

Humanizing Growth

May 2021

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



KANTAR

EXETOR
Group



NYU SCHOOL OF PROFESSIONAL STUDIES

IRG100



"Helped me sharpen the sparkling portfolio growth agenda"

- Javier Meza CMO Sparkling

"Several new growth initiatives to ensure that humanized growth is at the core"

- Jodi Harris VP Marketing, Culture and Capabilities



"The change management tools were transformational for me"

- Chris Pitt Chief Marketing Officer UK

The IRG100 Leadership program consists of 26 blended learning sessions both online and in person. The program builds on the 7 Building Blocks for Humanized Growth and also includes Da Vinci Growth Leadership, Business Model Canvas, Humanized Commerce, Visual Thinking Strategies, and Human-Centric Transformation

IRG1000 Program



WHY



WEEK 1

Personal Introduction

🕒 2 hours



WEEK 2

Growth Study

🕒 2 hours



WEEK 3

Change Journey

🕒 2 hours



WEEK 4

Humanized Growth

🕒 2 hours



WEEK 5

Leadership: Self

🕒 2 hours



WEEK 6

Stakeholder Interviews

🕒 2 hours



WEEK 7

Milestone 1

🕒 3 hours

WHAT



WEEK 8

Abundant Markets

🕒 2 hours



WEEK 9

Multiple Models

🕒 2 hours



WEEK 10

Evolving Experiences

🕒 2 hours



WEEK 11

Leadership: Team

🕒 2 hours



WEEK 12

Milestone 2

🕒

HOW



WEEK 13

Open Culture

🕒 2 hours



WEEK 14

Aticipative Organization

🕒 2 hours



WEEK 15

Whole-Brain

🕒 2 hours



WEEK 16

Leadership: Ecosystem

🕒 2 hours



WEEK 17

Milestone 3

🕒 3 hours

IRG Masterclass



Topics include Multi-stakeholder Growth, Da Vinci Growth Leadership, Abundant Markets, Evolving Experience, Humanized Commerce, Open Culture, Anticipative Organization, Whole-Brain, Open Culture and Human-Centric Transformation

**Traditional
business growth
formulas are
lacking**





Cannes CMO Council: Influence Challenge



© marketoonist.com

 **Kimberly-Clark**

Johnson & Johnson

Mondelēz
International

Kellogg's

MARS

The Humanized Growth Study 2020

750+ QUAL

3,500+ AI analysis
(growth publications)

5,000+ QUANT
(across markets and functions)

3M+ LinkedIn
members behavioral analysis

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

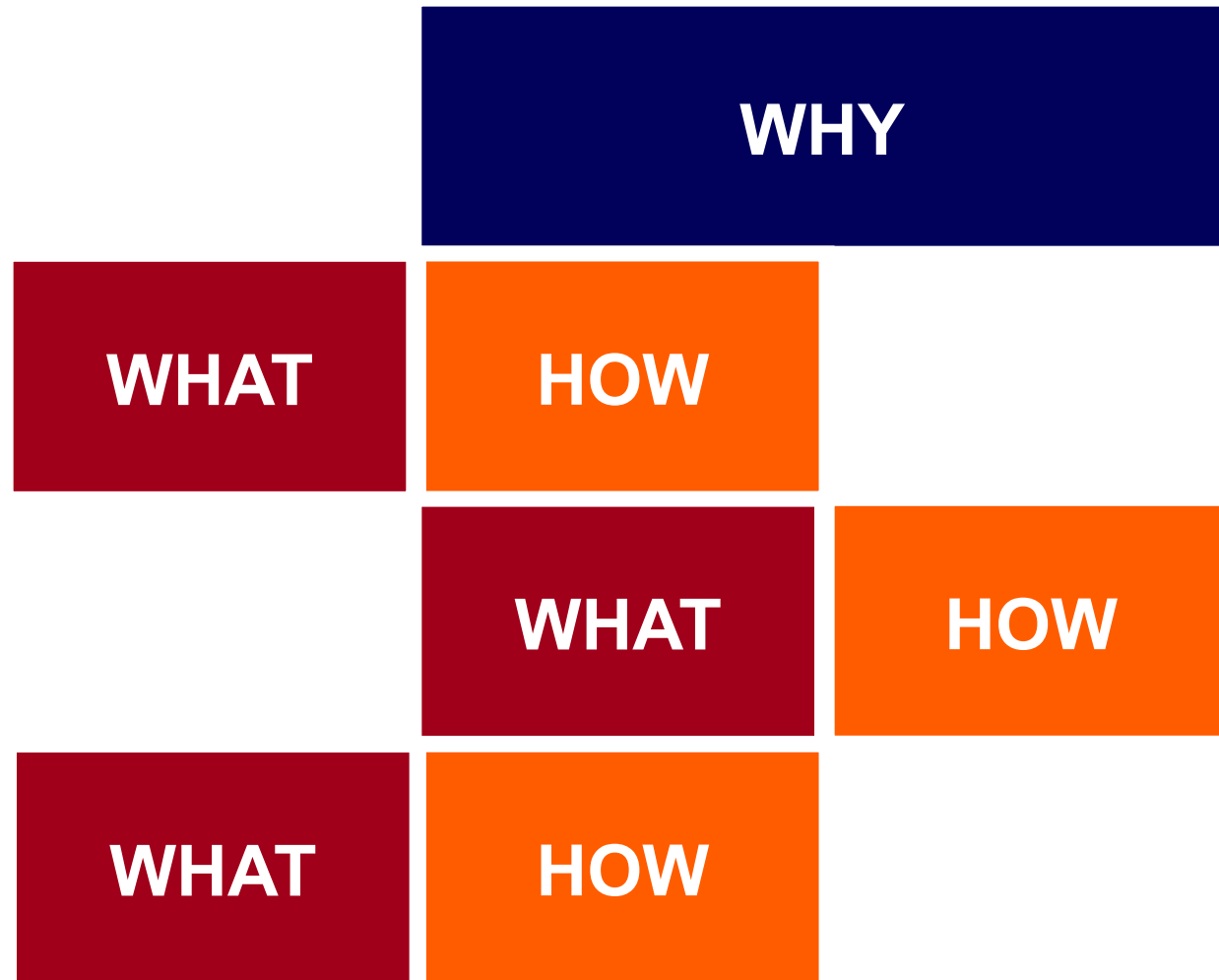


Analysis

**What does it
take to win**



The 7 Building Blocks of Humanized Growth



1. Abundant Markets



Spotting and choosing the right wave

36%

86%

Assess and understand market developments

**Overperformers
think about Nielsen,
Amazon and Kickstarter**

30%

nielsen
.....

11%

amazon

3%

**KICK
STARTER
.COM**

Mars: from Pet Food to Pet Care



2. Multiple Models





**Overperformers
play chess and
checkers
simultaneously**

39%

71%

**Willingness to accept new
business models**

From supermarket
shelves to cafes &
subscription models

Costa Coffee



Introducing
pepsi HomeMade
Created by us.
Made by you.

soda stream
caps®

3. Evolving Experiences



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



$$x_i = \frac{34_p f}{-26_p}; \quad x_i = \frac{(34_p - T)f}{-26_p}; \quad Y_i = Y_r = \frac{86_p}{-26_p}$$
$$-26_p \cdot f \frac{T}{x_i - x_r} = f \frac{T}{d}; \quad 34_p = x_i \frac{T}{d}; \quad 86_p =$$

Focusing on eliminating friction



32%

81%

Deliver
ever-evolving experiences

4. Open Culture



**Overperformers
rewrite the culture
script**



Microsoft

Building an ecosystem with complementary partners

39%

67%

External
connectivity

Uber | Spotify



More diverse strategic decision-making

45%

70%

Diversity in strategic decision making

A young man and woman are looking at a smartphone together, smiling. The man is on the left, wearing a black shirt, and the woman is on the right, wearing a white shirt. They are both looking at the phone, which has a colorful case. The background is blurred.

**Culture to deliver
evolving experiences**

**#1 CULTURE DESCRIPTION
Innovation,
change,
entrepreneurship**

133
OP index

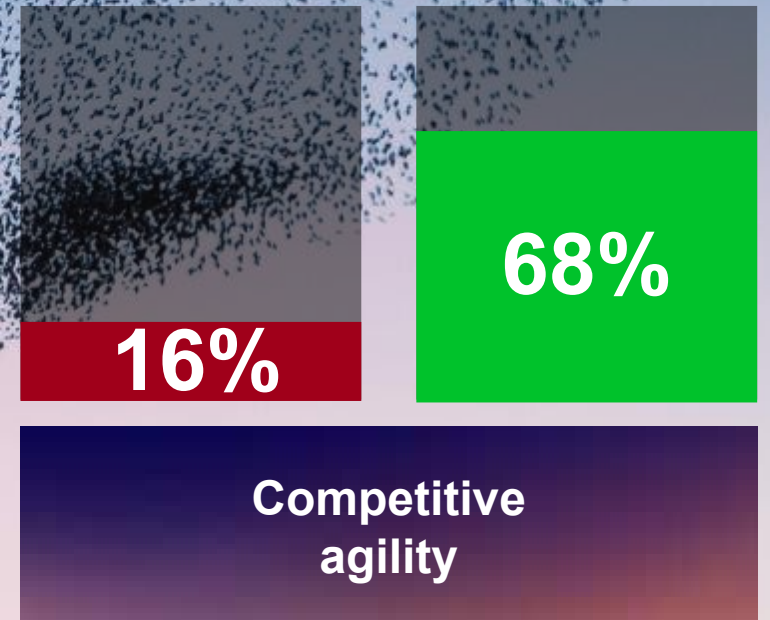
5. **Anticipative** Organization



Switching
perspective...



...on organizational
change



Prioritizing the breakdown of internal barriers



24%

50%

**Effectively removing
internal barriers**

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



37%

68%

Marketing
and sales collaboration

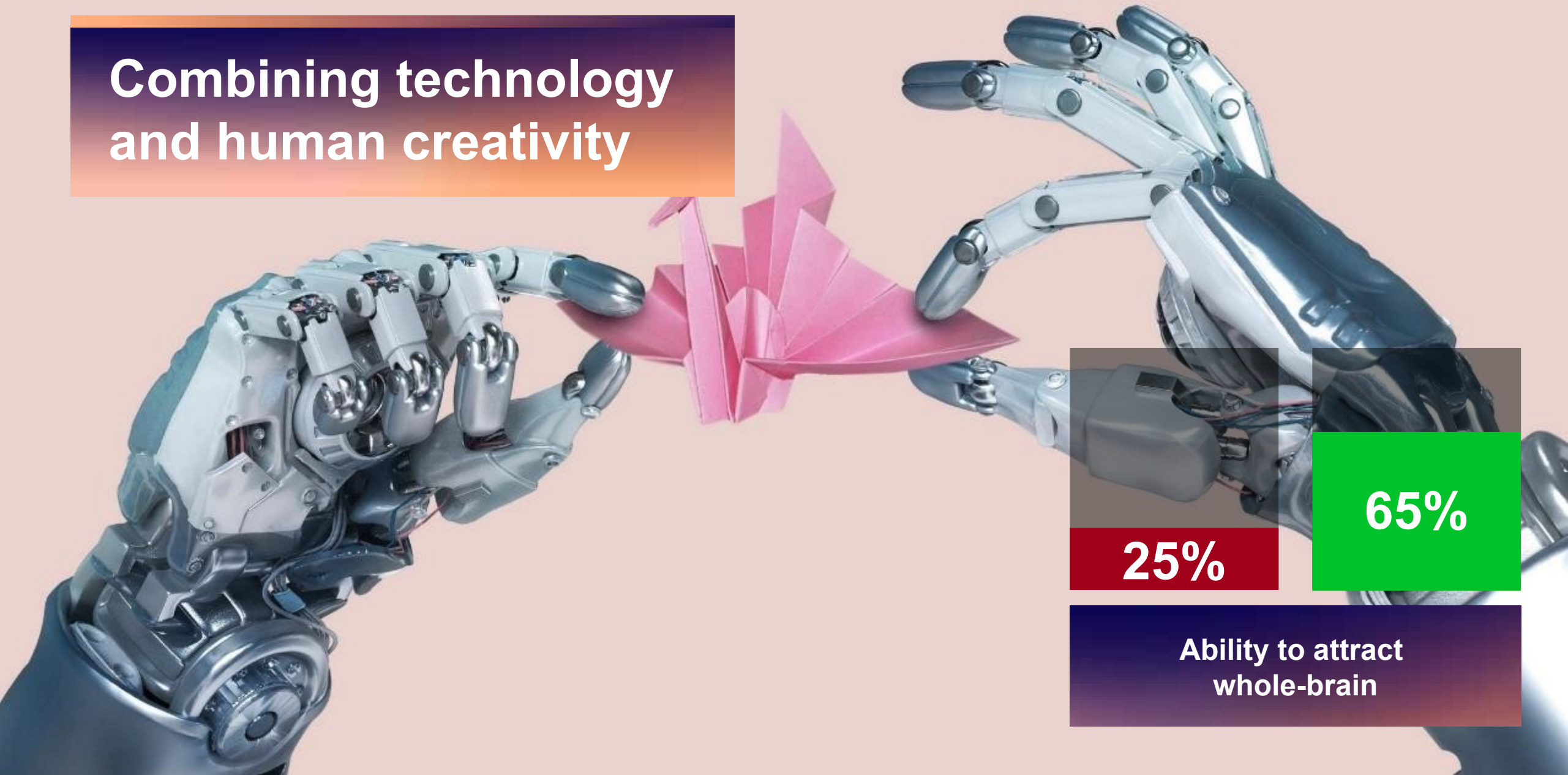
6. Whole brained



Overperformers unlock data with human insights



Combining technology and human creativity



25%

65%

Ability to attract
whole-brain

Starting with the data

36%

66%

Data and analytics at the core
of strategic decision making

7. Humanized Growth



More underperformers
focus on the bottom line

85

130

#1 GROWTH AMBITION

Bottom-line

**More underperformers
focus on the bottom line**

76

120

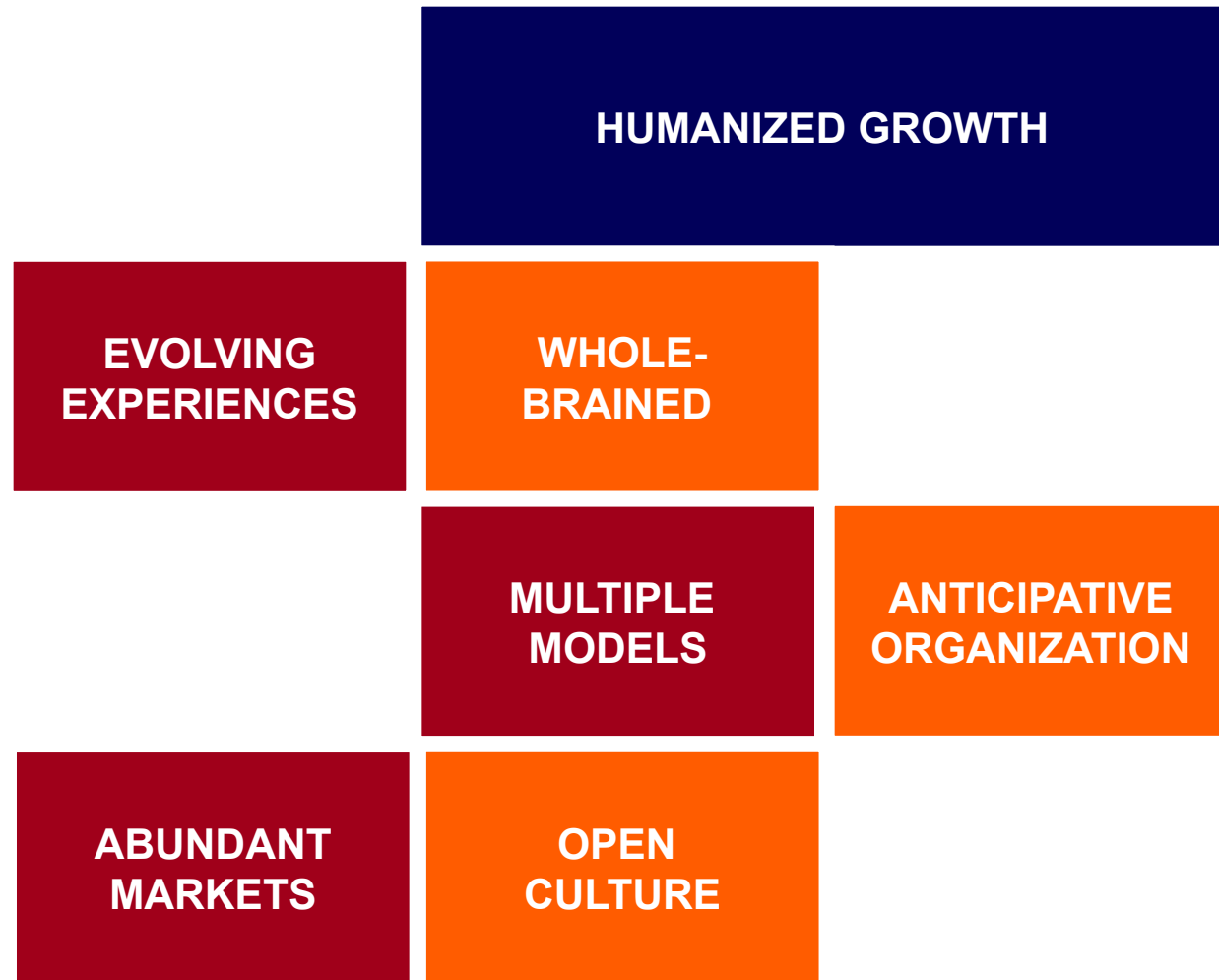
#1 GROWTH AMBITION

Impact on people

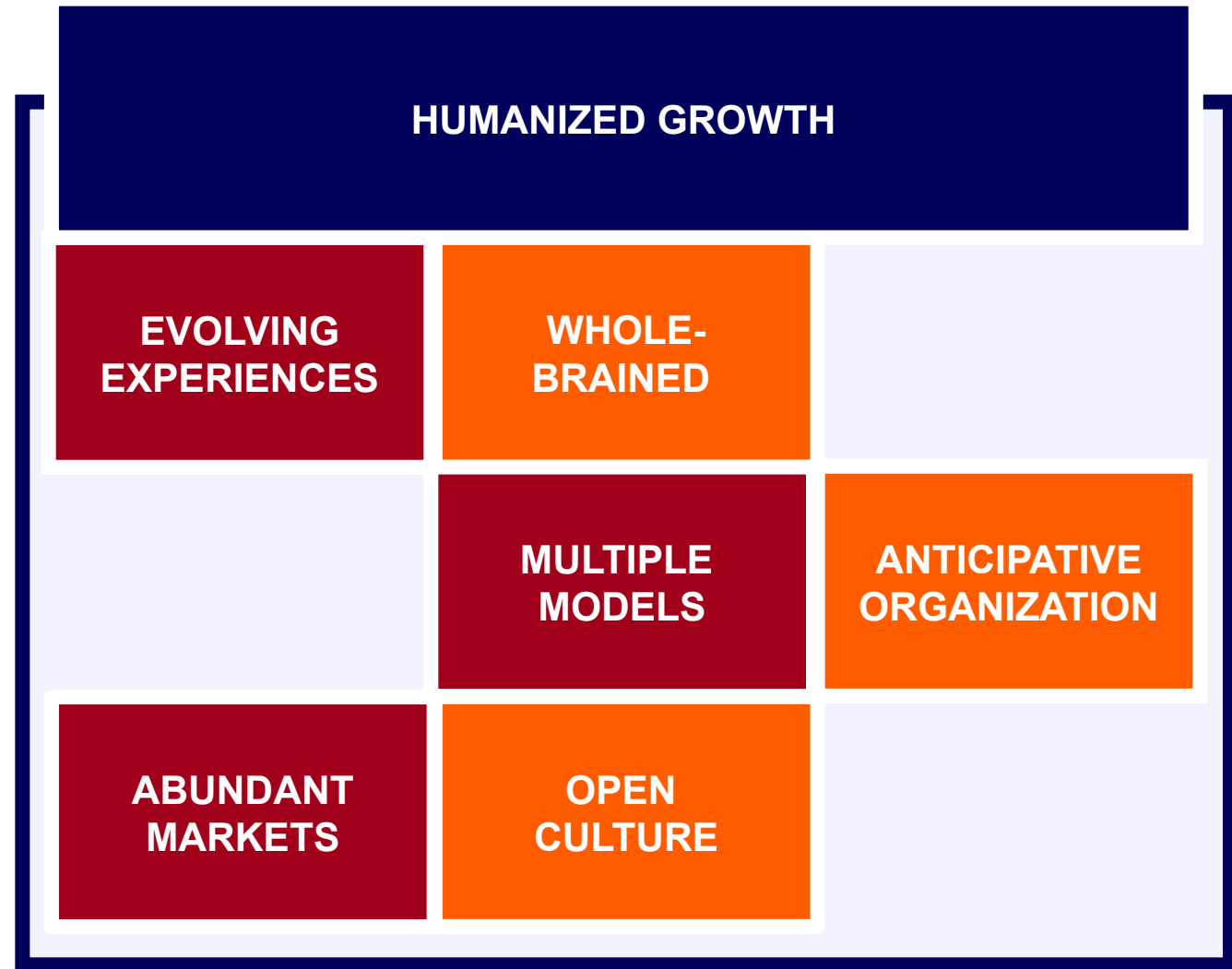
Cisco: from product focus to the 'People Deal'



The 7 Building Blocks of Humanized Growth



Emerging Future



Facing a New Reality



Pre-COVID

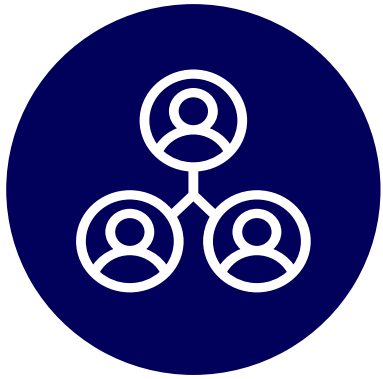


Customers



Capital Markets

At COVID Outbreak

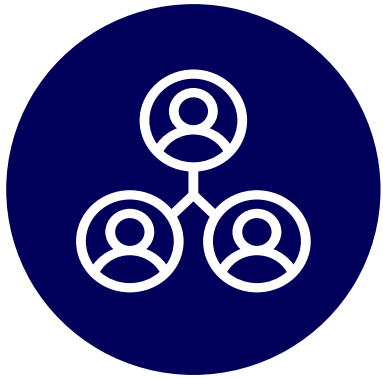


Colleagues



Community

Humanized Growth



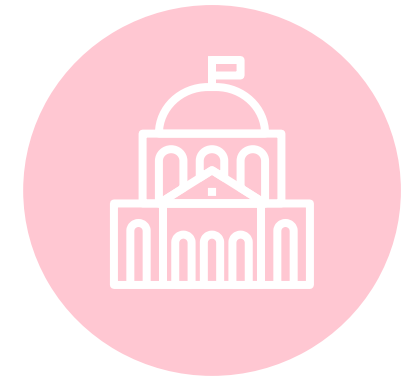
Colleagues



Customers

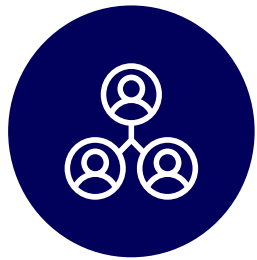


Community



Capital Markets

Humanized Growth equation



**Colleague
Value**

x



**Customer
Value**

x



**Community
Value**

x



**Capital Market
Value**

Short Termism



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



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



**But... the future is
uncertain**



A large crowd of people at a protest, many wearing face masks and holding signs. Visible signs include "TEACH THE TRUTH", "BLACK LIVES MATTER", "MAKE ORWEL FICTION", "SILENCE IS BETRAYAL", and "TO BE SILENT IS COMPLICIT". A semi-transparent orange box with the text "Systems are being questioned" is overlaid on the left side of the image.



2021 Update: Significant shift to Humanized Growth

4%

78%

More Humanized
Growth

IRG 2020 CMO Survey

2021 Update: The CMO is playing a more important role



11%

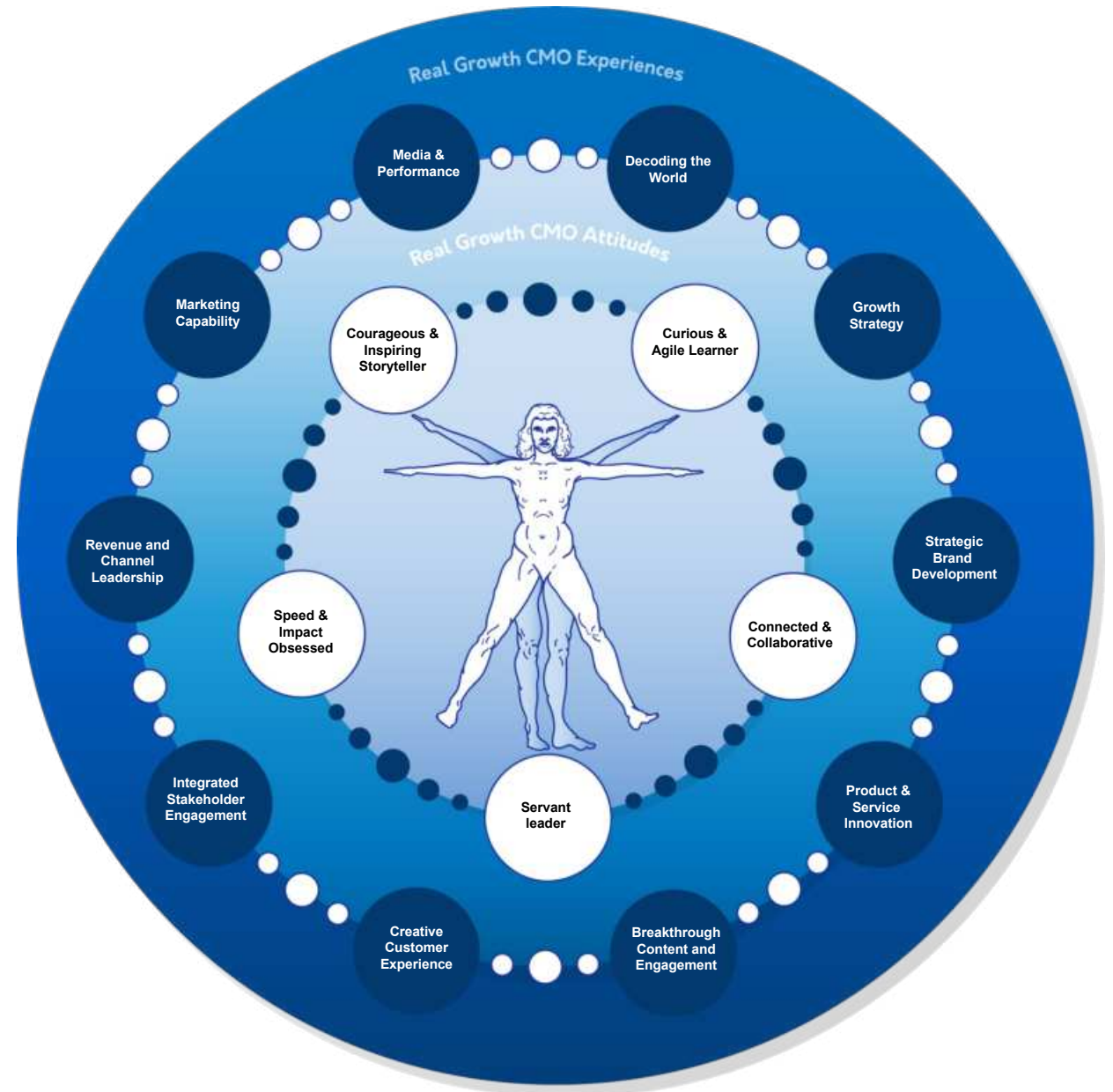
65%

CMO influence on growth

The Da Vinci growth leader



SpencerStuart



1. Decoding the World

- Translating Trends
- Total Stakeholder Understanding
- Deep Human Insights
- Market Segmentation



2. Growth Strategy

- Business Growth Visioning
- Balancing short- and long-term
- Market Assessment (Where to Play)
- Integrated Business Planning
- Financial and Data Literacy
- Commercial Leadership
- Aligning Business and Marketing KPIs



Attitudes



Curious & Agile Learner



A photograph of four children of diverse backgrounds playing tug-of-war in a grassy field. From left to right: a girl with blonde pigtails in a white shirt and pink shorts, a boy with curly hair in a striped shirt and dark shorts, a boy in a blue button-down shirt and khaki shorts, and a girl with dark hair in a white shirt and denim overalls. They are all pulling on a rope with effort and joy. A semi-transparent orange and purple gradient box is overlaid on the top left, containing the text 'Connected & Collaborative'.

Connected & Collaborative

Servant Leader



Speed & impact obsessed



Courageous and inspiring storyteller



Ramon Laguarta

Chairman & CEO



Friday June 18

9 AM EDT | 2 PM BST | 10 PM CST



PEPSICO

[Register here](#)

Hosted by IRG Founder **Frank van den Driest**

Thank you

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