

Humanized Growth

First National Bank

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



Sylvia Mulinge
CCO
Safaricom PLC



Andisa Ntsubane
CMO
Old Mutual



Brian Hui
Head Of Customers And
Marketing
HSBC



Will Rossetti
Director Of Analytics And
Interactions
Lloyds Banking Group



Tina Beuchler
Global Head Of
Media & Agency
Operations
Nestlé Nutrition S.A.

Traditional business growth formulas are lacking



2018, Cannes: the marketing challenge



Updated since
COVID struck

**What it
takes to win**



1. Abundant markets



Overperformers think about Nielsen, Amazon and Kickstarter

27%

nielsen
.....

11%

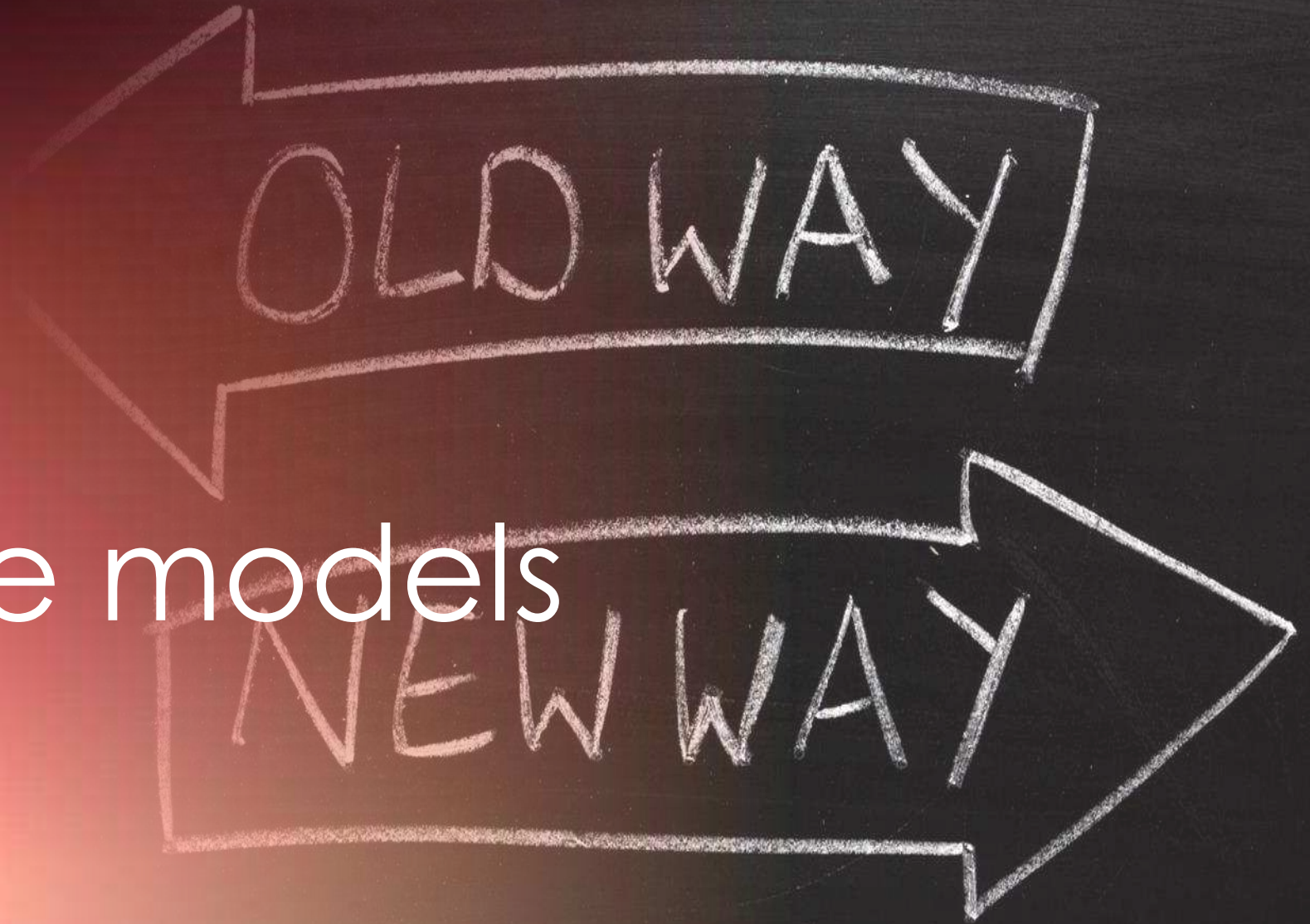
amazon

3%

KICK
STARTER
.COM

2.

Multiple models





**Overperformers play
chess and checkers
simultaneously**

**Willingness to
accept new
business models**

71%

39%

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 and a large, faint, stylized 'A' logo. A semi-transparent orange and purple gradient box is overlaid on the right side of the image, containing white text.

**Overperformers
embrace the 'Always
Beautifully Dissatisfied'**

Focusing on
eliminating friction



Deliver
ever-evolving
experiences

81%

32%

4. Open culture



A vertical collage of diverse people's faces and a tree graphic. The collage includes a Black woman smiling, a young woman, a woman in a headscarf, a young boy, a woman with a necklace, a man, a woman in a white headscarf, and a young boy. A yellow tree graphic is also present.

More diverse strategic decision-making

Diversity in strategic decision making

70%

45%



Culture to deliver
evolving experiences

#1 CULTURE DESCRIPTION
Innovation,
change,
entrepreneurship

133
OP index

5. Anticipative organization



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%

7. Humanized Growth



A photograph of a horse race in progress. A jockey in a white and pink uniform is riding a brown horse, which is galloping on a dirt track. The horse is kicking up a cloud of dust. In the background, there is a green grassy field and a blue sky. A white fence runs along the track.

**More underperformers
focus on the bottom line**

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

85

130



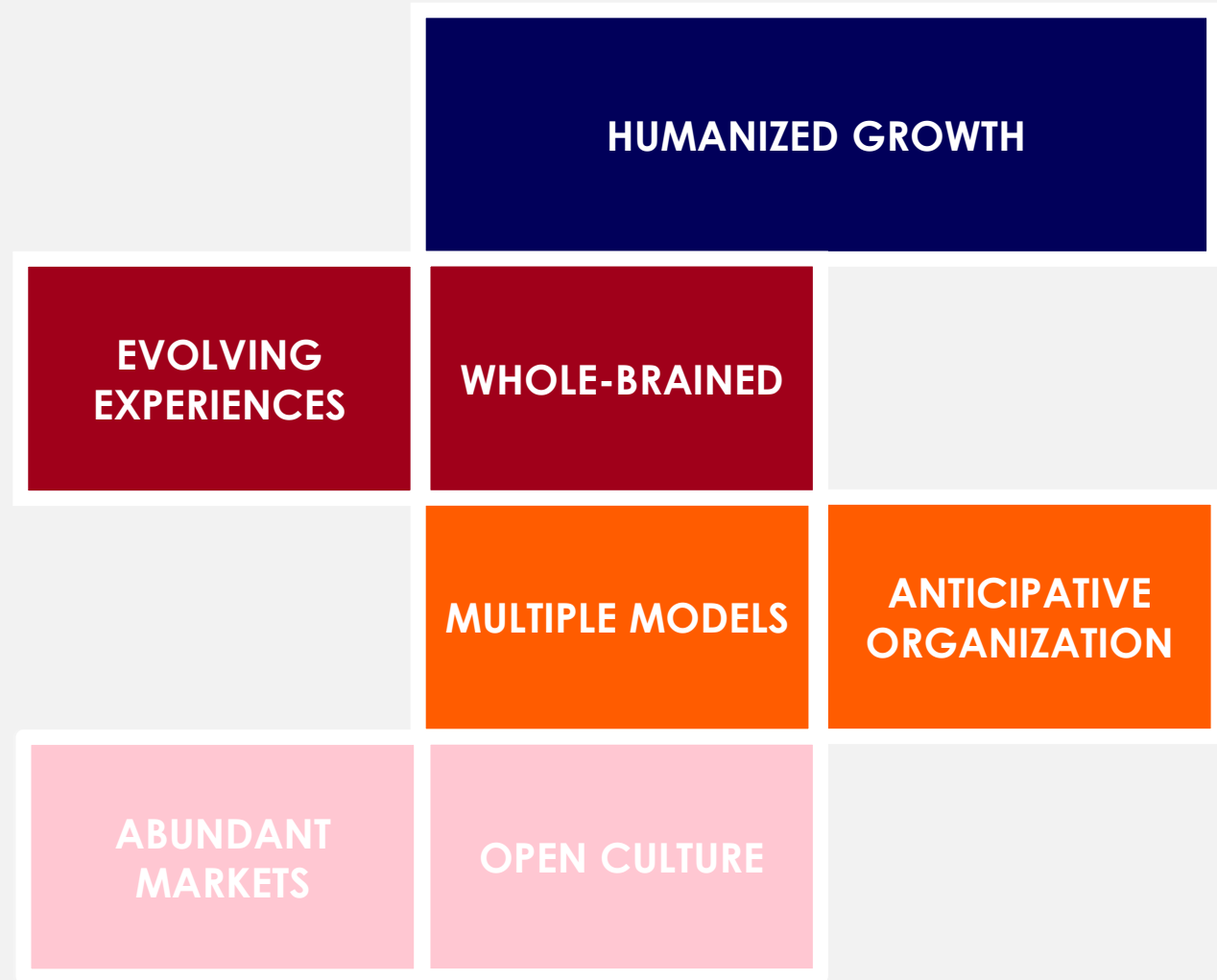
More underperformers
focus on the bottom line

#1 GROWTH AMBITION
Impact
on people

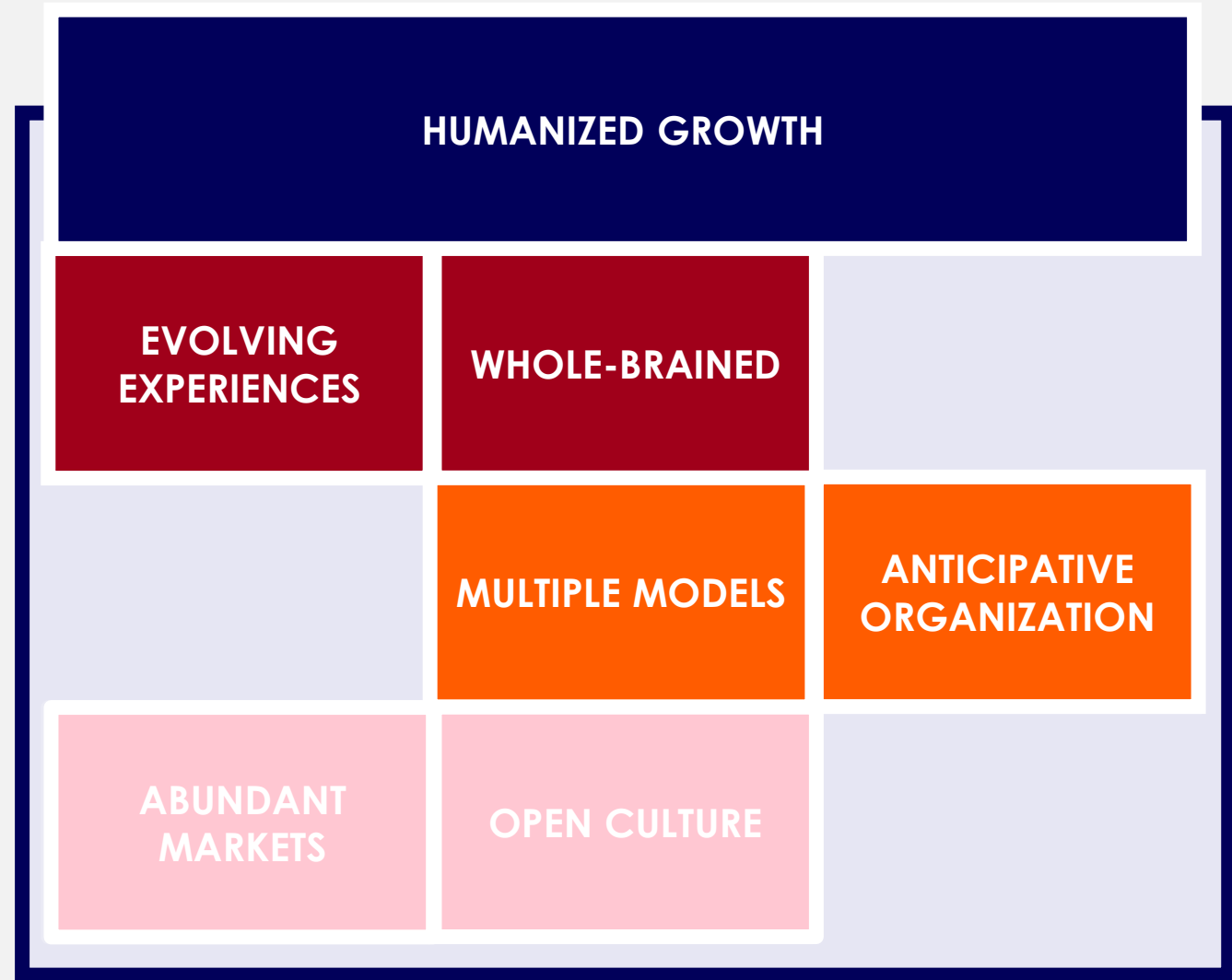
120

76

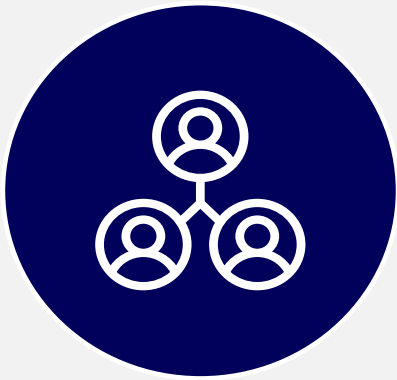
The 7 Building Blocks of Real Growth



Emerging Future



Humanized Growth



Colleagues



Customers



Community



Capital Markets

Facing a New Reality



The future is unknown



Systems are being questioned



Pre-COVID

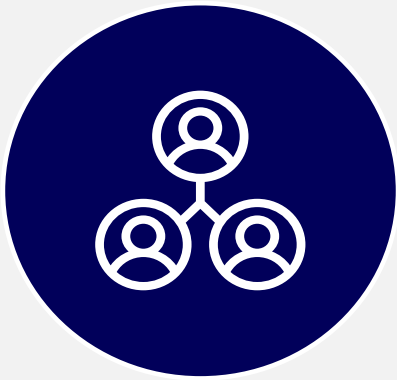


Customers



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.



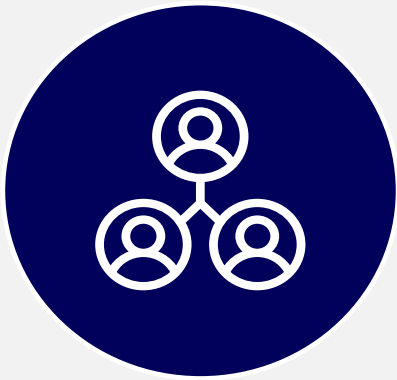
Nike ✓ @Nike · 1d

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 R17048
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

[illegible]

A modern, high-tech bathroom at night. The room features a large, illuminated vanity with a sink and a mirror with integrated lighting. A freestanding bathtub is positioned in the center, with a city skyline visible through the windows in the background. The room is lit with warm, ambient lighting, and a small table with a lamp is visible in the foreground. The overall atmosphere is sophisticated and futuristic.

...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 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.

Insufficiently
commercial

CEOs need the help



STATEMENT ON THE PURPOSE OF A CORPORATION

For more than a century, the Business Roundtable has been a leading voice in the business community. We are proud to have been part of the conversation that has shaped the modern corporation. Today, we are committed to ensuring that the corporation remains a force for good in 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: We will be successful only if our customers are successful. We are committed to understanding our customers' needs and delivering on them.

EMPOWERING OUR EMPLOYEES: We believe in the power of our employees. We are committed to providing them with the tools, resources, and support they need to succeed.

PROTECTING OUR ENVIRONMENT: We are committed to protecting the environment and promoting sustainable business practices.

COMMITTING TO THE FUTURE: We are committed to the future of our industry and our country. We are committed to innovation and progress.

CELEBRATING THE DIVERSITY OF OUR COUNTRY: We are committed to celebrating the diversity of our country and our workforce.

Each of our member companies is a leader in its field. We are committed to ensuring that the corporation remains a force for good in the world.

FOR THE FUTURE SUCCESS OF OUR COUNTRY, OUR COMMITMENT IS OUR RESPONSIBILITY.

BRT.org/OurCommitment

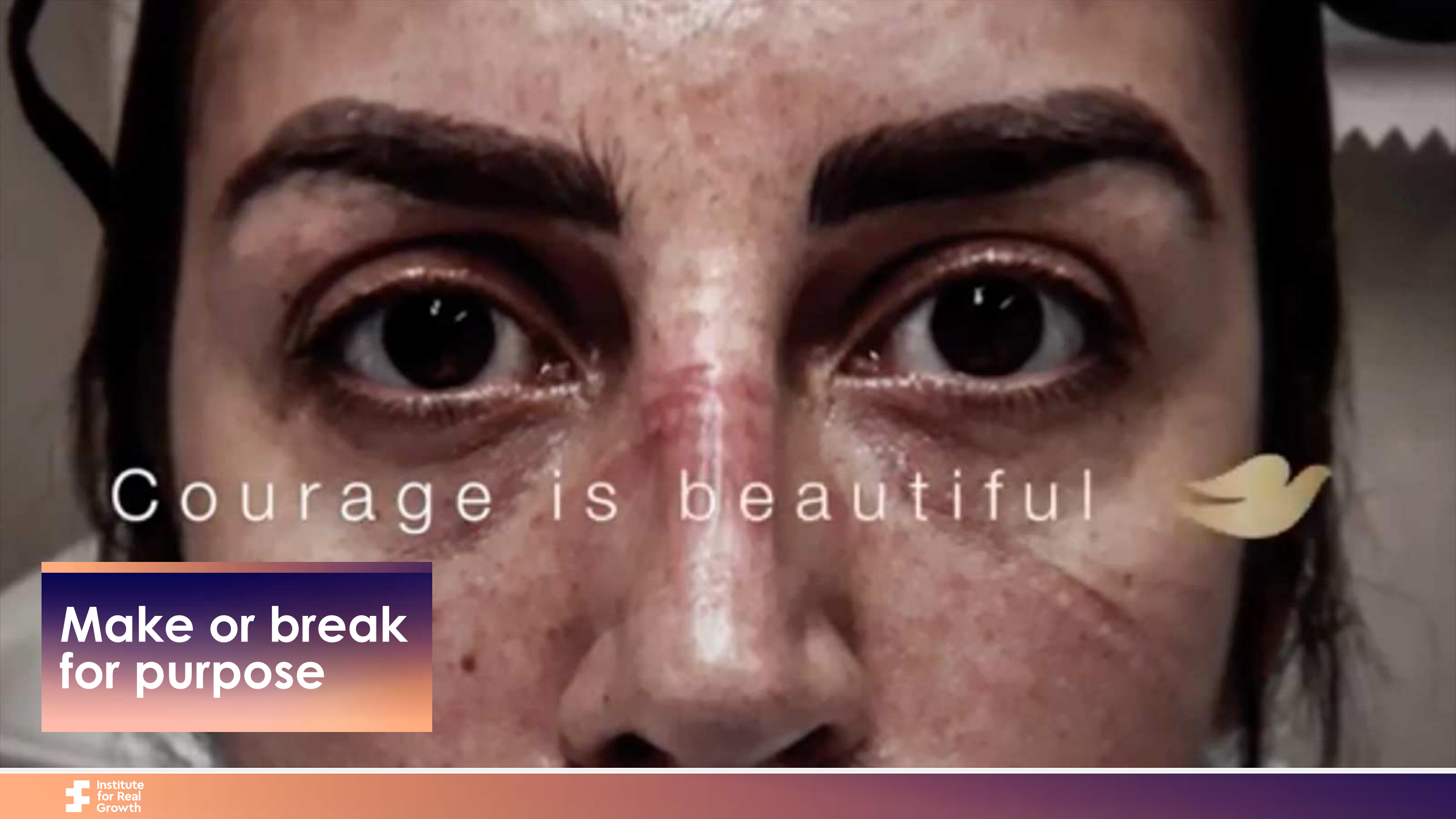
If not now,
WHEN?

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, expressive eyes and thick, dark eyebrows. The skin appears slightly textured with some freckles or small spots.

Courage is beautiful

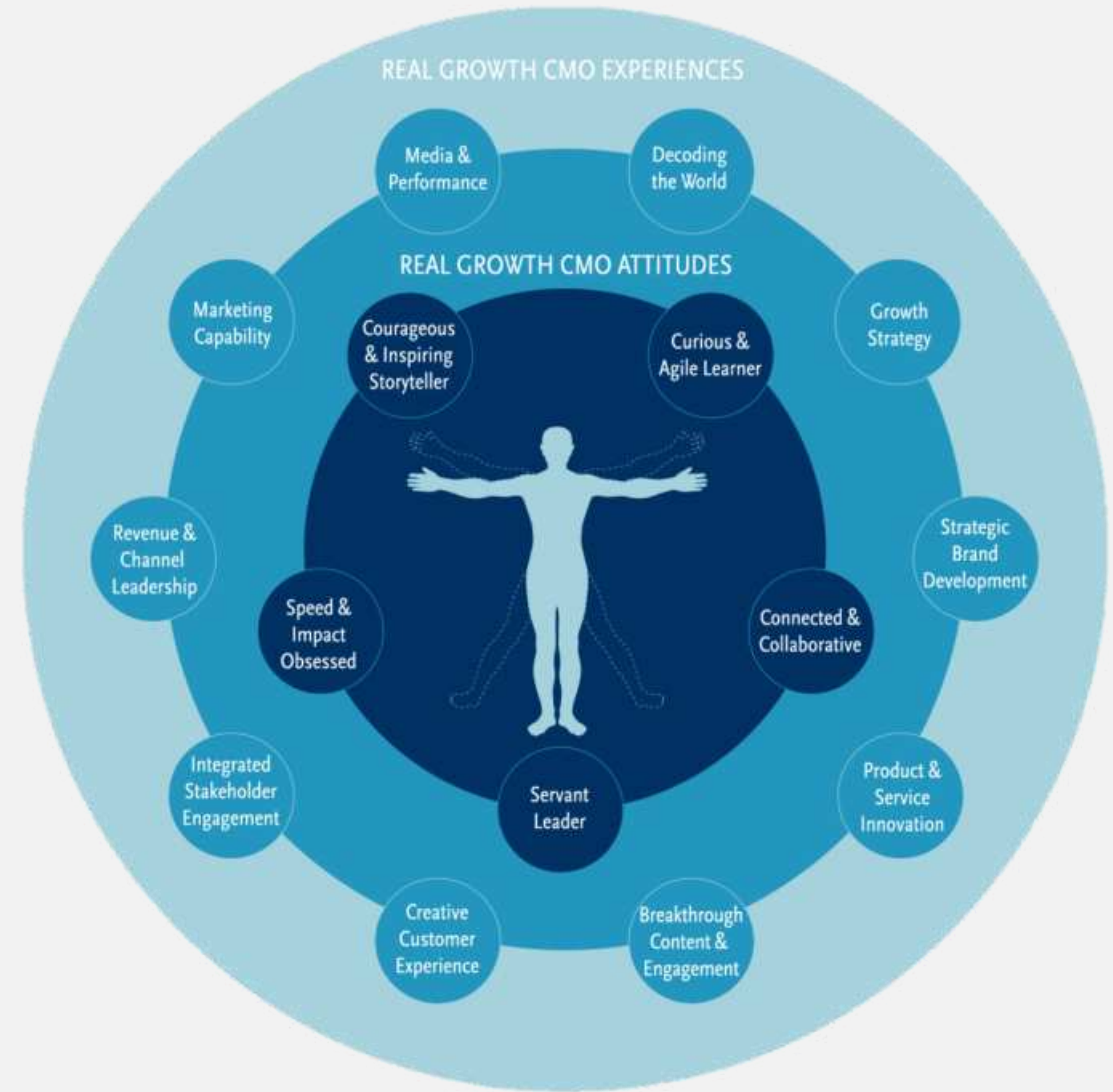


**Make or break
for purpose**

da Vinci Growth CMO



SpencerStuart





2020 Update: Significant shift to Humanized Growth

More humanized
Growth Strategy

IRG 2020 CMO Survey

78%

4%



Increased CMO
influence on
growth

65%

2020 update:
Marketers getting back
in the driver's seat

11%

Thank You

frank@instituteforrealgrowth.com