

# IRG Update & COVID Lessons Learned

MMA, Turkey & MENA

# 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



KANTAR

EXETOR  
Group



NYU SCHOOL OF PROFESSIONAL STUDIES

# Participants IRG100



**Zeynep Yalim-Uzun**  
CMO  
Arcelik Group



**Murat Zengin**  
CMO  
Opet



**Taide Guajardo**  
Vice President Brand,  
Europe  
Proctor & Gamble



**Özgür Süslü**  
CMO  
Tofaş



**Zeynep Demirkol**  
Group Director  
Türk Ekonomi  
Bankası

# Traditional business growth formulas are lacking



# Loss of influence



© marketoonist.com

 **Kimberly-Clark**

*Johnson & Johnson*

**Mondelēz**  
International

*Kellogg's*

**MARS**

A large crowd of people is gathered outdoors, many wearing face masks and holding umbrellas. The scene suggests a protest or demonstration, with individuals standing close together. The umbrellas are in various colors, including black, red, and white. The text 'Updated since COVID struck' is overlaid on the top left of the image.

Updated since  
COVID struck

**What it  
takes to win**



# 1. Abundant markets



# Overperformers think about Nielsen, Amazon and Kickstarter

27%

nielsen  
.....

11%

amazon

3%

KICK  
STARTER  
.COM

An aerial photograph of several surfers floating on their boards in the ocean, waiting for waves. The water is a deep teal color with white foam from the waves. The surfers are scattered across the frame, some closer to the bottom left and others further up and to the right.

# Spotting and choosing the right wave

Assess and  
understand  
market  
developments

86%

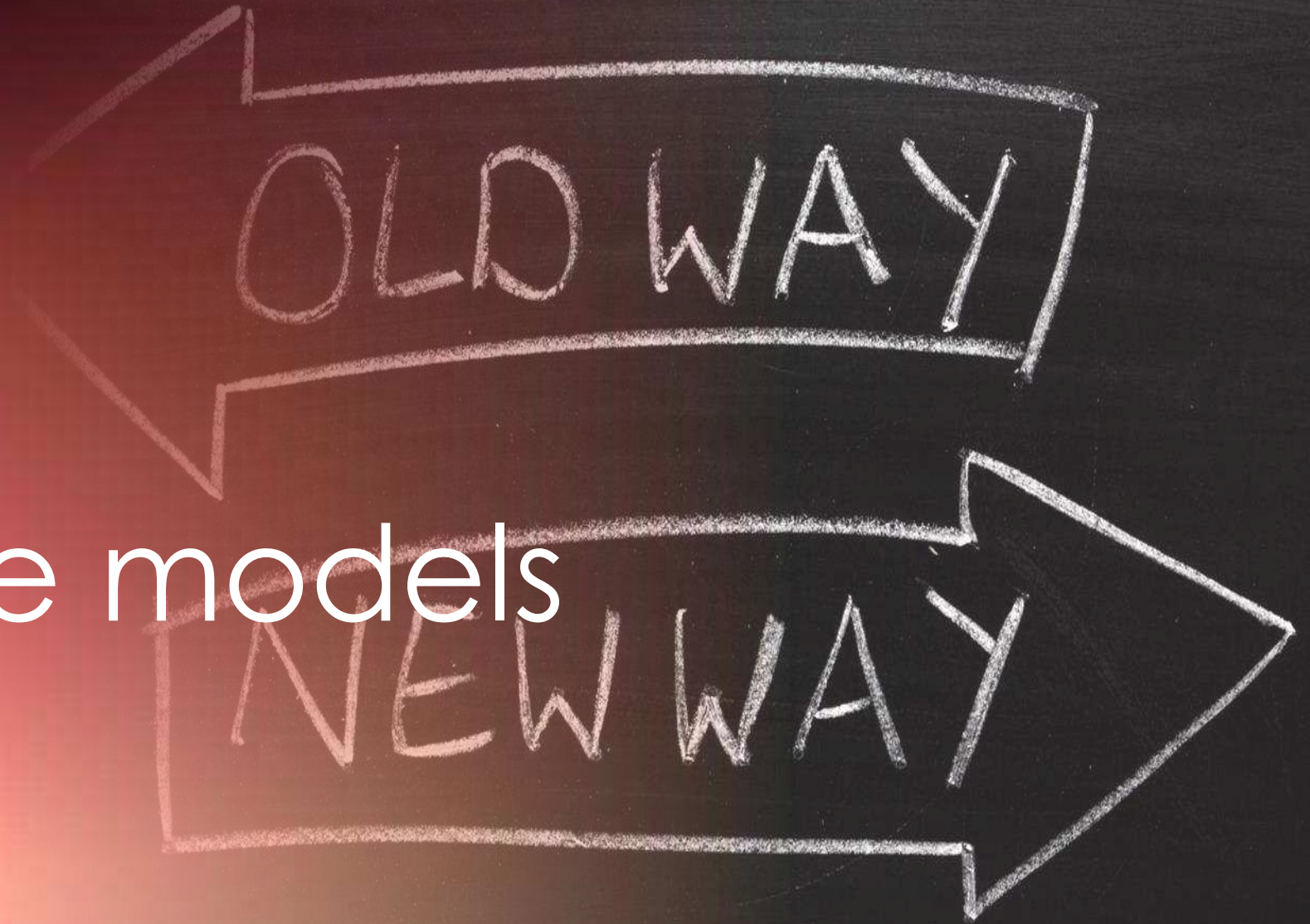
36%

# 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*



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

soda**stream**  
**caps®**



3.

# Evolving experiences



A photograph of Jeff Bezos, CEO of Amazon, standing on a stage. He is wearing a dark suit jacket over a light blue shirt. He is looking upwards and to the left. In the foreground, a large, three-dimensional Amazon logo is mounted on a dark grey structure. The background is a blue screen with white mathematical formulas, including  $X_i = \frac{34_p f}{-26_p}$ ,  $(34_p - T)f$ ,  $Y_i = Y_r = -26_p$ , and  $-26_p = f - x$ .

**Overperformers  
embrace the ‘Always  
Beautifully Dissatisfied’**

Focusing on  
eliminating friction



Deliver  
ever-evolving  
experiences

81%

32%

# Focusing on eliminating friction



# 4. Open culture



Overperformers  
rewrite the culture  
script



Microsoft



## Building an ecosystem with complementary partners

External connectivity

67%

39%

Uber | Spotify



# More diverse strategic decision-making

Diversity in strategic decision making

70%

45%

# 5. Anticipative organization



# Switching Perspective...



... on  
organizational  
change

Competitive  
agility

68%

16%



**Prioritizing the  
breakdown of  
internal barriers...**

**Effectively  
removing internal  
barriers**

**50%**

**24%**

# Connecting horizontally and vertically



**3.5x**  
more connections  
with other functions

**5.5x**  
more connections  
with senior leaders

# Integrating marketing and sales for e-commerce

Marketing and sales collaboration

68%

37%

# 6. Whole brained



# Combining technology and human creativity

Ability to attract  
whole-brain

65%

25%

# 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

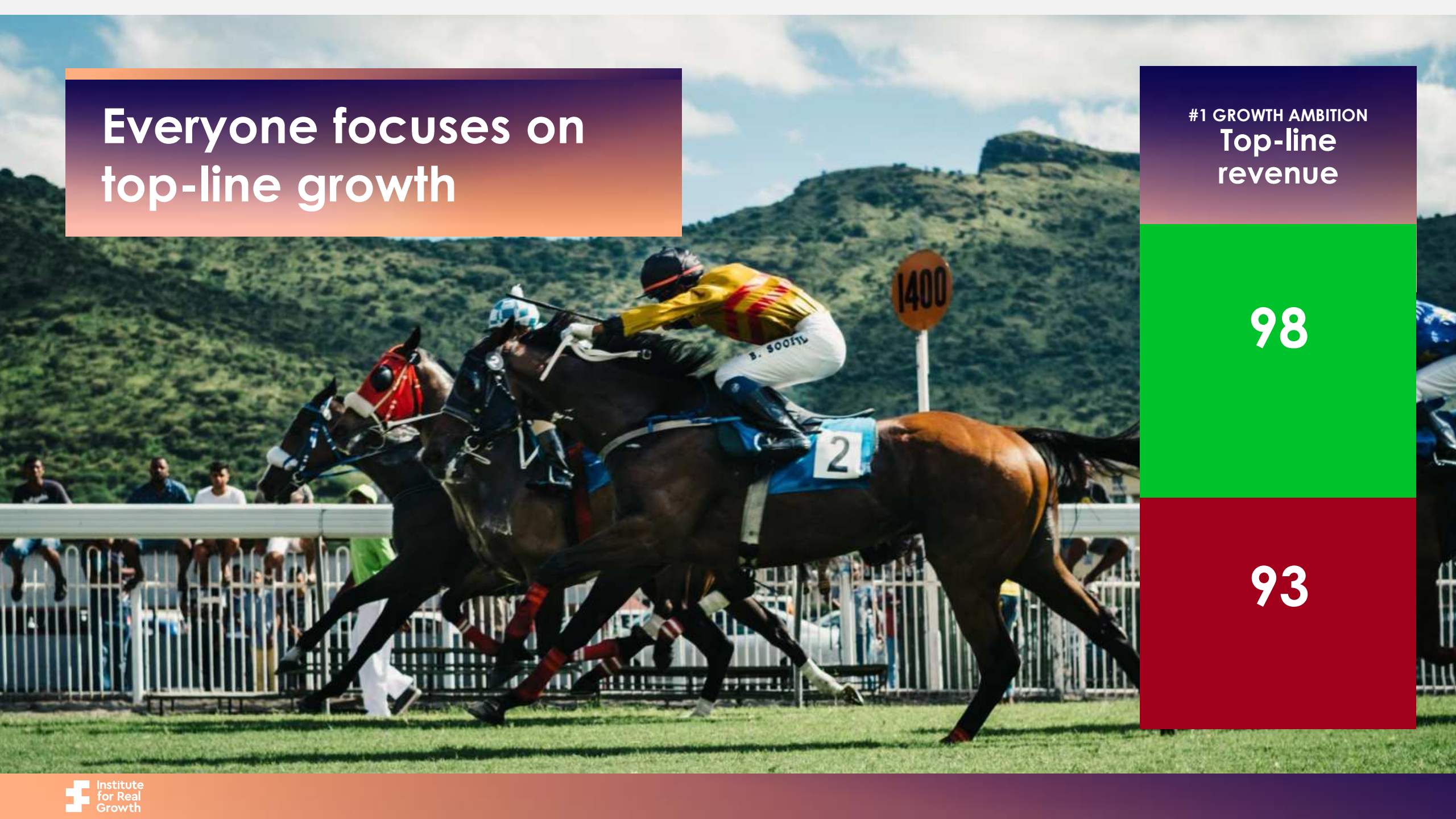
59%

20%

LINEAR TV:  
14%

# 7. Humanized Growth



A photograph of a horse race in progress. Several horses and jockeys are competing on a grass track. In the foreground, a dark brown horse with a blue saddle cloth featuring the number '2' is running. A jockey in a yellow and red striped shirt is leaning forward. In the background, there are green hills and a crowd of spectators behind a white fence. A sign with the number '1400' is visible.

Everyone focuses on  
top-line growth

#1 GROWTH AMBITION  
Top-line  
revenue

98

93

A photograph of a jockey in white and pink silks riding a brown horse on a dirt track. The horse is galloping, kicking up dust. In the background, there is a green grassy field and a blue sky.

**More underperformers  
focus on the bottom line**

#1 GROWTH AMBITION  
**Bottom-line  
profit**

**85**

**130**

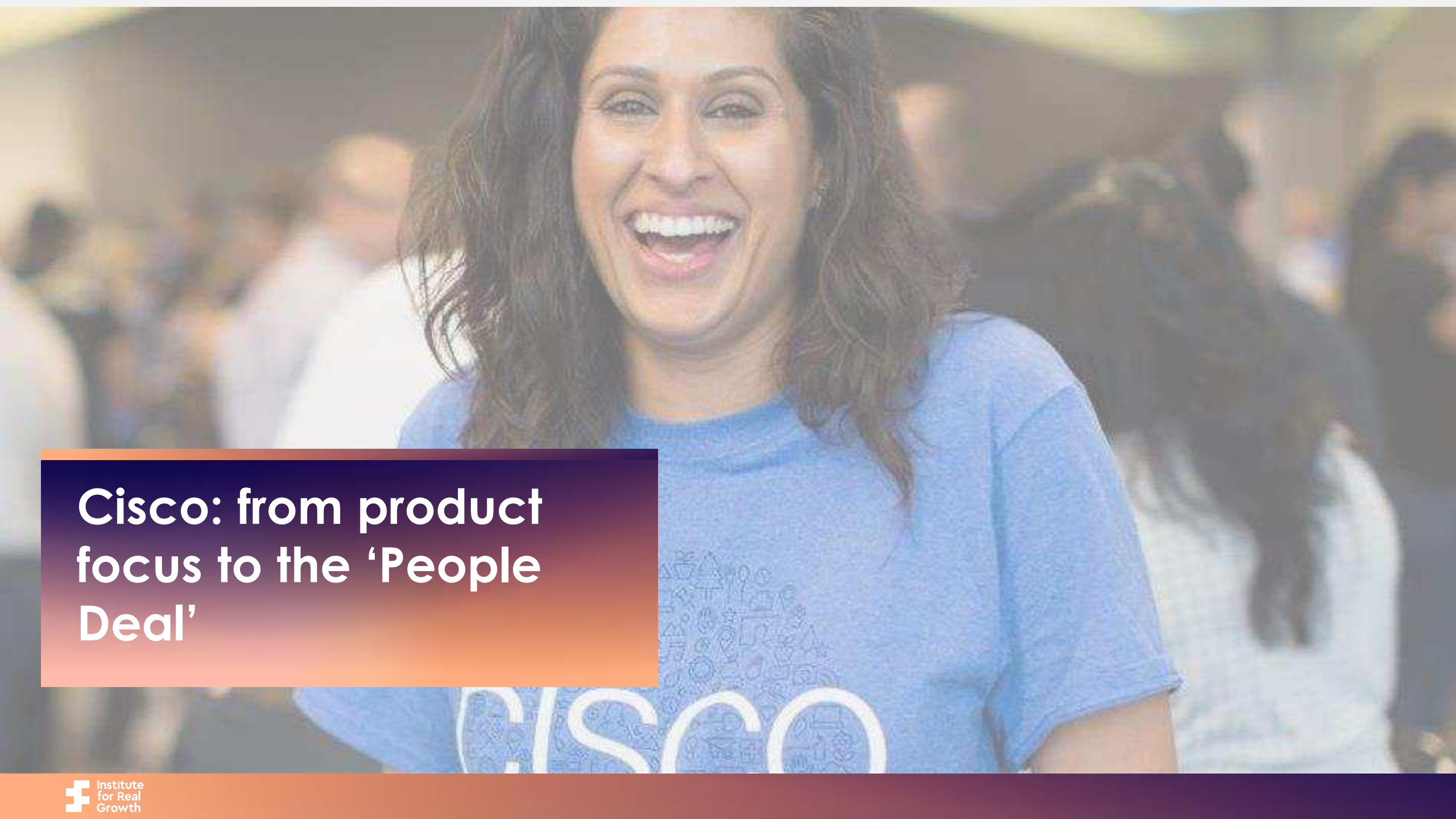


More underperformers  
focus on the bottom line

#1 GROWTH AMBITION  
Impact  
on people

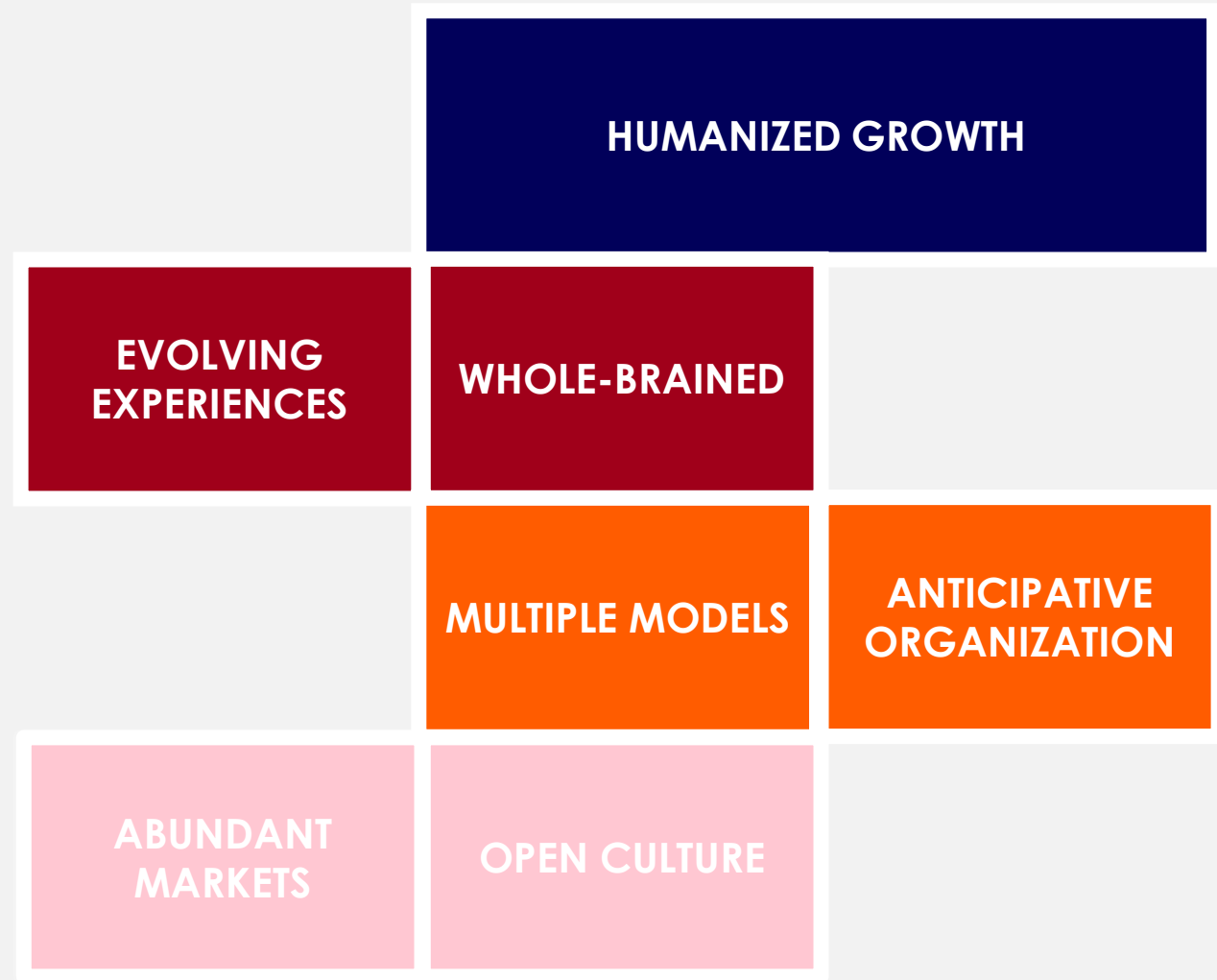
120

76

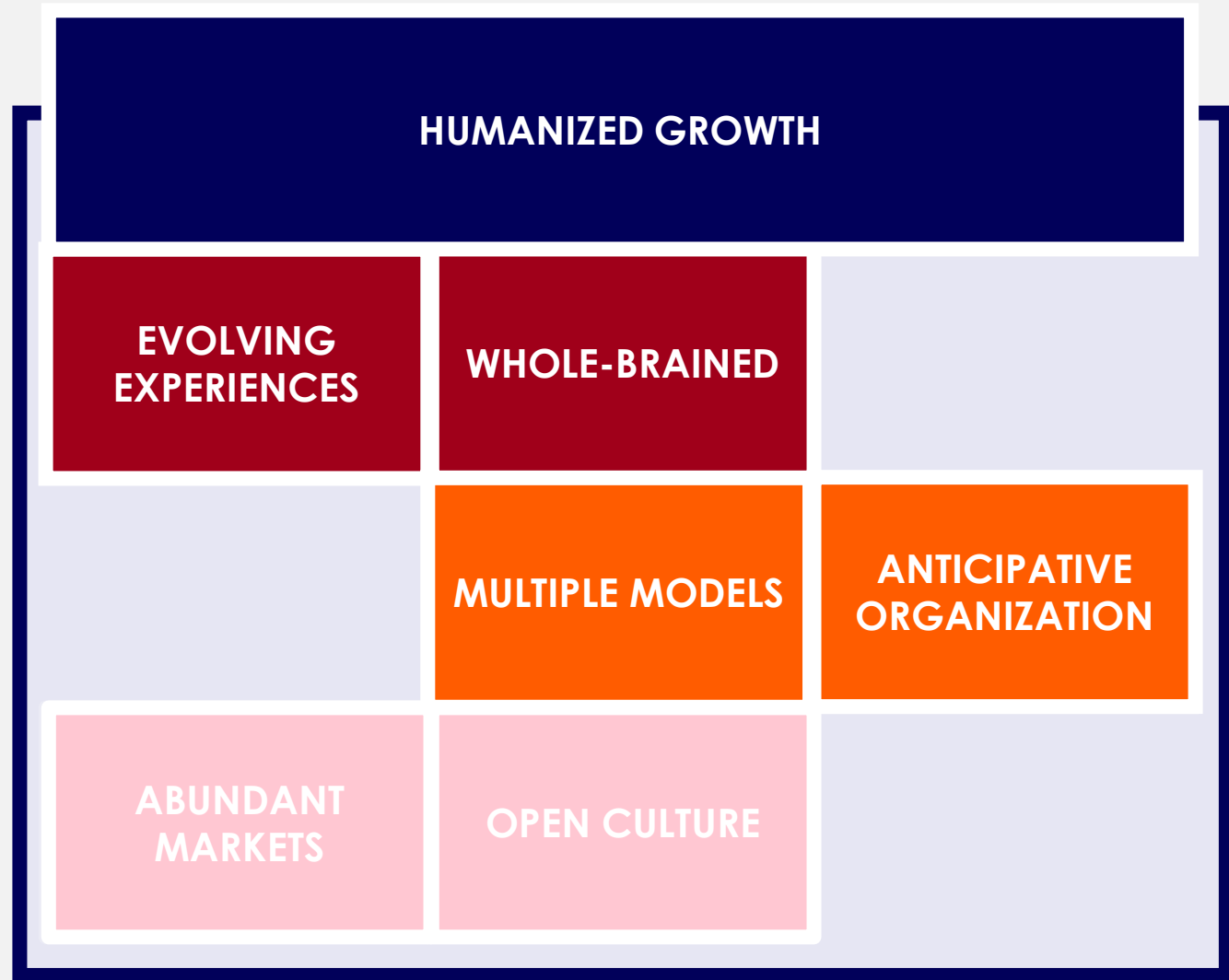


# Cisco: from product focus to the 'People Deal'

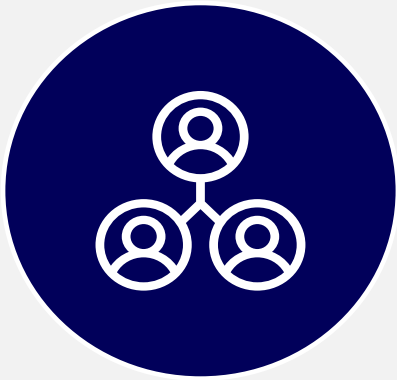
# The 7 Building Blocks of Real Growth



# Emerging Future



# Humanized Growth



**Colleagues**



**Customers**



**Community**



**Capital Markets**

# Facing a New Reality



The future is unknown



# Systems are being questioned



# Pre-COVID

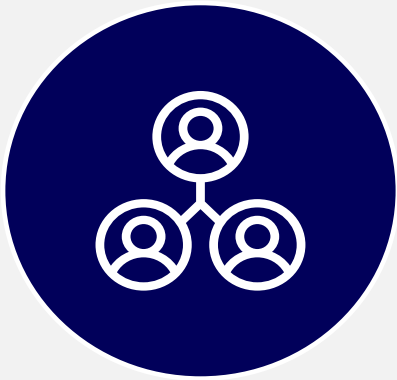


**Customers**



**Capital Markets**

# Post-COVID



**Colleagues**



**Community**

# From professional facade



To family reality





**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.



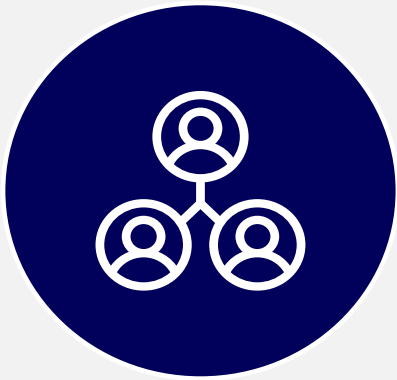
Nike ✓ @Nike · 1d

Let's all be part of the change.

#UntilWeAllWin

# 'DON'T DO IT'

# 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: US Business Roundtable

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**  Business Roundtable

THE **CMO** CLUB™

# Implications for marketers?

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*

Many have documented the CMO 'crisis'



[illegible]

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 made of 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 holding a pen over a notebook. The table is covered with various financial documents, including pie charts, bar charts, and tables of data. A laptop is visible on the left side of the table. The overall scene suggests a collaborative work environment focused on financial analysis.

Insufficiently  
commercial

# CEOs need the help



## STATEMENT ON THE PURPOSE OF A CORPORATION

For over 100 years, the Business Roundtable has been a leading voice in the business community, advocating for the interests of all stakeholders. Today, we stand with you, our members, in calling for a new standard for corporate governance. We believe that the primary purpose of a corporation is to create long-term value for all stakeholders, not just shareholders. This is the only way to ensure the long-term success of our country and the world.

WE BELIEVE EACH OF OUR MEMBER 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 understanding their needs and desires, and by providing them with the products and services they need to succeed.

**EMPOWERING OUR EMPLOYEES** by creating a workplace environment where they can thrive, grow, and achieve their full potential.

**PROTECTING OUR ENVIRONMENT** by using resources responsibly and ensuring the long-term health of our planet.

**COMMITTING TO OUR COMMUNITIES** by supporting the economic and social well-being of the communities we serve.

**CREATING LONG-TERM VALUE FOR OUR SHAREHOLDERS** by growing our businesses and increasing our profitability.

EACH OF OUR STAKEHOLDERS IS ESSENTIAL. WE COMMIT TO DELIVERING VALUE TO ALL OF THEM, FOR THE FUTURE SUCCESS OF OUR COUNTRY. OUR COMMITMENT IS OUR RESPONSIBILITY.

BRT.org/OurCommitment

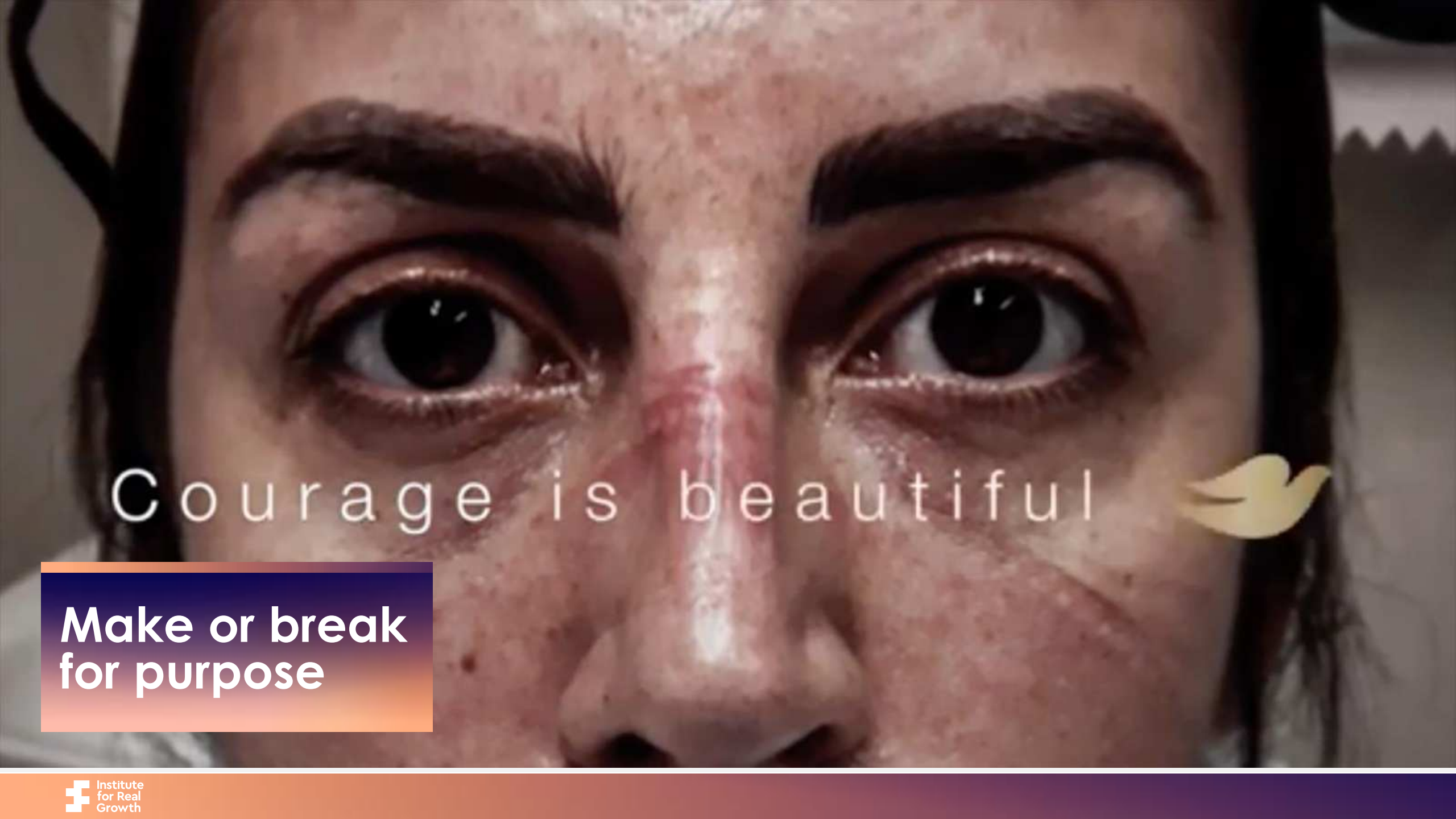
If not now,  
**WHEN?**

if not me,  
**WHO?**





# Increase in Empathy

A close-up photograph of a person's face, focusing on the eyes and nose. There is a prominent, vertical scar running down the bridge of the nose. The person has dark hair and is looking directly at the camera with a neutral expression.

Courage is beautiful

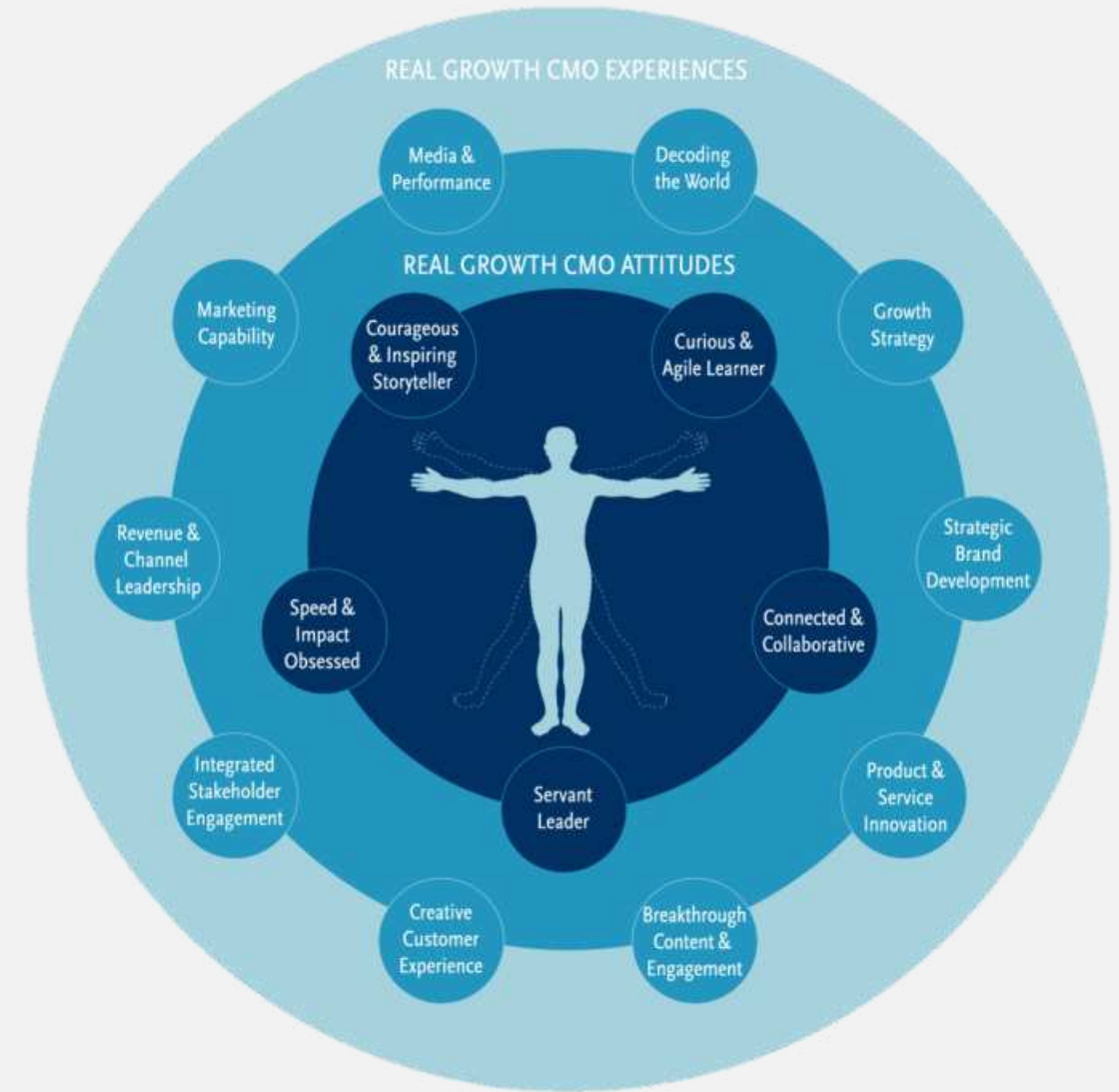


**Make or break  
for purpose**

# da Vinci Growth CMO



SpencerStuart





# 2020 Update: Significant shift to Humanized Growth

More humanized  
Growth Strategy

IRG 2020 CMO Survey

78%

4%



**2020 Update:  
And the CMO is playing  
more important role**

**Increased CMO  
influence on  
growth**

**65%**

**11%**

# Thank You

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