

Driving Humanized Growth

Real Growth Study Results

The IRG purpose

We help CMOs and other growth leaders drive more **humanized growth** by connecting them to peers, experts, and thought leadership

IRG Partners



WPP

Google

FACEBOOK



SpencerStuart

salesforce

KANTAR

EXETOR
Group



NYU SCHOOL OF PROFESSIONAL STUDIES

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 of various ages and ethnicities visible. The umbrellas are in various colors, including black, red, and blue. The text "Updated since COVID struck" is overlaid on the top left of the image.

Updated since
COVID struck

The Humanized Growth Study

650+ QUAL

3,500+ AI analysis
(growth publications)

4,500+ QUANT
(across markets and functions)

3M+ LinkedIn
members behavioral analysis

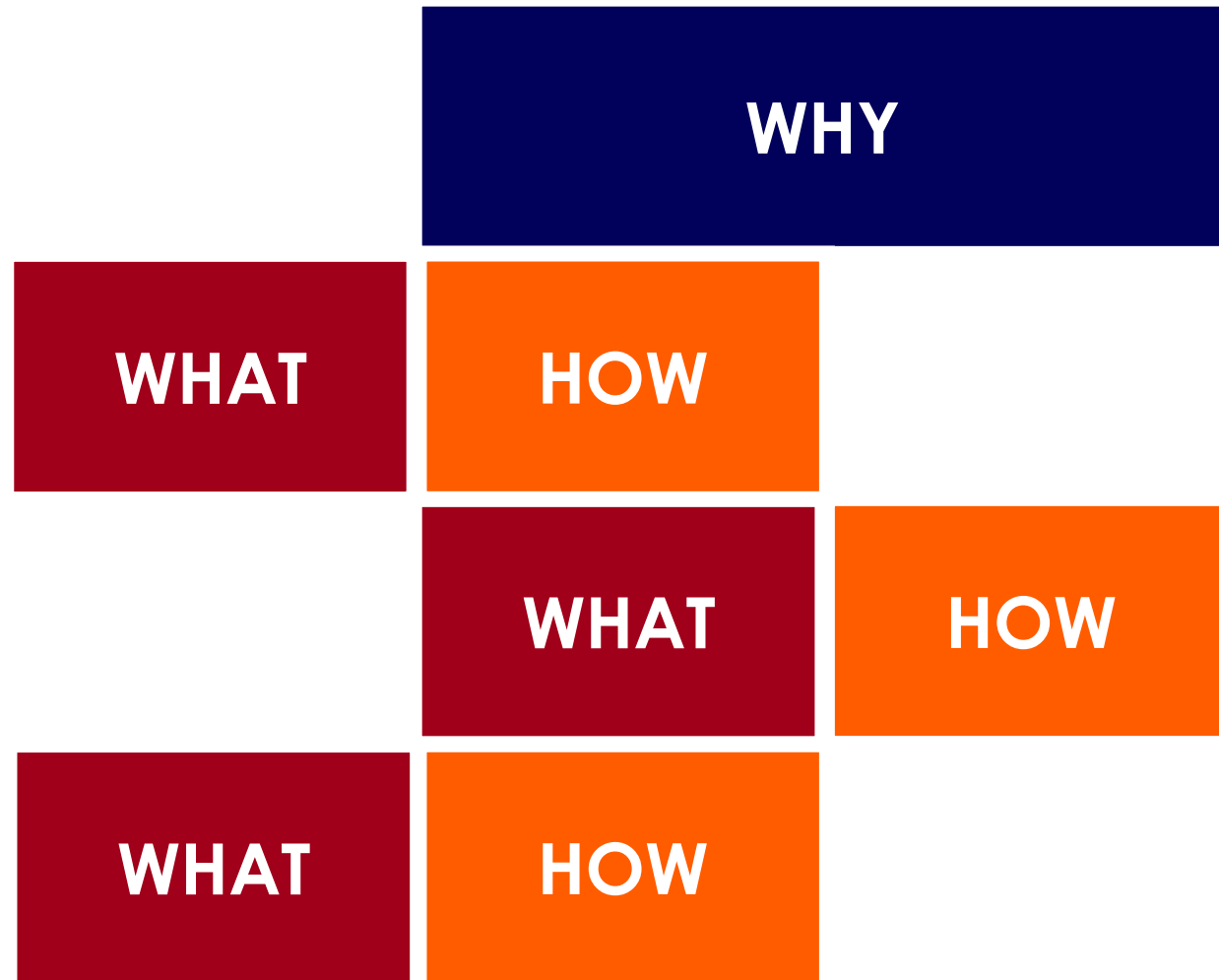


Analysis

**What it
takes to win**



The 7 Building Blocks of Humanized Growth



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%

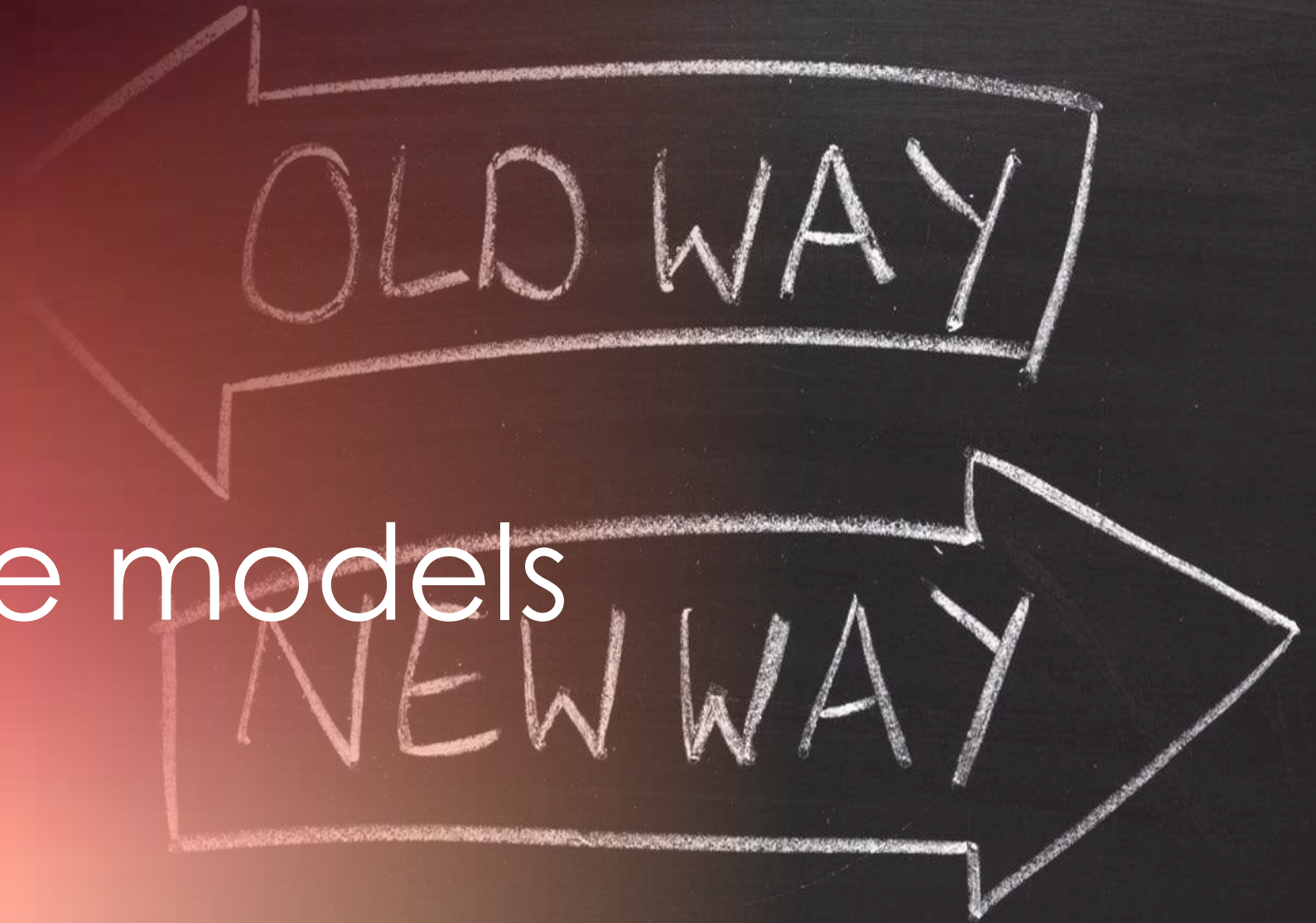
36%

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®

The advertisement features a collection of SodaStream caps in various colors and flavors. The caps are arranged in a circular pattern around a central glass of iced cola. The flavors shown include: wild cherry (purple), vanilla (yellow), peach (orange), cranberry splash (red), and several others. A blue cap is also visible on the right side. The background is white with a subtle pattern of circles.

3.

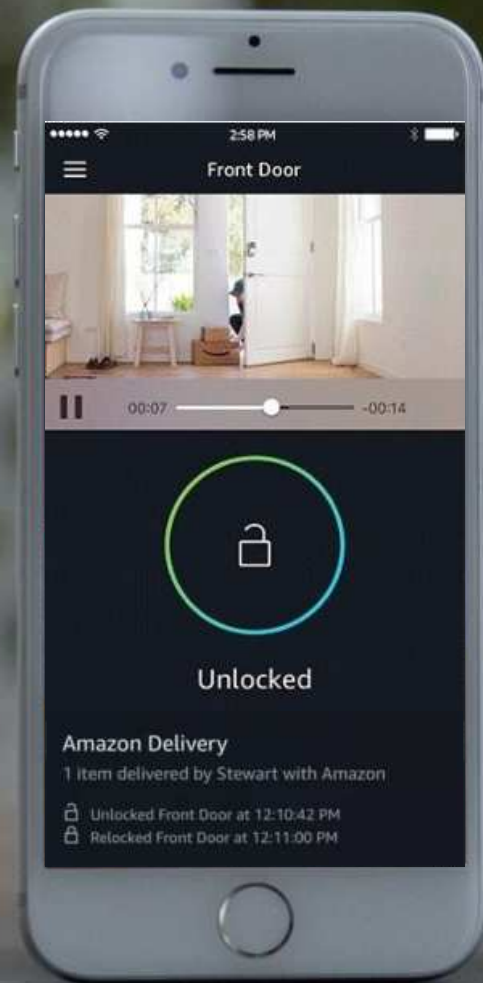
Evolving
experiences



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 white Amazon logo is mounted on a dark grey structure. The background is a blue screen with faint white mathematical equations and a large, stylized white letter 'A'.

**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

A collage of diverse people's faces and a yellow patterned scarf. The collage includes a woman with dark skin and a blue top, a woman with light skin and dark hair, a woman with dark skin and a striped headscarf, a woman with light skin and a striped headscarf, a woman with dark skin and a white top, a man with dark skin and a dark shirt, a man with light skin and a white shirt, a young boy with dark skin and a blue shirt, and a woman with dark skin and a blue top. A yellow patterned scarf is also visible.

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

A photograph of a group of people at a social event, possibly a conference or networking gathering. The image is overlaid with a semi-transparent red gradient on the left side. The text "5. Anticipative organization" is written in white on this gradient. The background shows several people in business casual attire, some holding drinks and others talking. The overall atmosphere is professional yet relaxed.

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

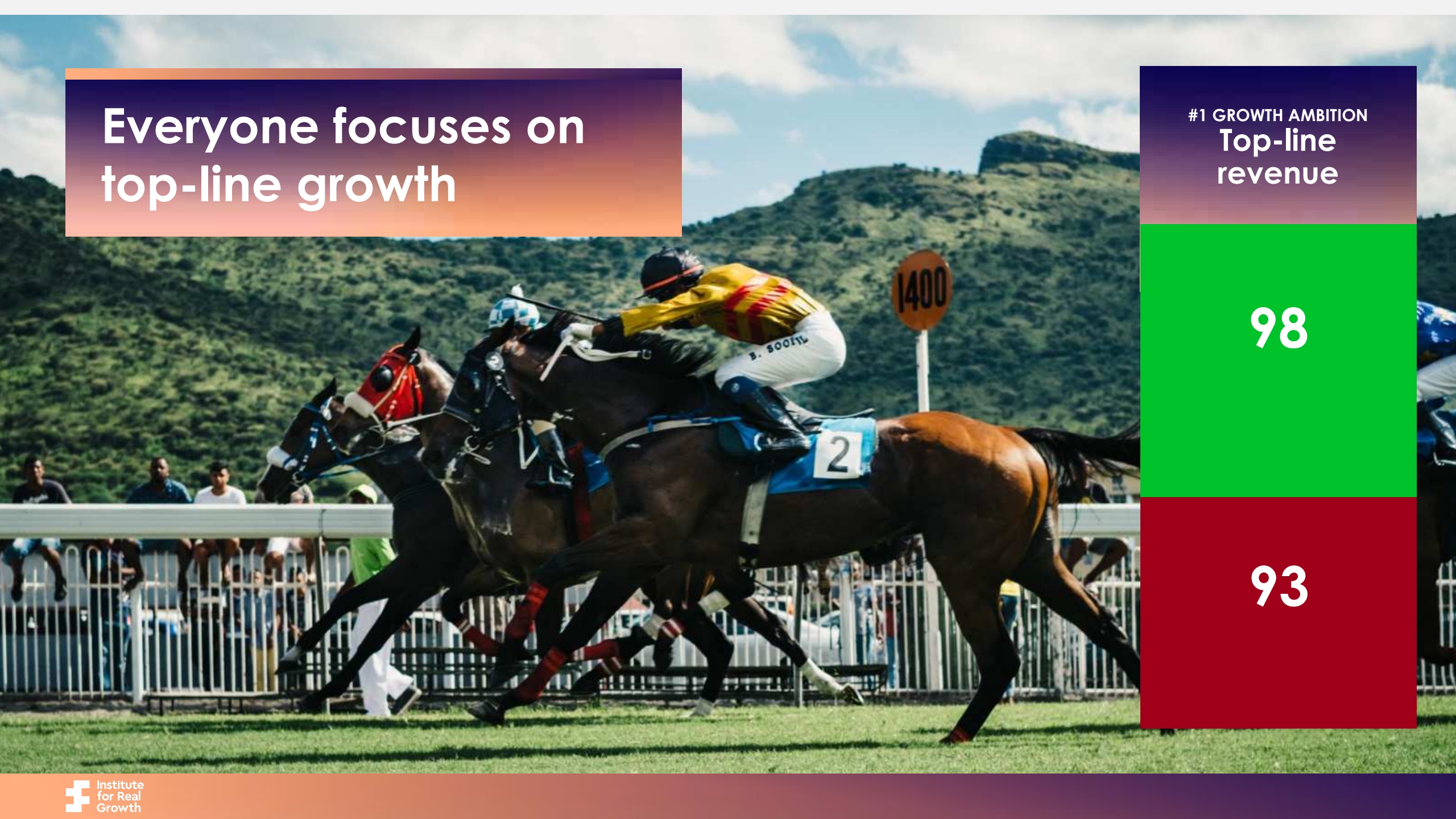
59%

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

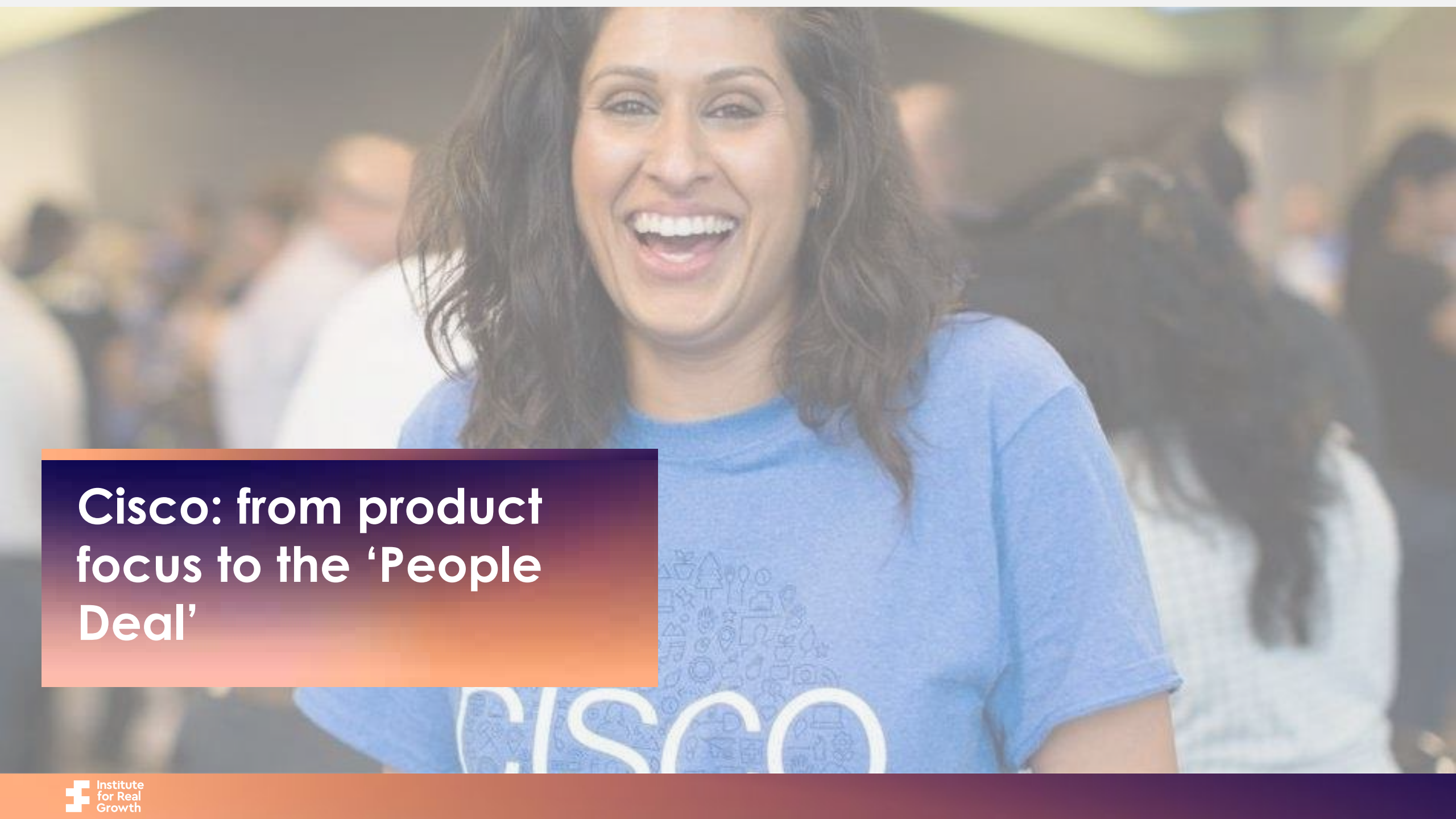


More underperformers
focus on the bottom line

#1 GROWTH AMBITION
Impact
on people

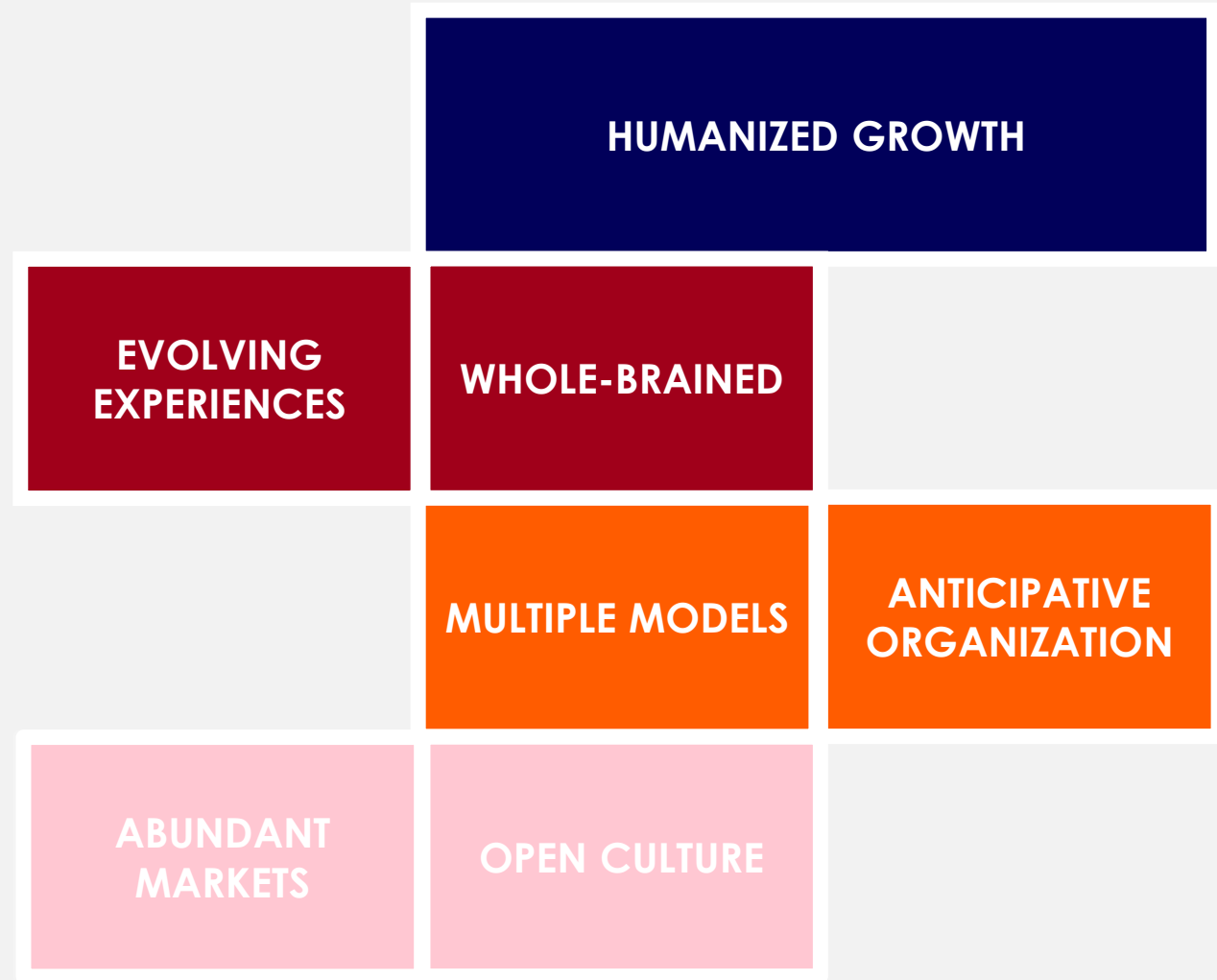
120

76

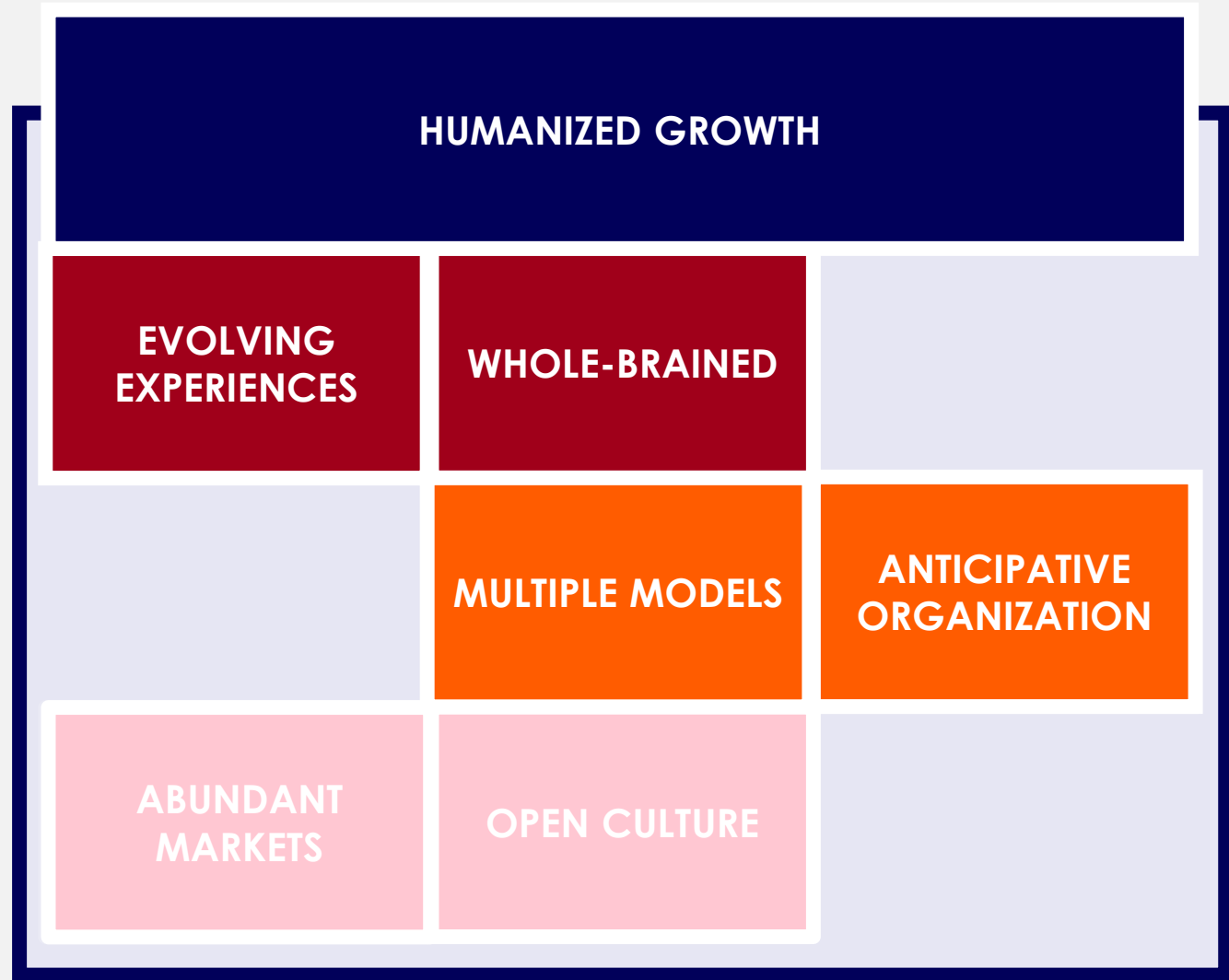


Cisco: from product focus to the 'People Deal'

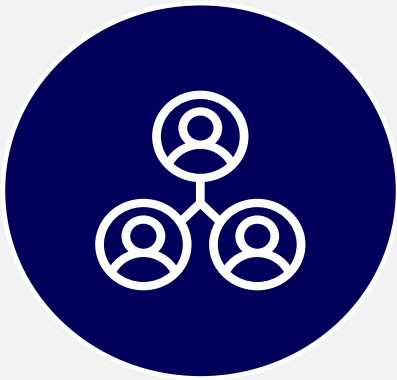
The 7 Building Blocks of Real Growth



Emerging Future



Humanized Growth



Colleagues



Customers



Community

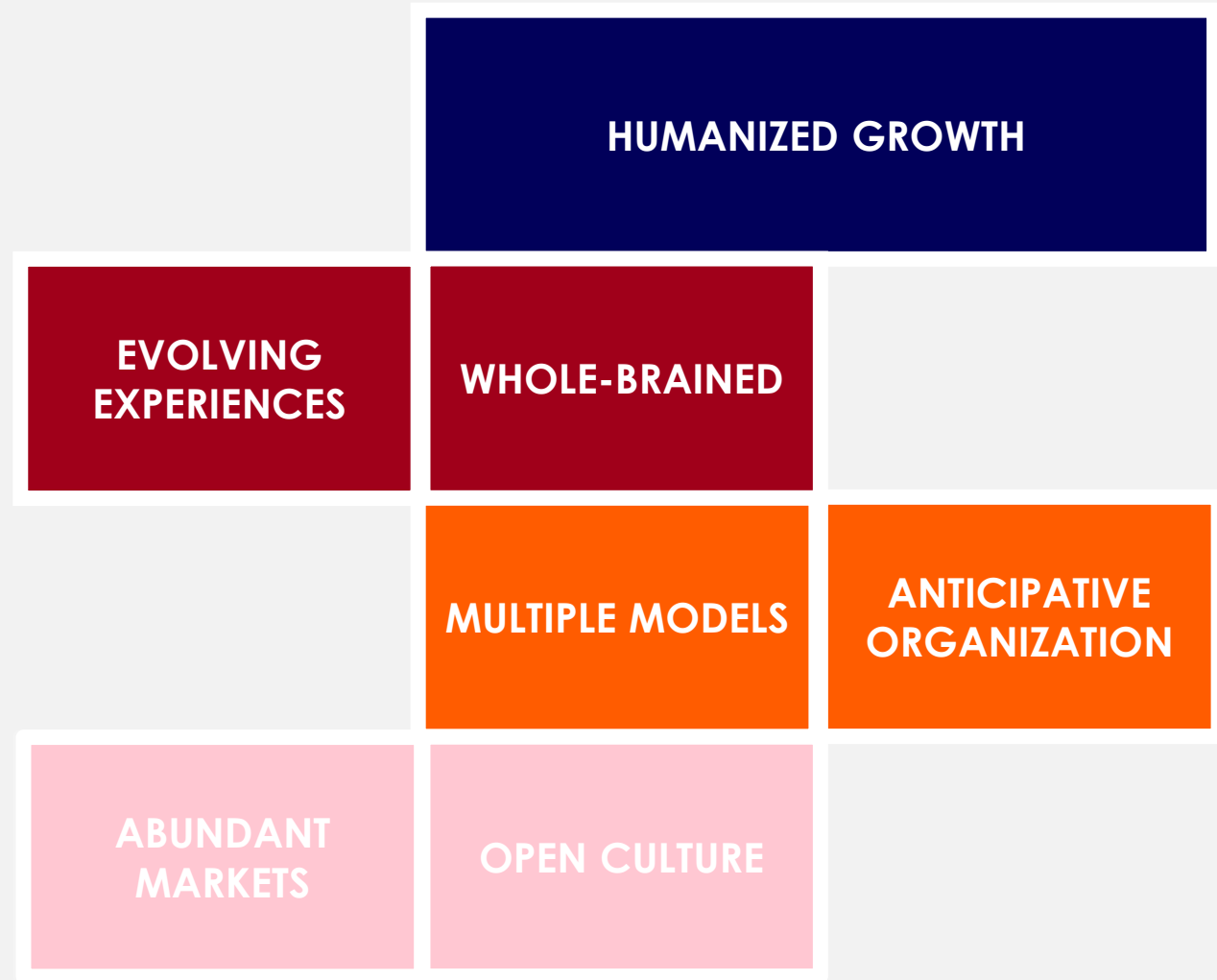


Capital Markets

Questions?

Exercise & Discussion

The 7 Building Blocks of Real Growth



Exercise

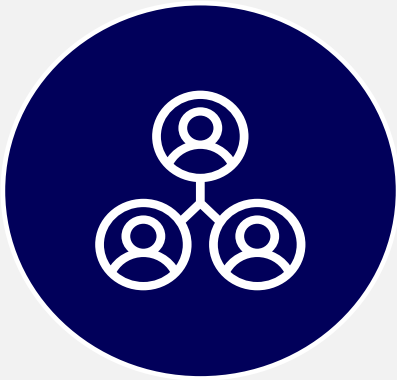
1. Take 5 min to score your organization
2. Take 30 min to discuss best and worst scores
3. Choose biggest recommendations
4. Plenary discussion

 45"

Facing a New Reality



Humanized Growth



Colleagues



Customers



Community



Capital Markets

The future is unknown



[illegible]

Pre-COVID

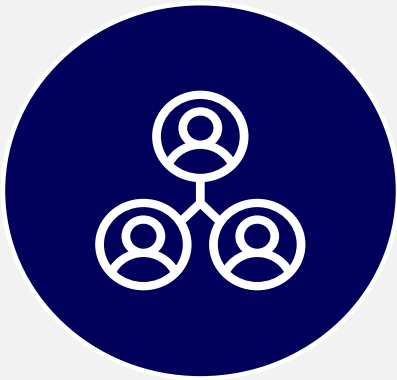


Customers



Capital Markets

Post-COVID



Colleagues



Community

BBC



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.

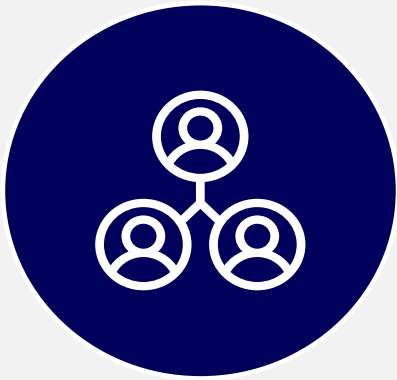
#UntilWeAllWin

'DON'T DO IT'



Institute
for Real
Growth

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





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 Flett

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 group of business professionals in a meeting, looking at a tablet and documents with various financial charts and graphs. One person is pointing at the tablet, while others are holding pens and looking at the documents. The documents feature bar charts, pie charts, and line graphs, with some text like 'FINANCIAL', 'SALES GOAL', and 'MONTHLY BUDGET' visible. A laptop is also present on the table.

Insufficiently
commercial



WHILE EACH OF OUR IDENTICAL COMPANIES SERVES ITS OWN CORPORATE PURPOSE, WE SHARE A FUNDAMENTAL COMMITMENT TO ALL OF OUR STOCKHOLDERS. [WE COMMIT TO:](#)

[illegible]

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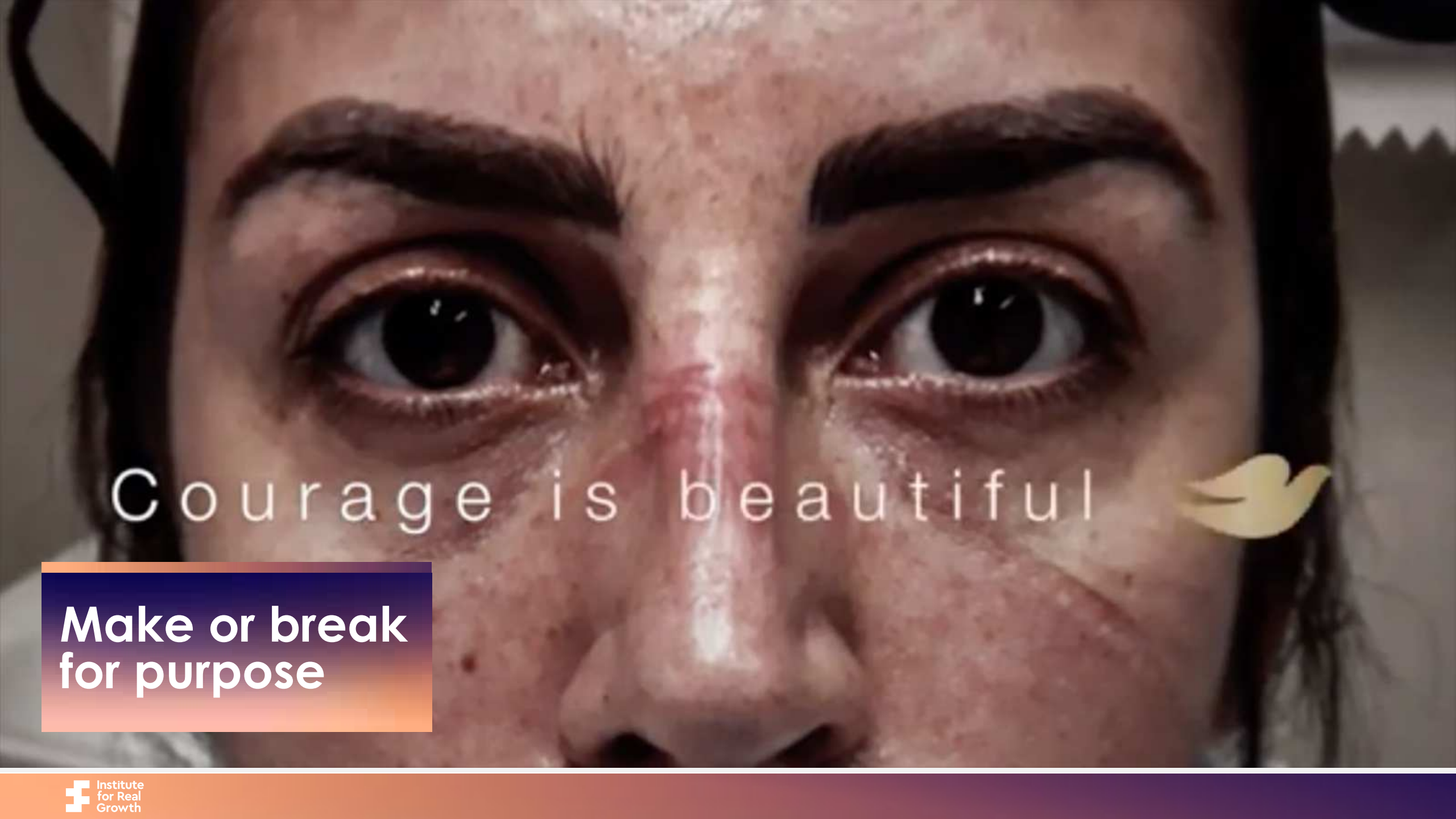
THE AUTHENTICITY OF OUR COMMUNITY, OUR COMMUNITIES AND OUR COUNTRY

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BAT.org/OurCommitment

Downloaded from <http://ajph.org/> at University of California, San Diego on June 11, 2015

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A close-up photograph of a person's face, focusing on the eyes and nose. There is a prominent, vertical surgical scar on 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**

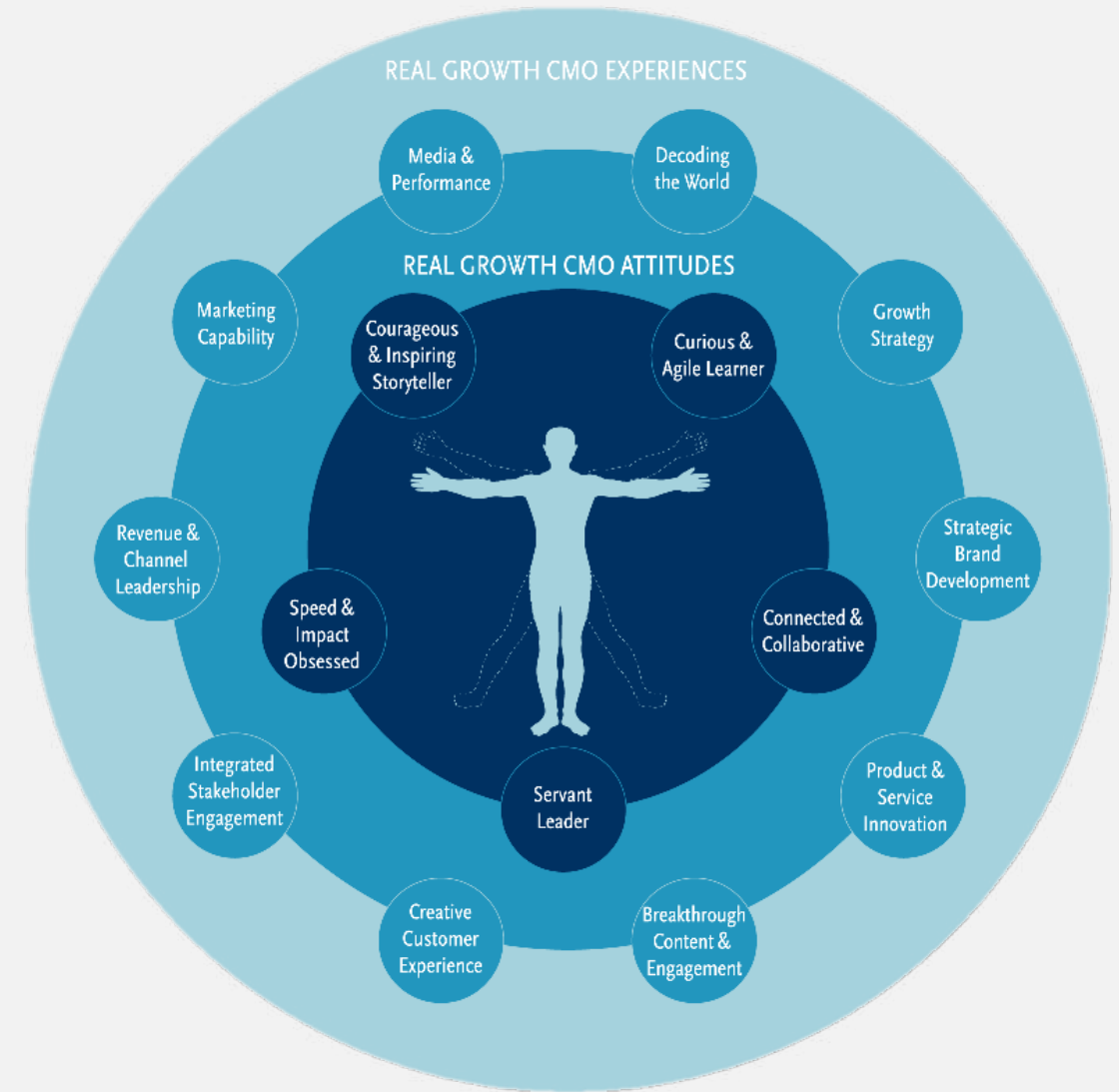


Increase in
Empathy

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%

If not now,
WHEN?

if not me,
WHO?



Thank You

marc@instituteforrealgrowth.com