Institute for Real Growth

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.

Institute for Real Growth

IRG Partners

Institute for Real Growth

Participants IRG100

Zeynep Yalim-Uzun
CMO
Arcelik Group

Murat Zengin
CMO
Opet

Taide Guajardo
Vice President Brand, Europe
Proctor & Gamble

Özgur Süslü
CMO
Tofaş

Zeynep Demirkol
Group Director
Turk Ekonomi Bankası

Traditional business growth formulas are lacking

Loss of influence

Kimberly-Clark

Johnson & Johnson

Mondelēz International

Kellogg's

MARS

Updated since COVID struck

What it takes 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

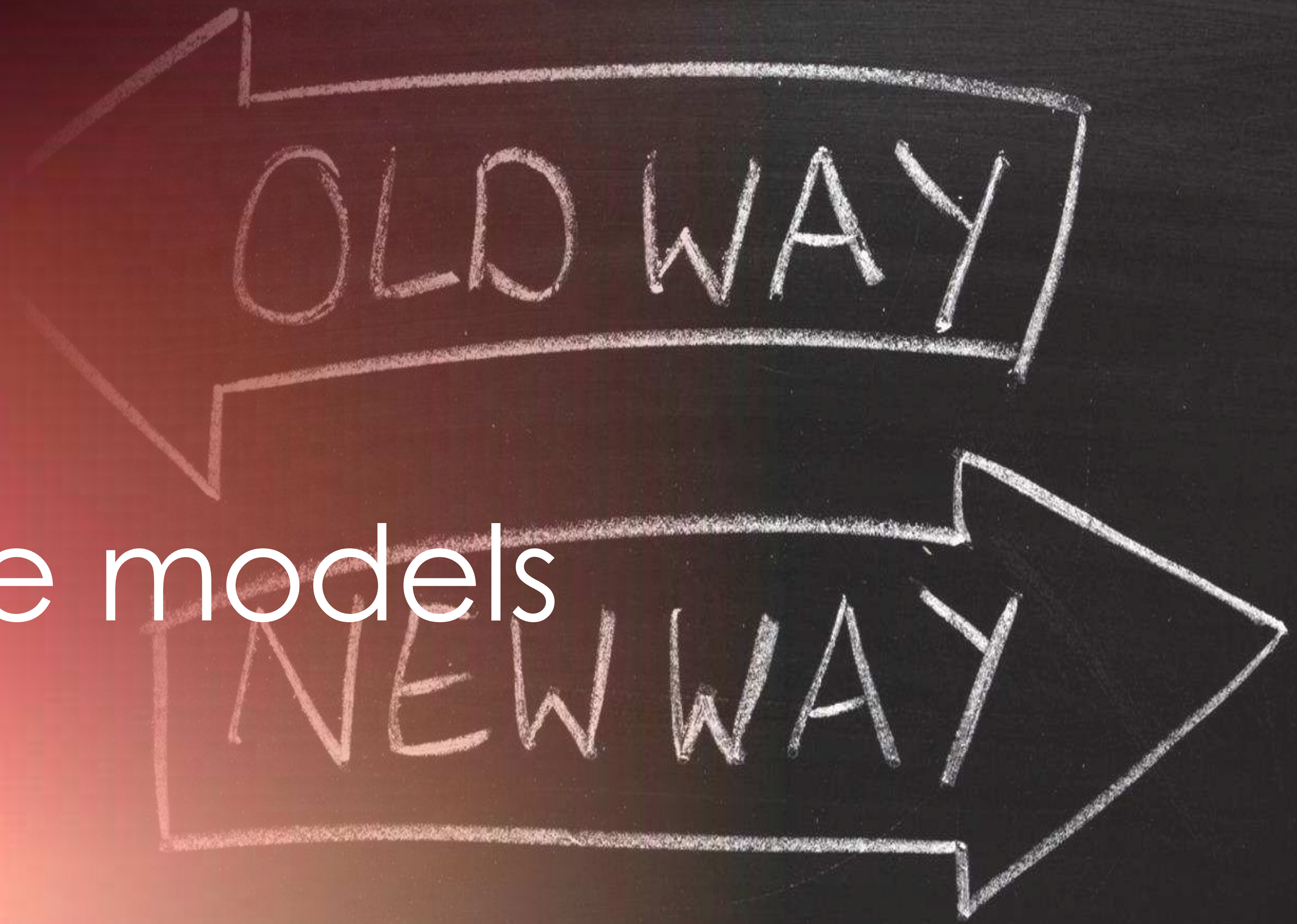
86%

36%

Mars: from Pet Food to Pet Care

2.

Multiple models



Overperformers play chess and checkers simultaneously

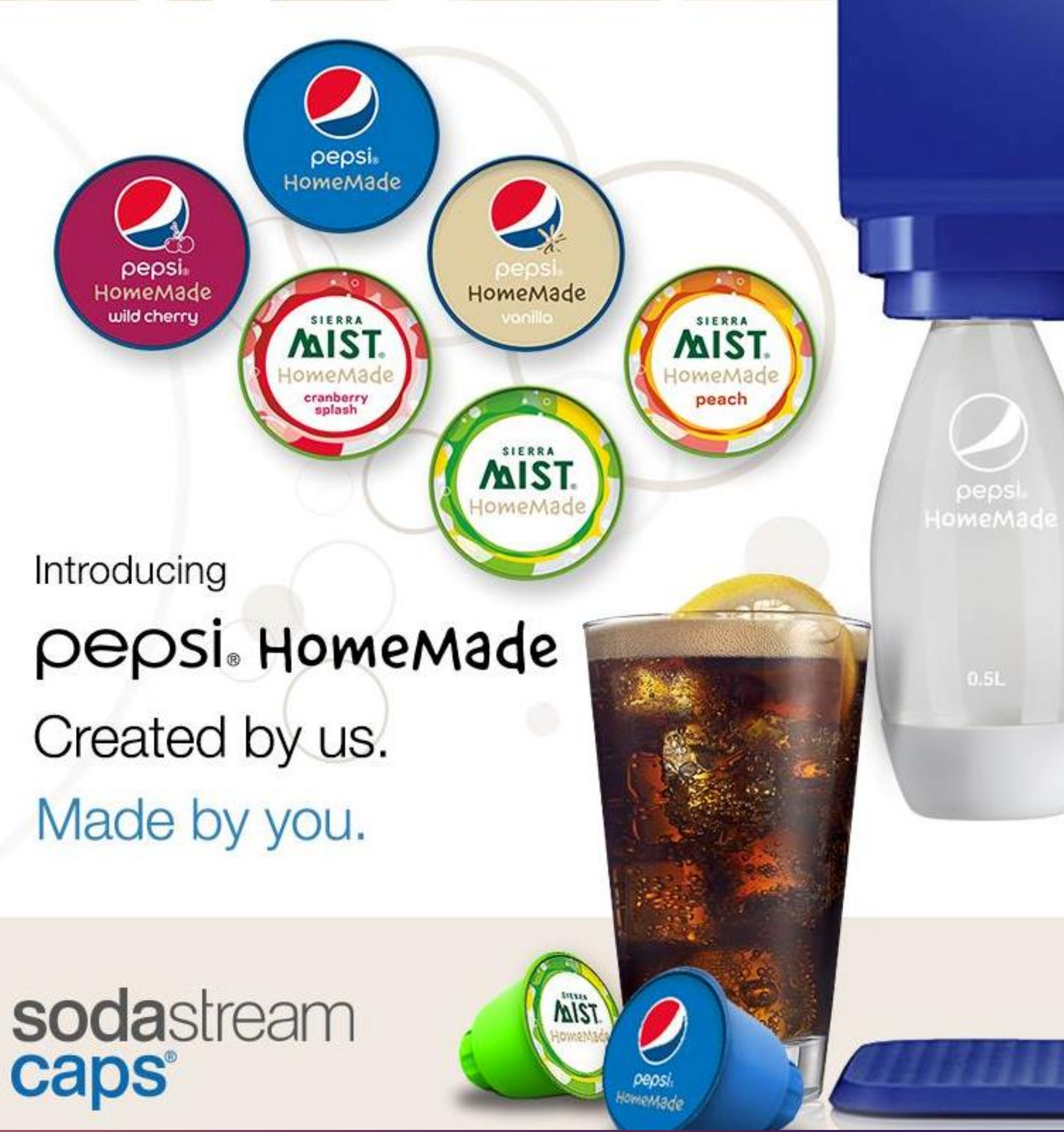
Willingness to accept new business models

71%

39%

From supermarket shelves to cafes & subscription models

Costa Coffee



3.
Evolving experiences

Overperformers embrace the ‘Always Beautifully Dissatisfied’

Focusing on eliminating friction

Deliver ever-evolving experiences

81%

32%

Focusing on eliminating friction

Spotify

4.
Open culture

Overperformers rewrite the culture script

Building an ecosystem with complementary partners

External connectivity

67%

39%

Uber | Spotify

More diverse strategic decision-making

5.
Anticipative organization

Switching Perspective…


… on organizational change
Competitive agility
68%
16%

Prioritizing the breakdown of internal barriers…

Effectively removing internal barriers

50%

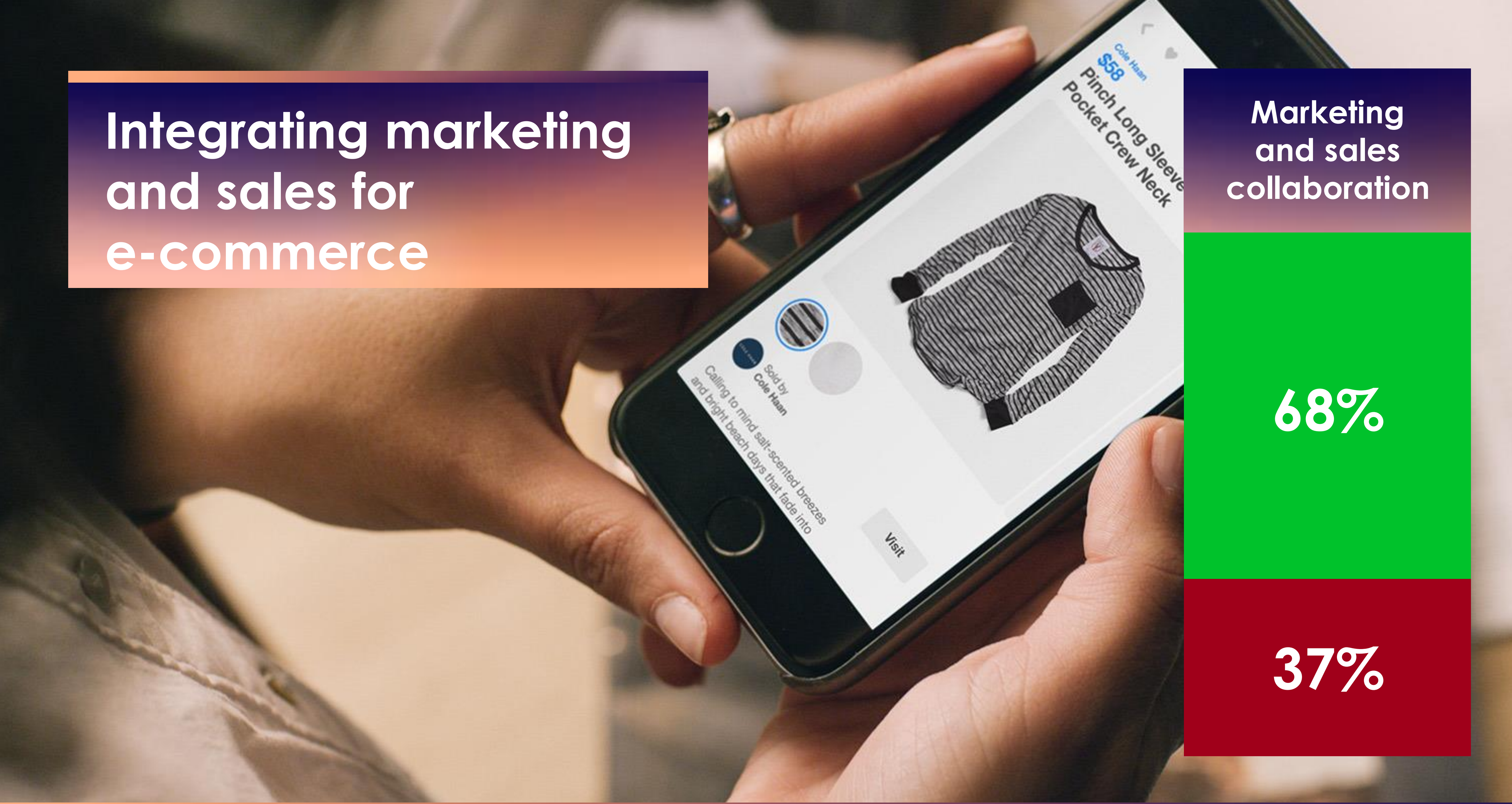
24%

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

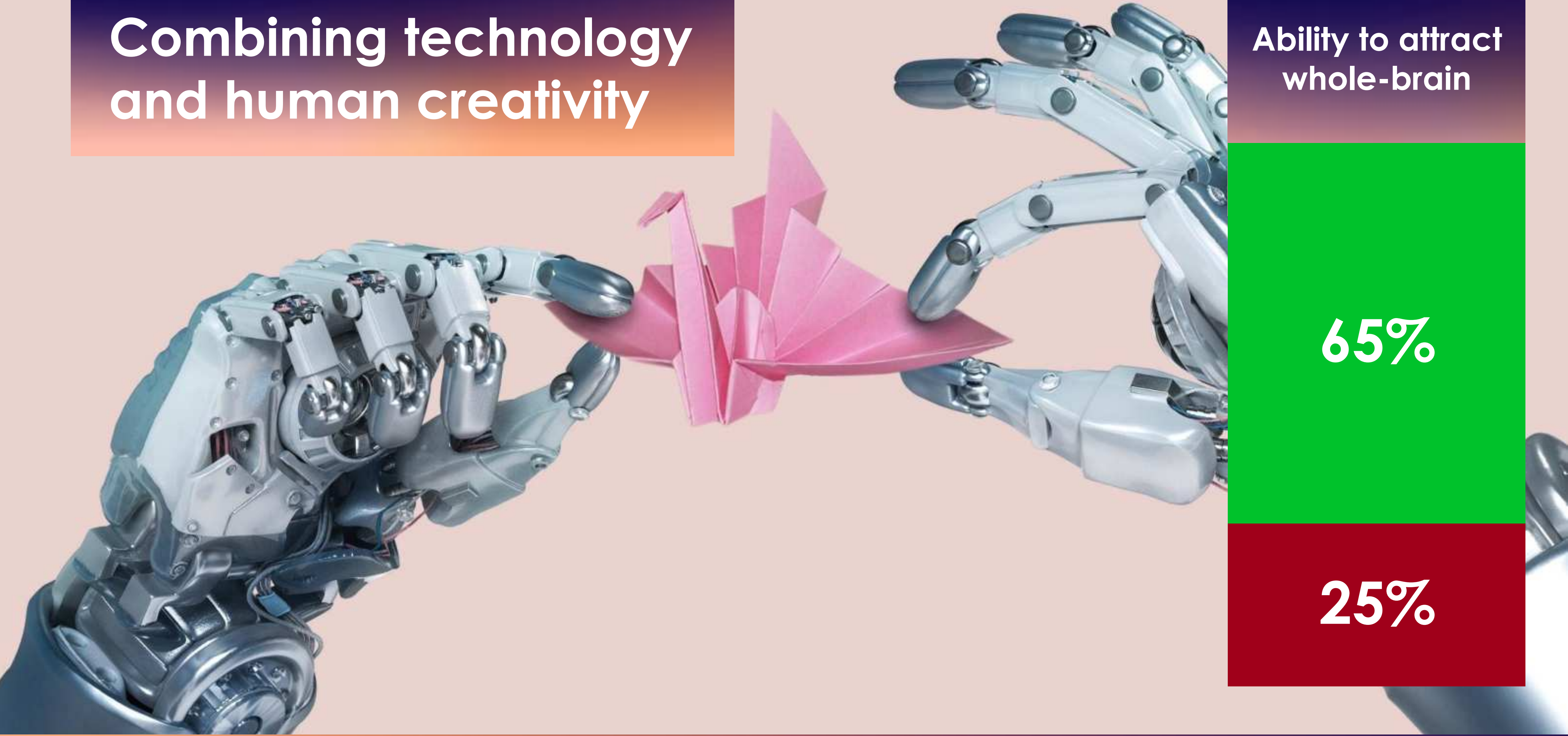
68%

37%

6.

Whole brained

Combining technology and human creativity



Ability to attract whole-brain

65%

25%

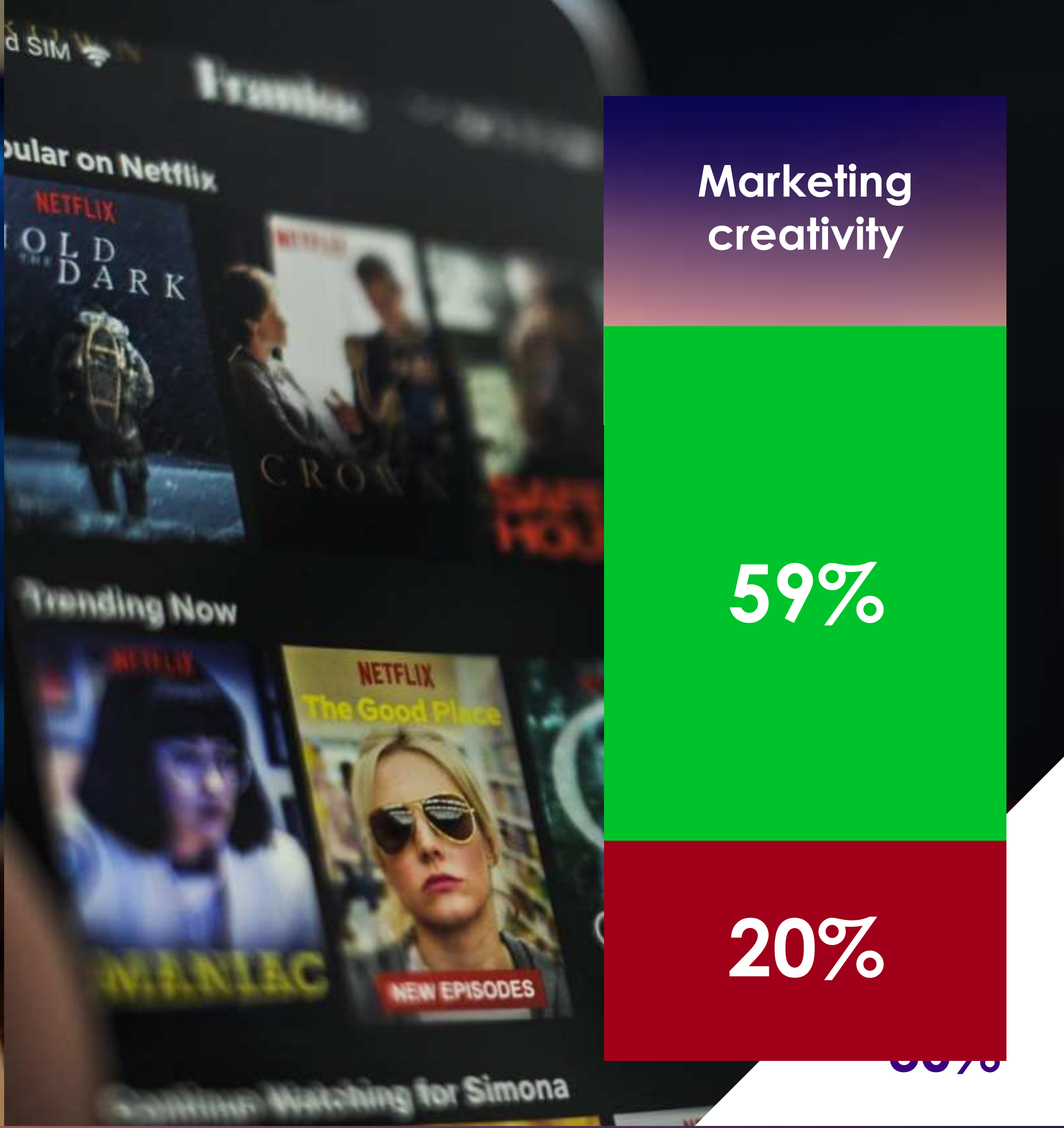
Starting with the data

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

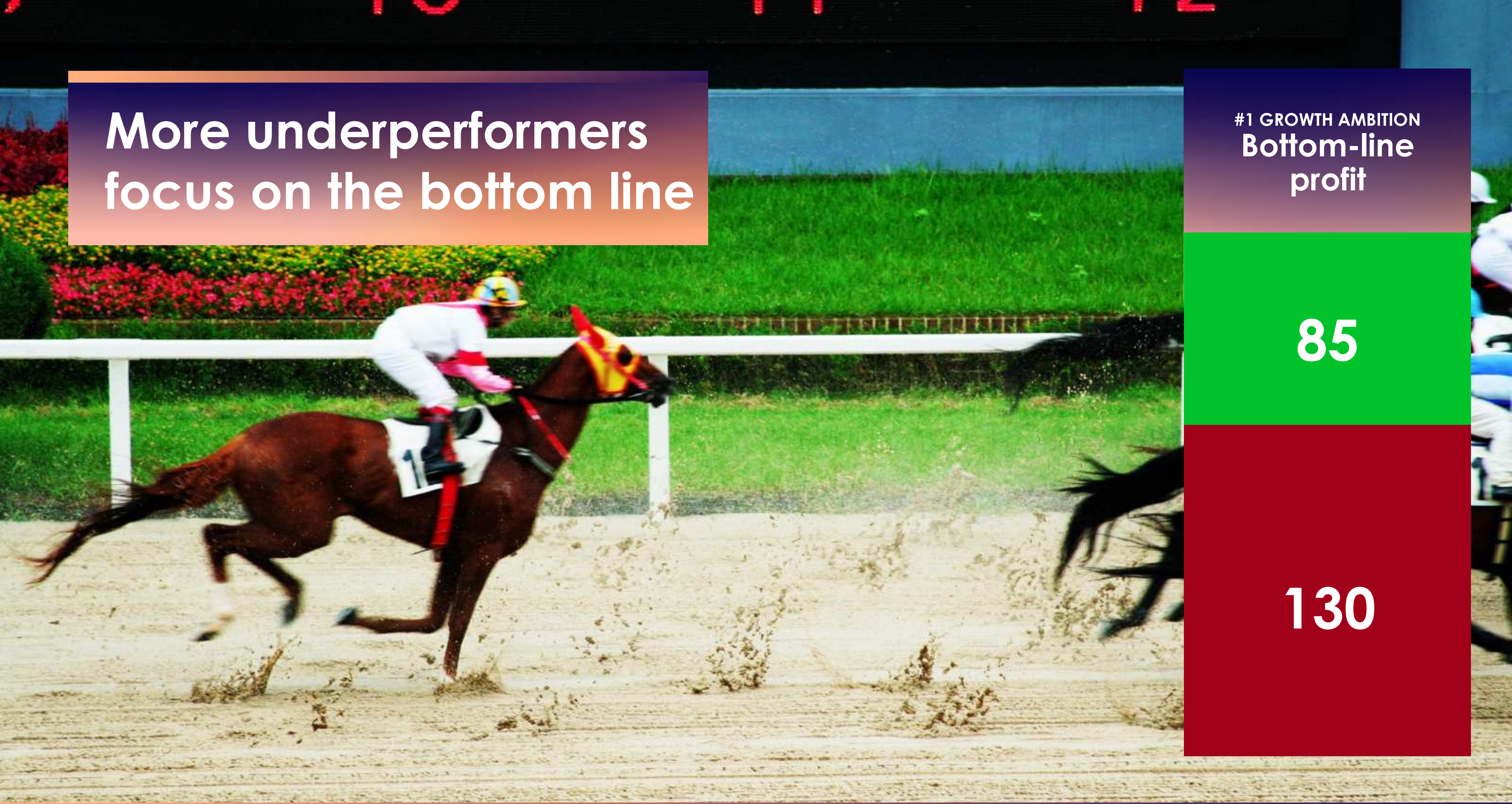
Everyone focuses on top-line growth

#1 GROWTH AMBITION
Top-line revenue

98

93

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

HUMANIZED GROWTH

EVOLVING EXPERIENCES

WHOLE-BRAINED

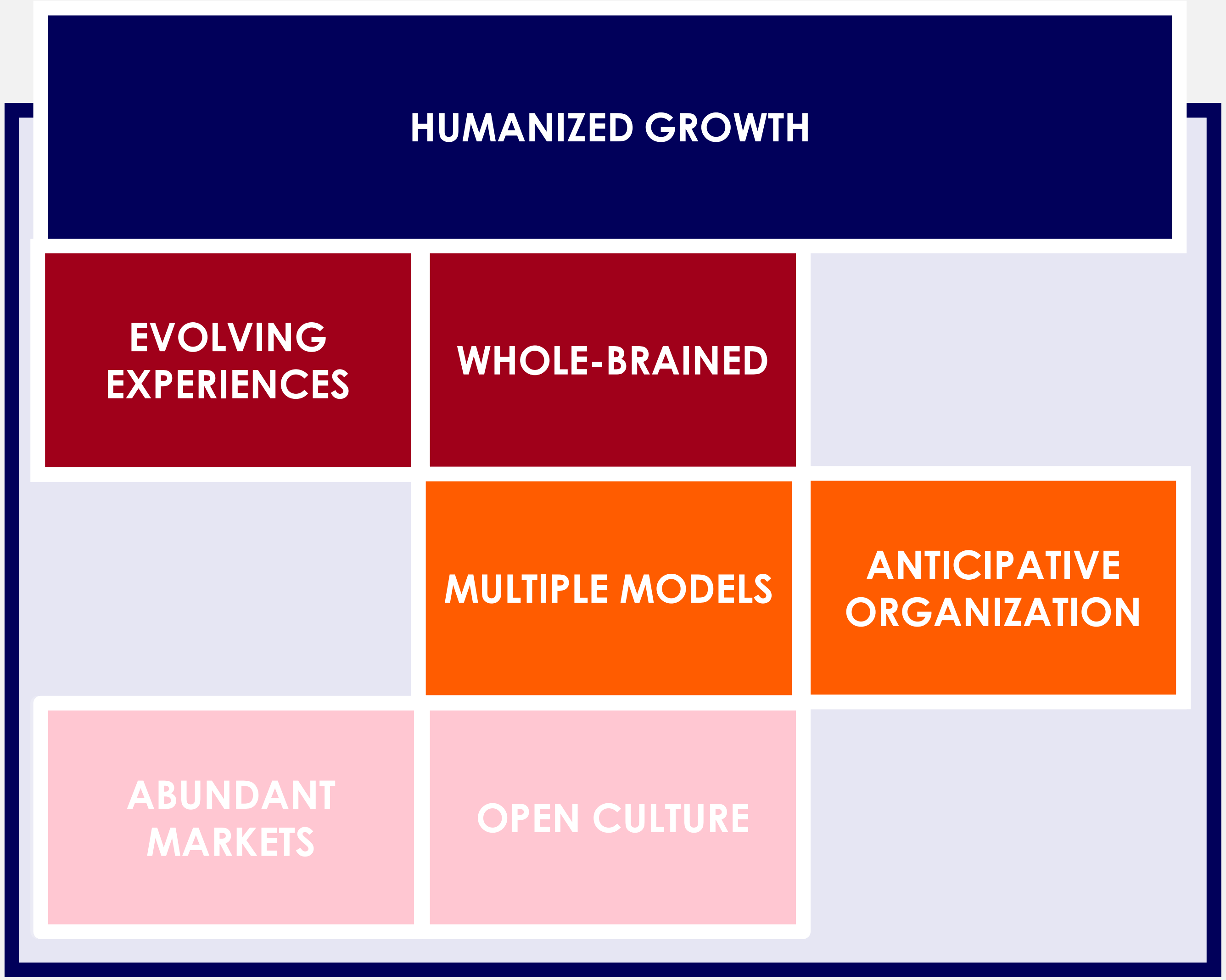
MULTIPLE MODELS

ANTICIPATIVE ORGANIZATION

ABUNDANT MARKETS

OPEN CULTURE

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
JUSTICE FOR FLOYD
VIKINGS
BASTARDS
'DON'T DO IT'

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: 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 BR Business Roundtable

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

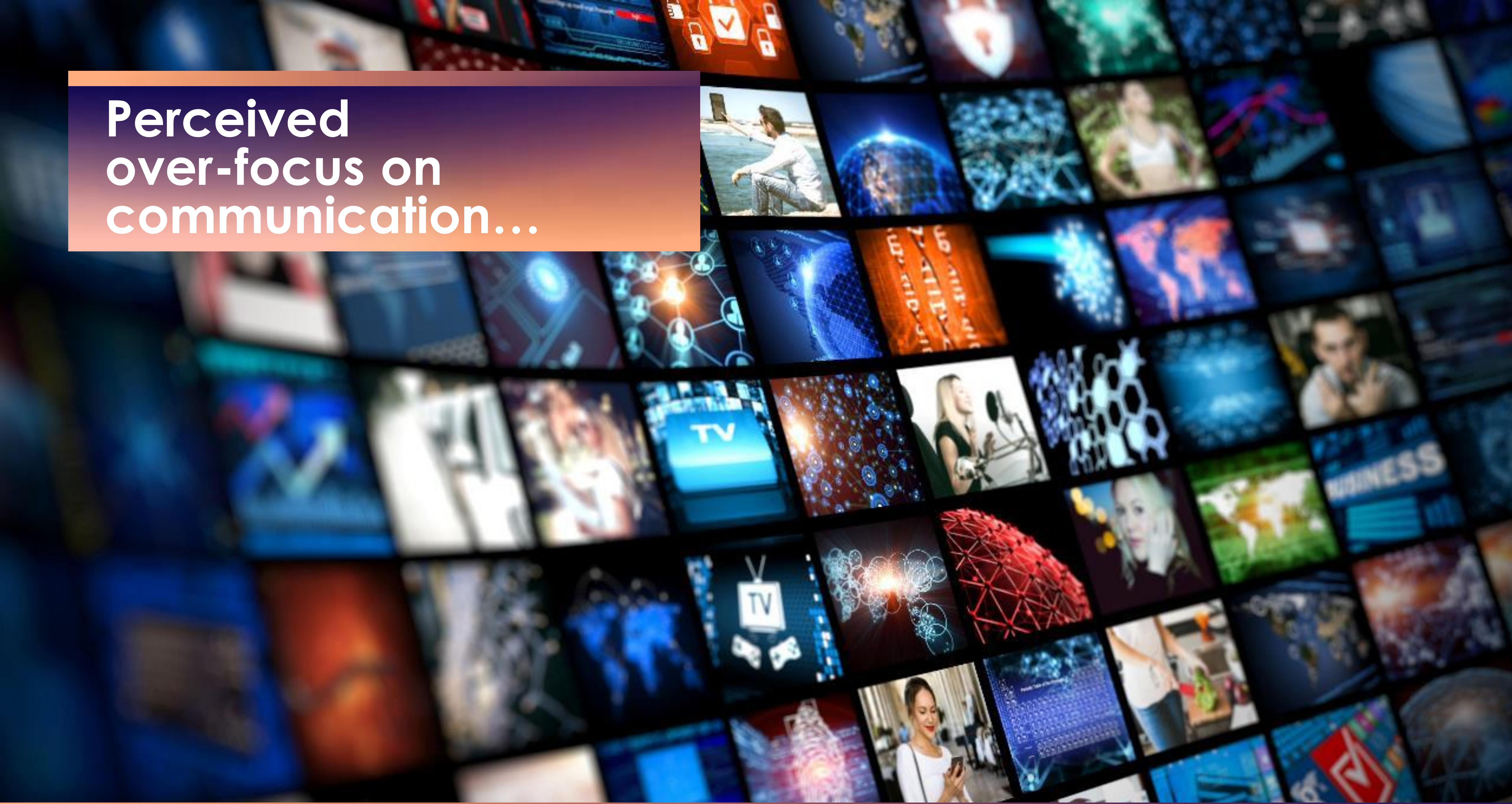
Reflections of a Six-Time CMO
An Interview with Joe Tripodi by Daniel McGinn

Reducing CMO Turnover: A Recruiter’s Prescription
by Greg Welch

The Evolution of the CMO
by Caren Fleit

Many have documented the CMO ‘crisis’

Perceived over-focus on communication…



…and shiny, distracting digital toys

Insufficiently commercial

CEOs need the help

Business
Roundtable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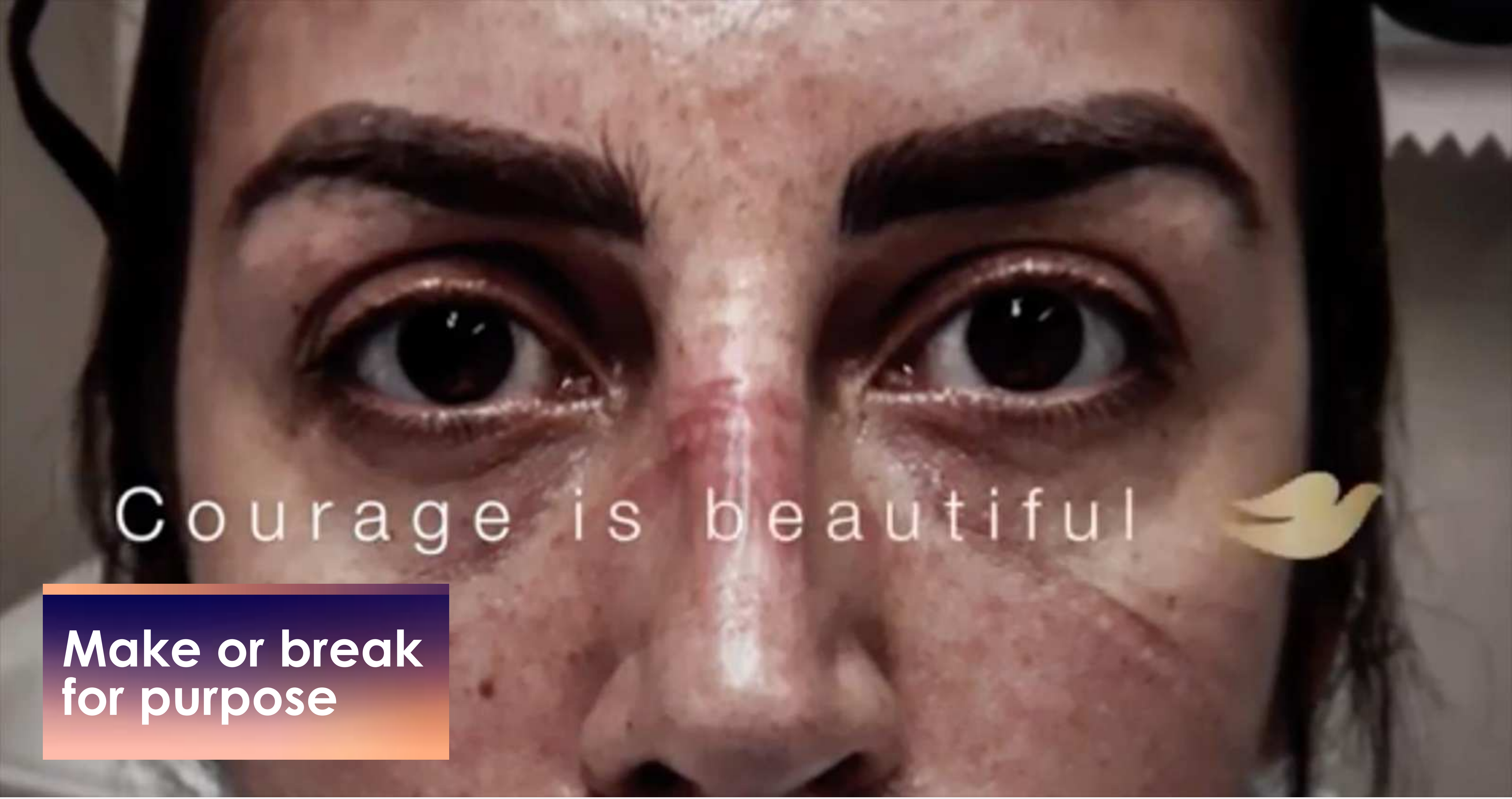
BRT.org/OurCommitment

If not now, WHEN?

if not me, WHO?

Increase in Empathy

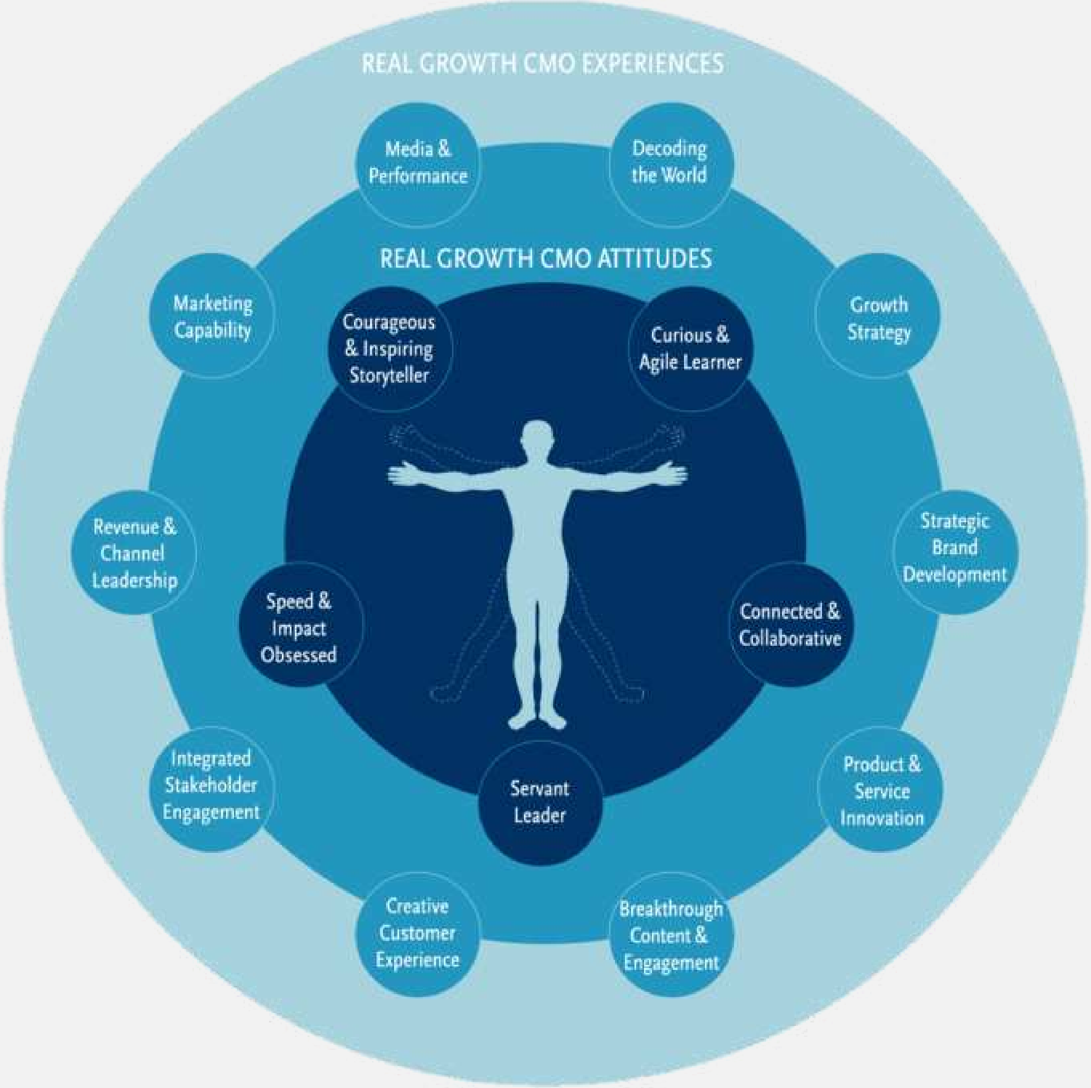


Make or break for purpose

da Vinci Growth CMO

Institute for Real Growth

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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