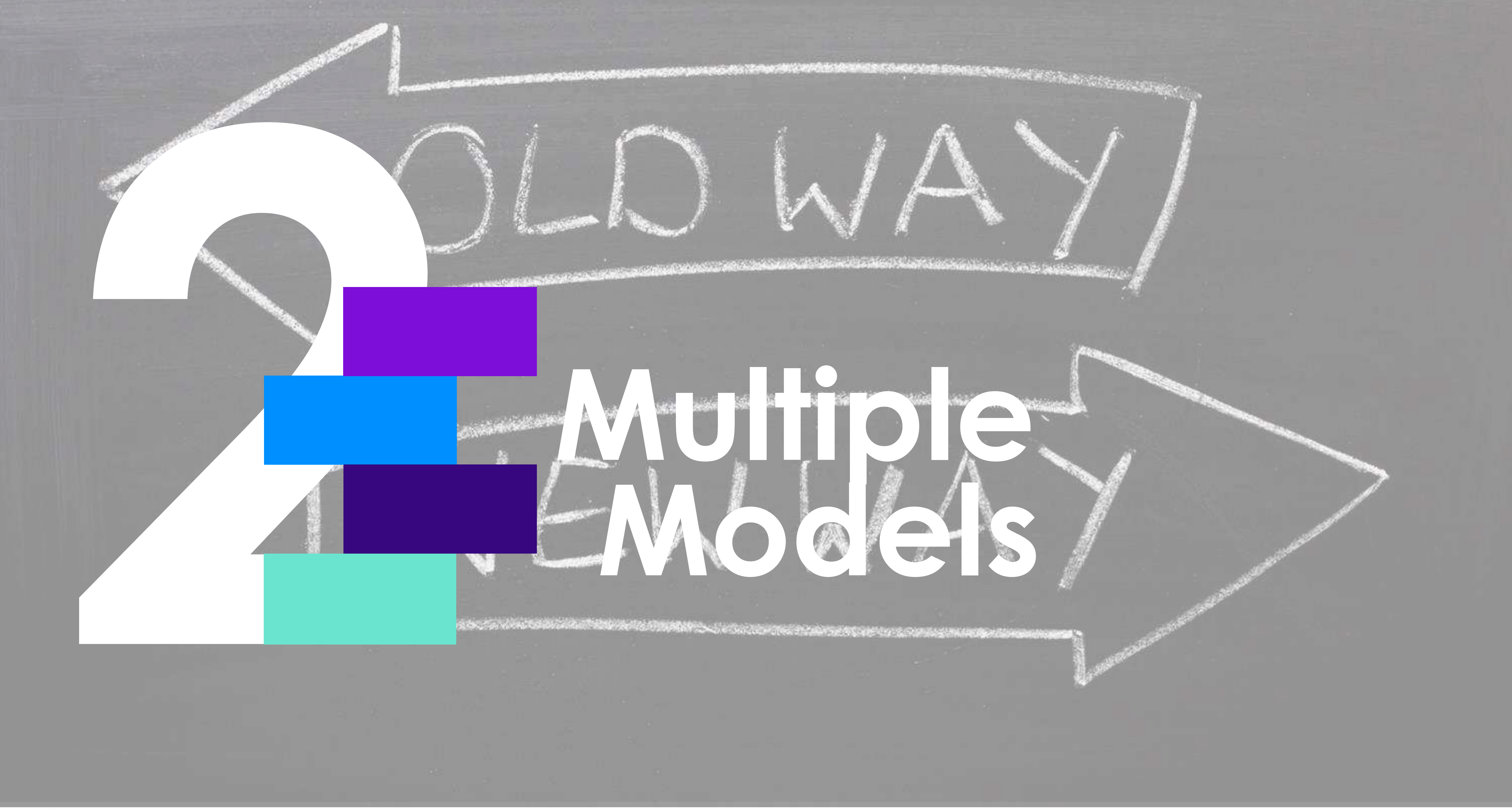
KICKSTARTER.COM

Spotting and choosing the right wave

Assess and understand market developments

✓ 86% ✗ 36%

Mars: from Pet Food to Pet Care



2 Multiple Models

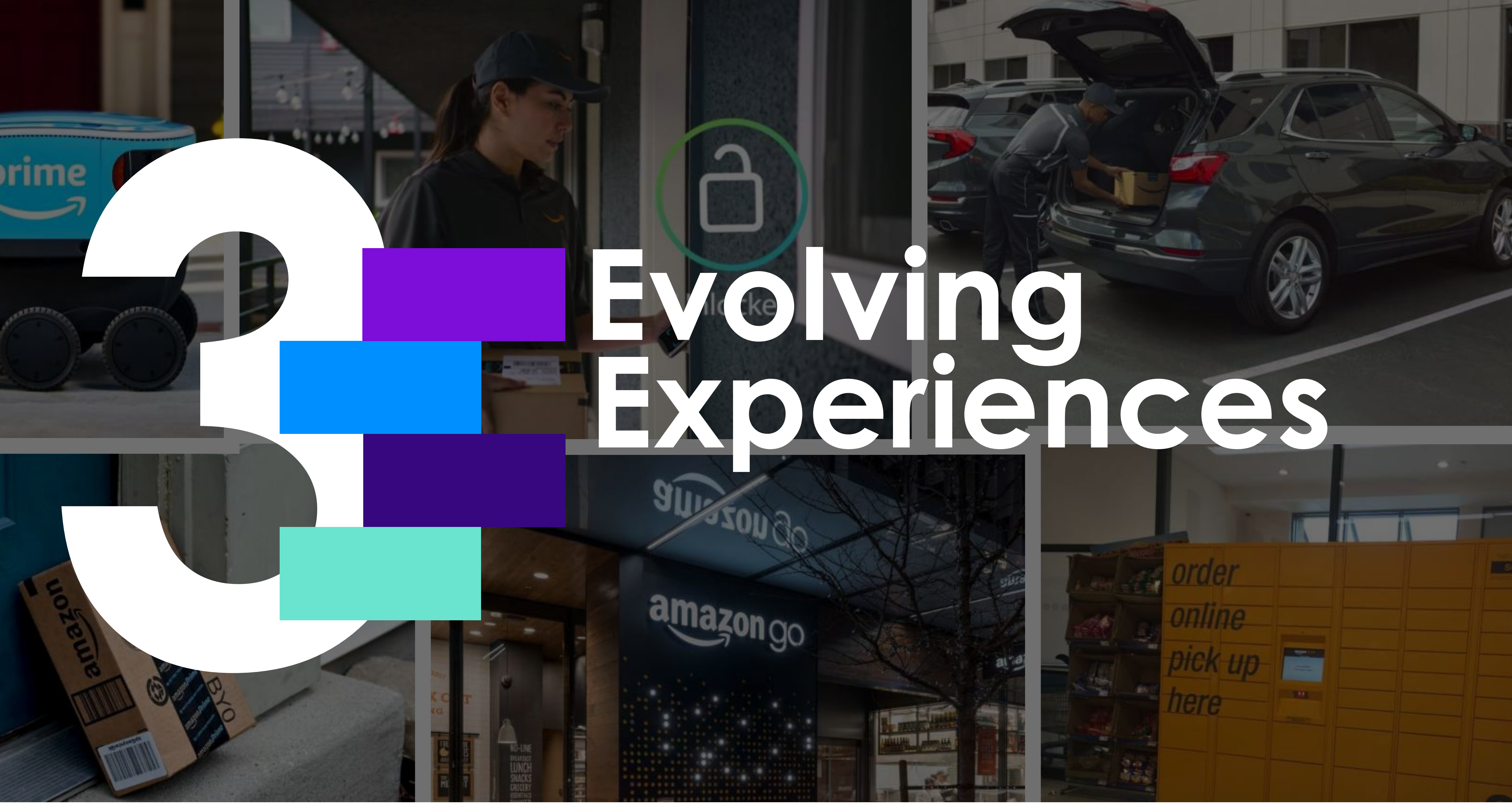
Overperformers play chess and checkers simultaneously

Willingness to accept new business models

✓ 71% ✗ 39%

From supermarket shelves to cafes & subscription models

Costa Coffee

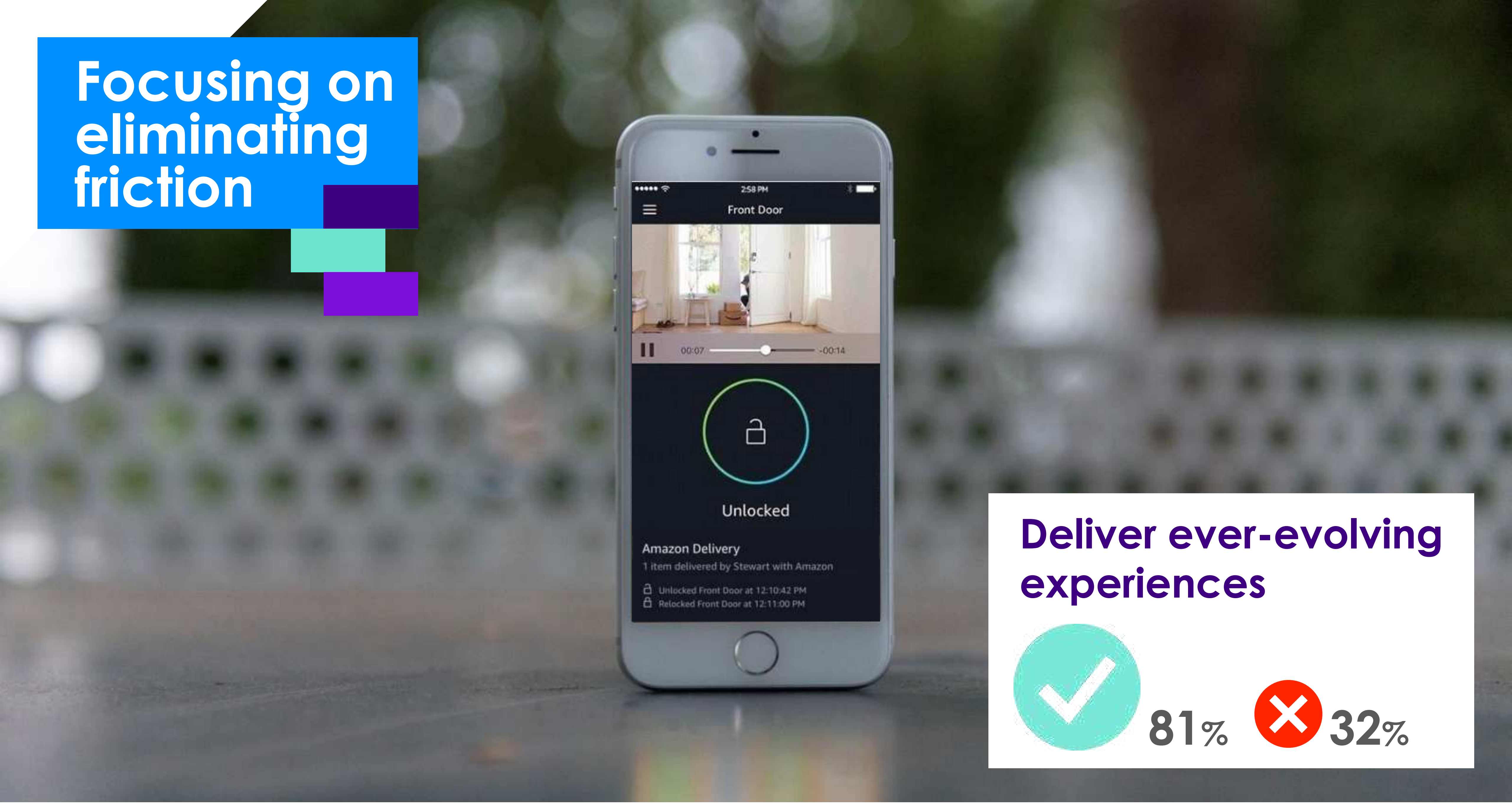


3 Evolving Experiences

Overperformers embrace the 'Always Beautifully Dissatisfied'

REUTERS / JASON REDMOND - stock.adobe.com

Focusing on eliminating friction



Deliver ever-evolving experiences

✓ 81%

✗ 32%

Spotify: constantly improving your experience

Spotify

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Open culture

Overperformers rewrite the culture script

External connectivity

67% 39%

Building an ecosystem with complementary partners

Uber | Spotify

More diverse strategic decision–making

Diversity in strategic decision making

70% 45%

5 Anticipative organization

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

3.5x
more connections
with other functions

5.5x
more connections
with senior leaders

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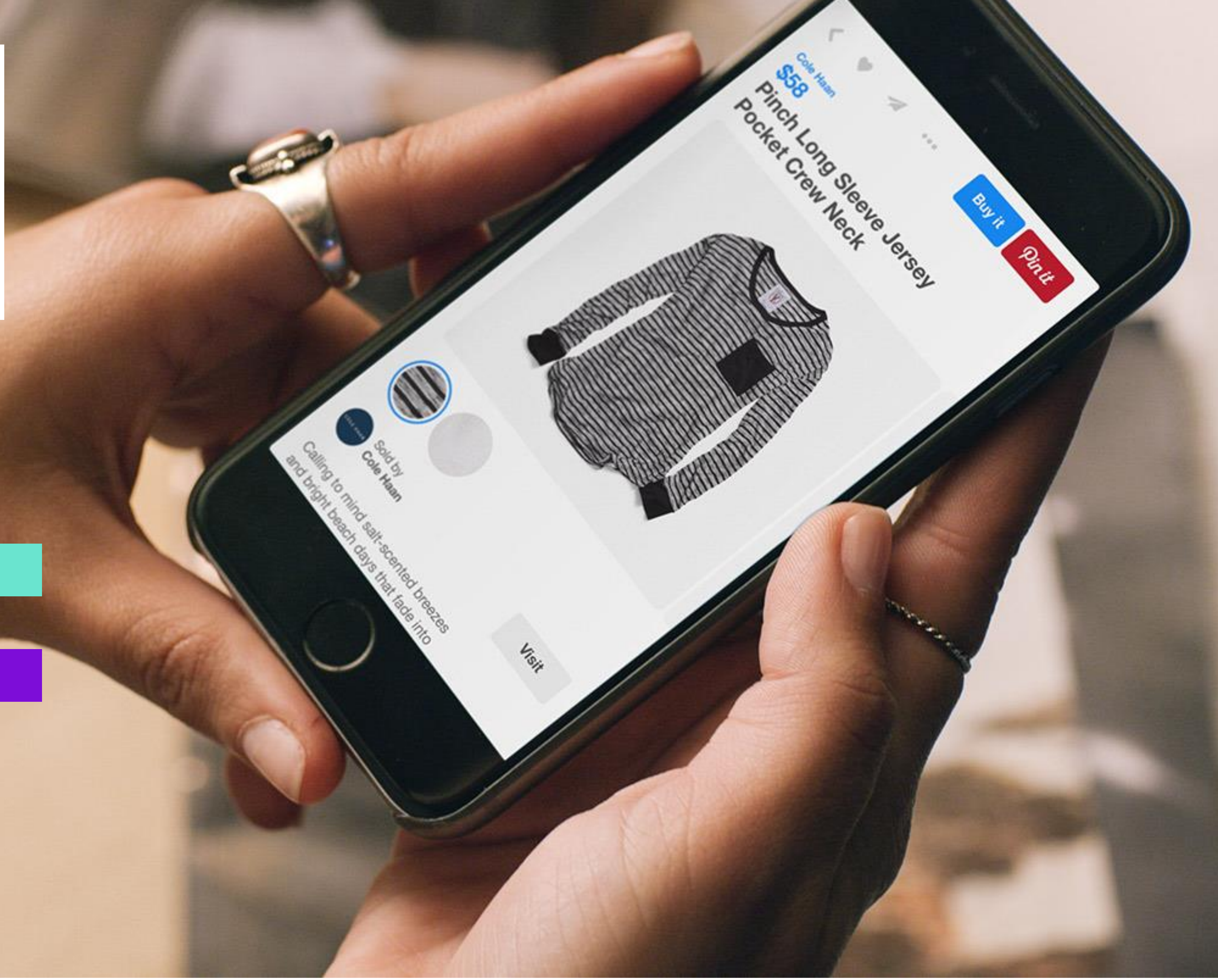
Marketing and sales collaboration

68% 37%

Integrating marketing and sales for E-Commerce



Whole-brained

Overperformers unlock data with human insights

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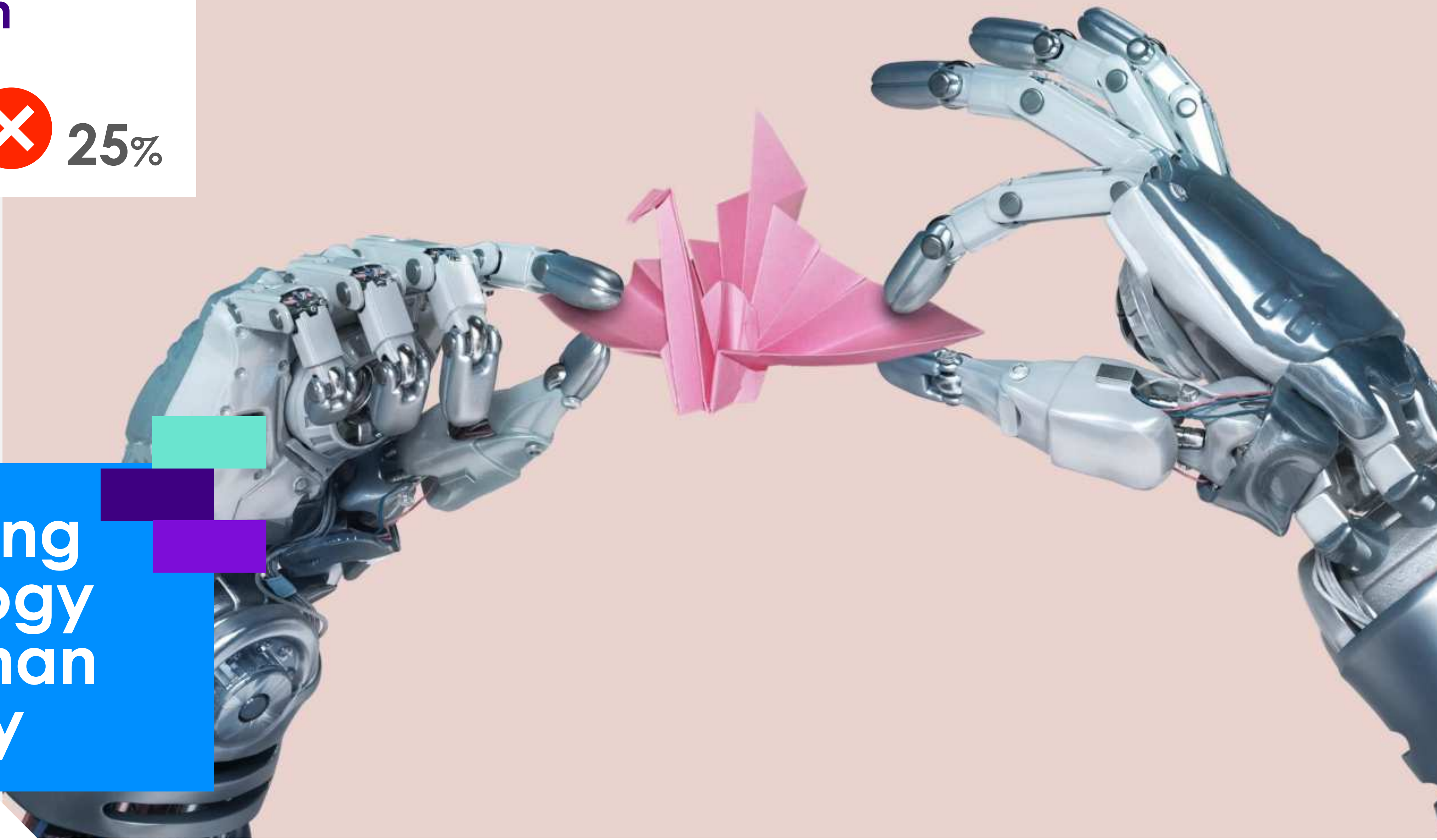
Ability to attract whole-brain

✓ 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

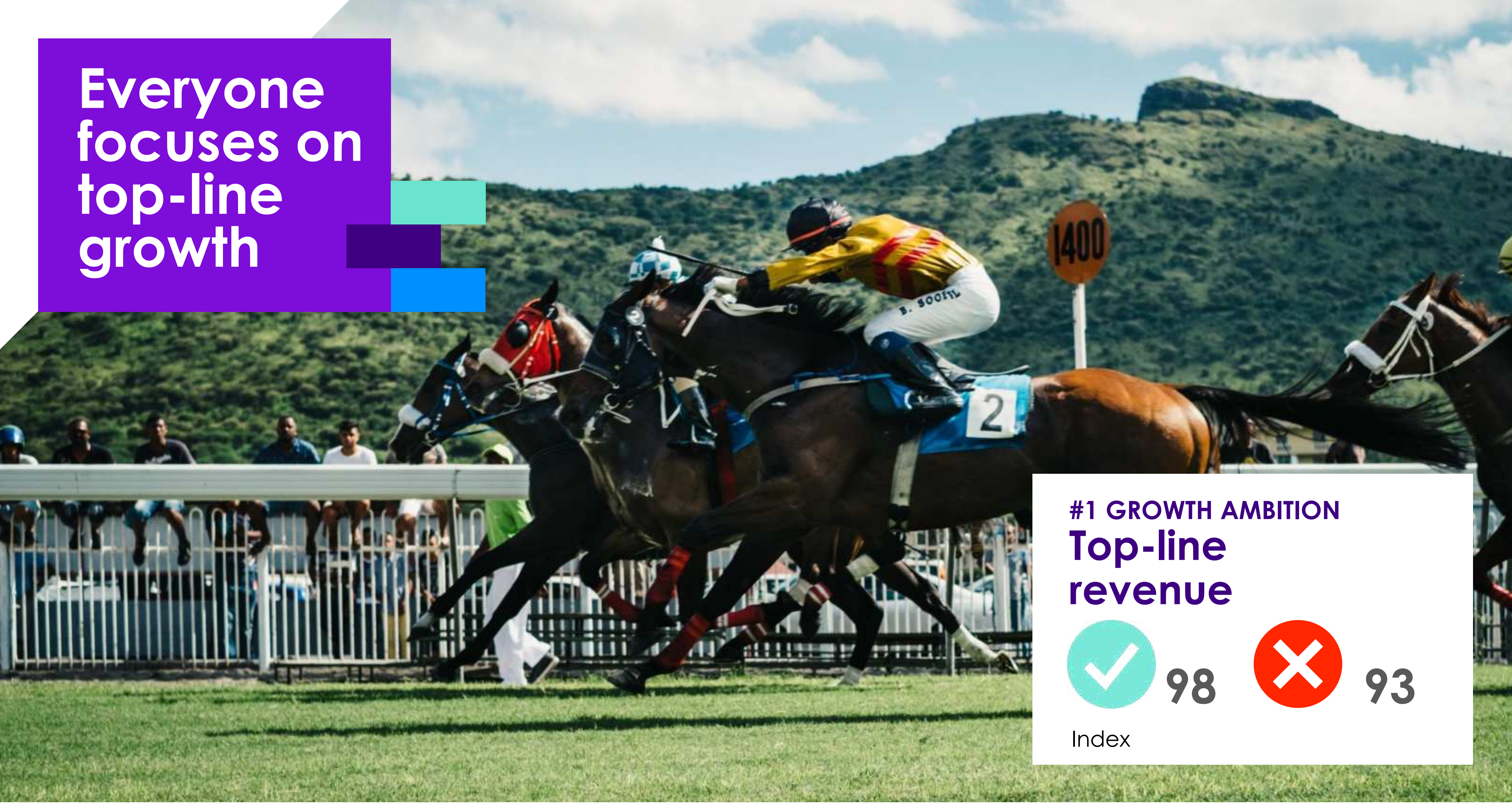
✓ 59%   ✗ 20%

LINEAR TV:
14%

NETFLIX:
30%

Humanized growth

Everyone focuses on top-line growth



#1 GROWTH AMBITION

Top-line revenue

✓	✗
98	93

Index

#1 GROWTH AMBITION

Bottom-line profit

85 | 130

Index

More underperformers focus on the bottom line

#1 GROWTH AMBITION

Impact on people

✓ 120 ✗ 76

Index

More overperformers focus on the people they serve

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Cisco: from product focus to the ‘People Deal’

The 7 Building Blocks of Real Growth

HUMANIZED GROWTH

EVOLVING EXPERIENCES

WHOLE-BRAINED

MULTIPLE MODELS

ANTICIPATIVE ORGANIZATION

ABUNDANT MARKETS

OPEN CULTURE

Emerging Future

HUMANIZED GROWTH

EVOLVING EXPERIENCES	WHOLE-BRAINED	
	MULTIPLE MODELS	ANTICIPATIVE ORGANIZATION
ABUNDANT MARKETS	OPEN CULTURE	

2020: A new Reality

The future is unknown

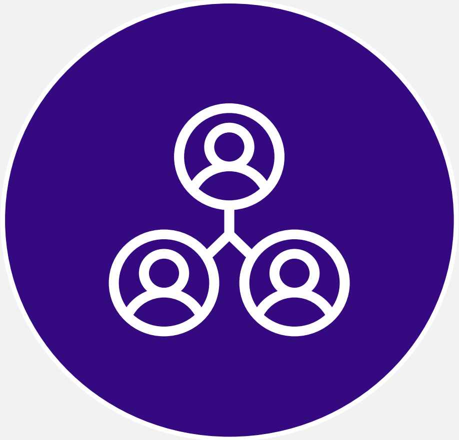
Systems are being questioned

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
JUSTICE FOR FLOYD
VIKINGS
'DON'T DO IT'
CREDITS:AP

Humanized Growth

Colleagues

Customers

Community

Capital Markets

2008

BLACKROCK

"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

BR Business Roundtable

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 BR Business Roundtable

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

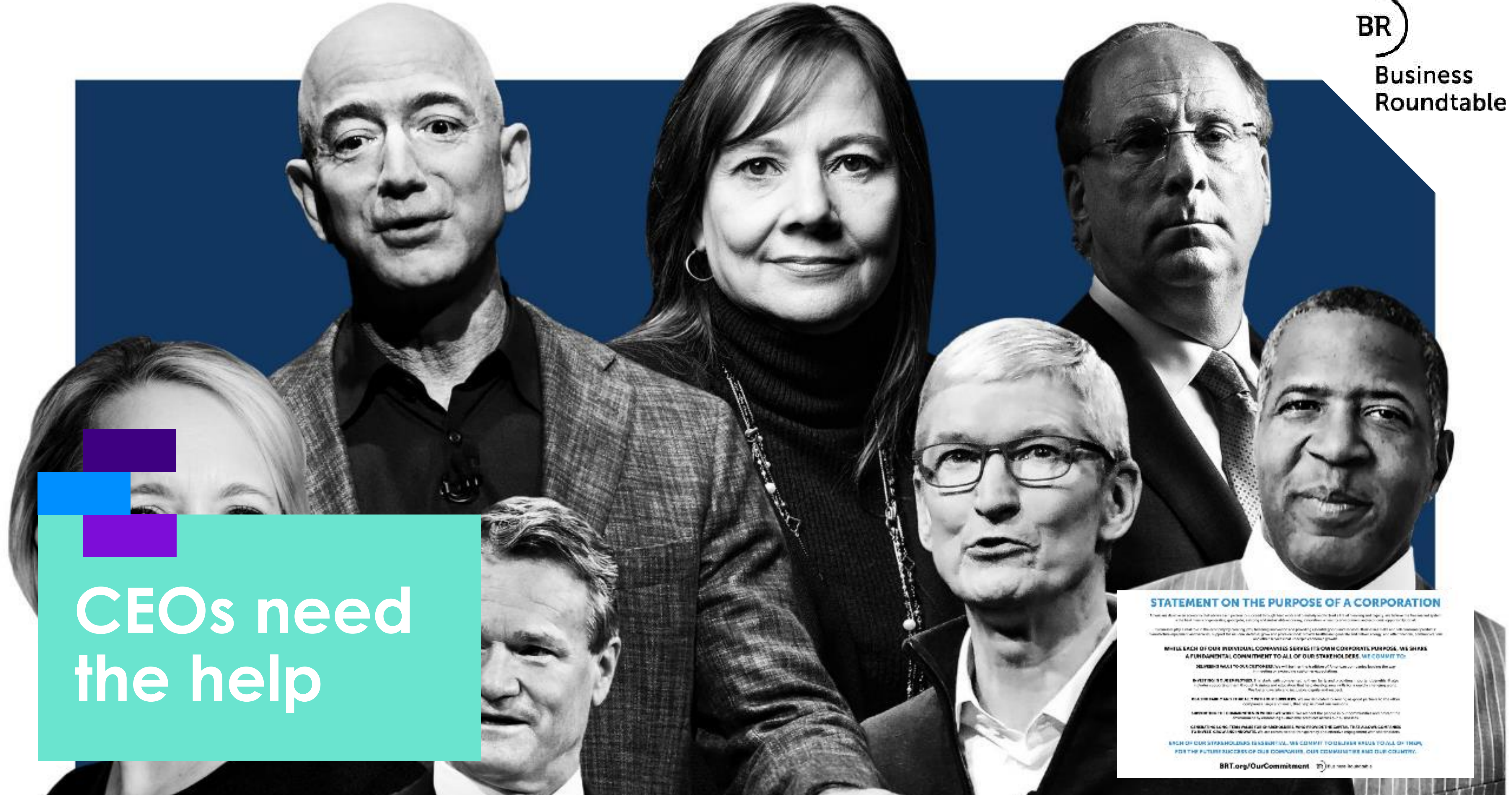
Perceived over-focus on communication…

…and shiny, distracting digital toys

Insufficiently commercial

Business Roundtable

CEOs need the help



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If not now, WHEN?

if not me, WHO?

Increase in Empathy

Make or break for purpose

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da Vinci Real Growth CMO

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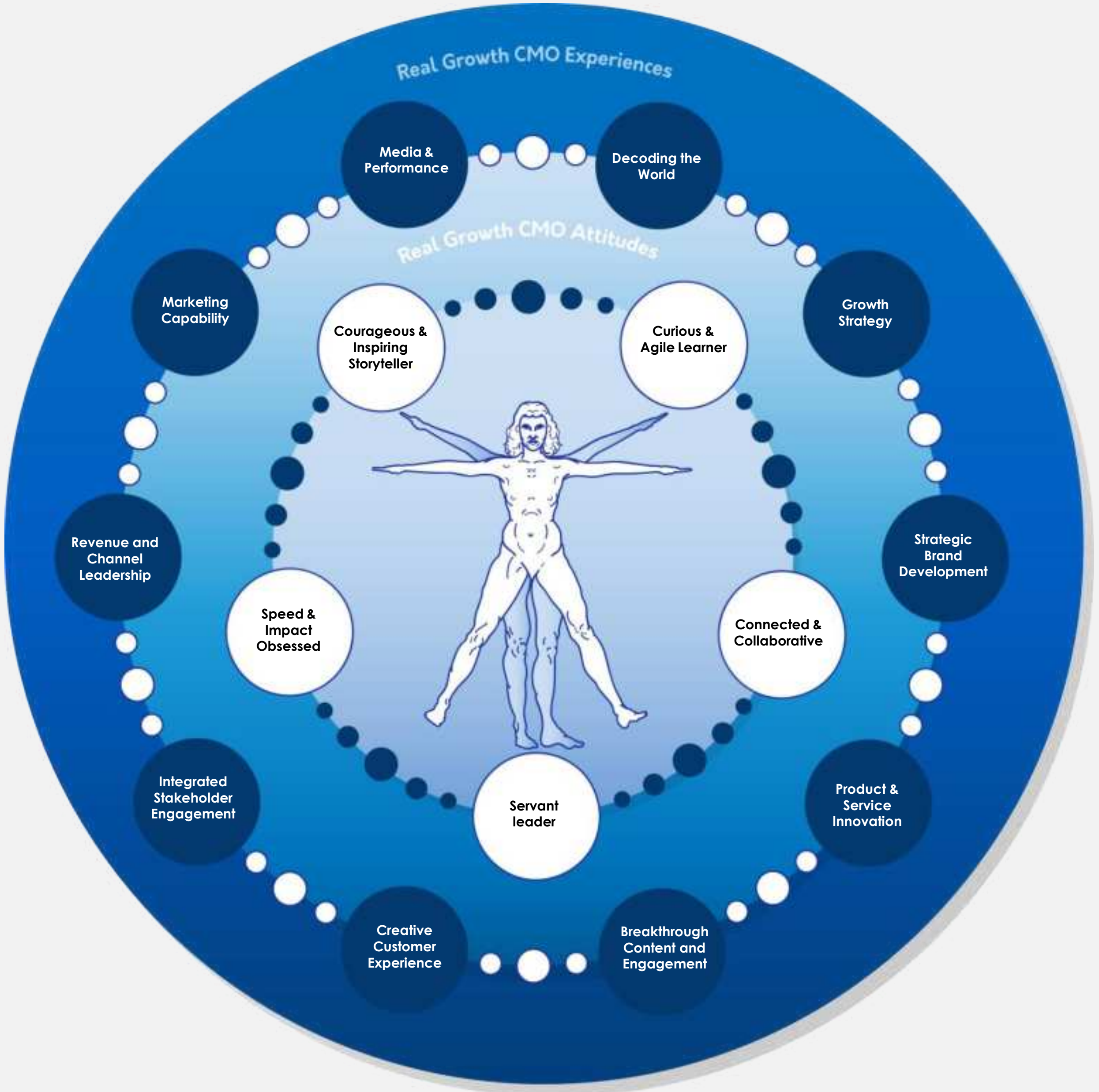

More Humanized Growth Strategy

✓ 78% ✗ 4%

IRG 2020 CMO Survey

2020 Update:

Significant Shift to Humanized Growth

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Increased CMO Influence on Growth

✓ 65% ✗ 11%

IRG 2020 CMO Survey

2020 Update:

And the CMO is playing more important role