

Driving Humanized Growth

Marc de Swaan Arons

The IRG purpose

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

Other IRG Partners



WPP

Google

FACEBOOK



SpencerStuart

salesforce

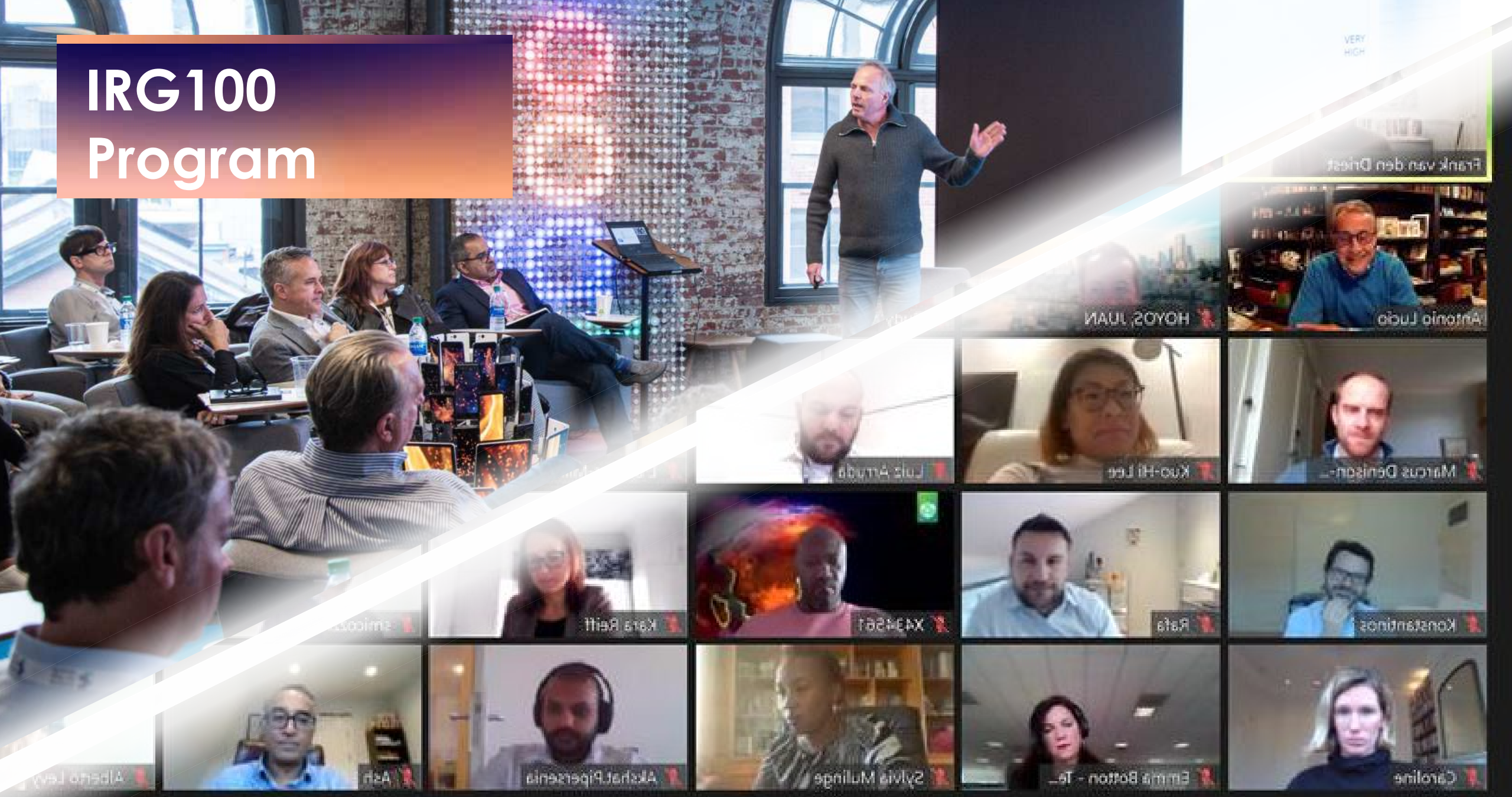
Optimizely

EXETOR
Group



NYU SCHOOL OF
PROFESSIONAL STUDIES

IRG100 Program



IRG1000 Online Platform

Program Roadmap

[Home](#)[Program](#)[Community](#)[My Learning](#)[Library](#)[Humanizing Growth Series](#)[Leanne Rathore](#)

▼ Key



Collective Live Sessions



Self Learning Sessions

[Program Overview](#)[FAQ](#)

▼ Why



▼ What



▼ How



Humanized Growth Series

Angela Ahrendts DBE

Former CEO, Burberry
Former



Friday
9 AM EDT



In conversat

Hakan Bulgurlu

Chief Executive Officer



**Brian McNamara &
Tamara Rogers**
CEO & CMO



Friday D
9 AM EDT |



Register he

Hosted by IRG Fo

Andisa Ntsubane

Strategy Executive, Group Marketing,
Public Affairs



Friday D
9 AM EDT |



Register he

In conversation w

Meredith Verdone

Chief Marketing Officer



Friday January 14
9 AM EDT | 2 PM GMT | 10 PM CST

Bank of America



Register here

Hosted by IRG Founder **Marc de Swaan Arons**

The Growth Challenge

'License to Grow' is being challenged



Traditional business growth formulas are lacking



Loss of influence



 **Kimberly-Clark**

Johnson & Johnson

Mondelēz
International

Kellogg's

MARS

The Humanized Growth Study

750+ QUAL

3,500+ AI analysis
(growth publications)

5,000+ QUANT
(across markets and functions)

3M+ LinkedIn
members behavioral analysis



Analysis

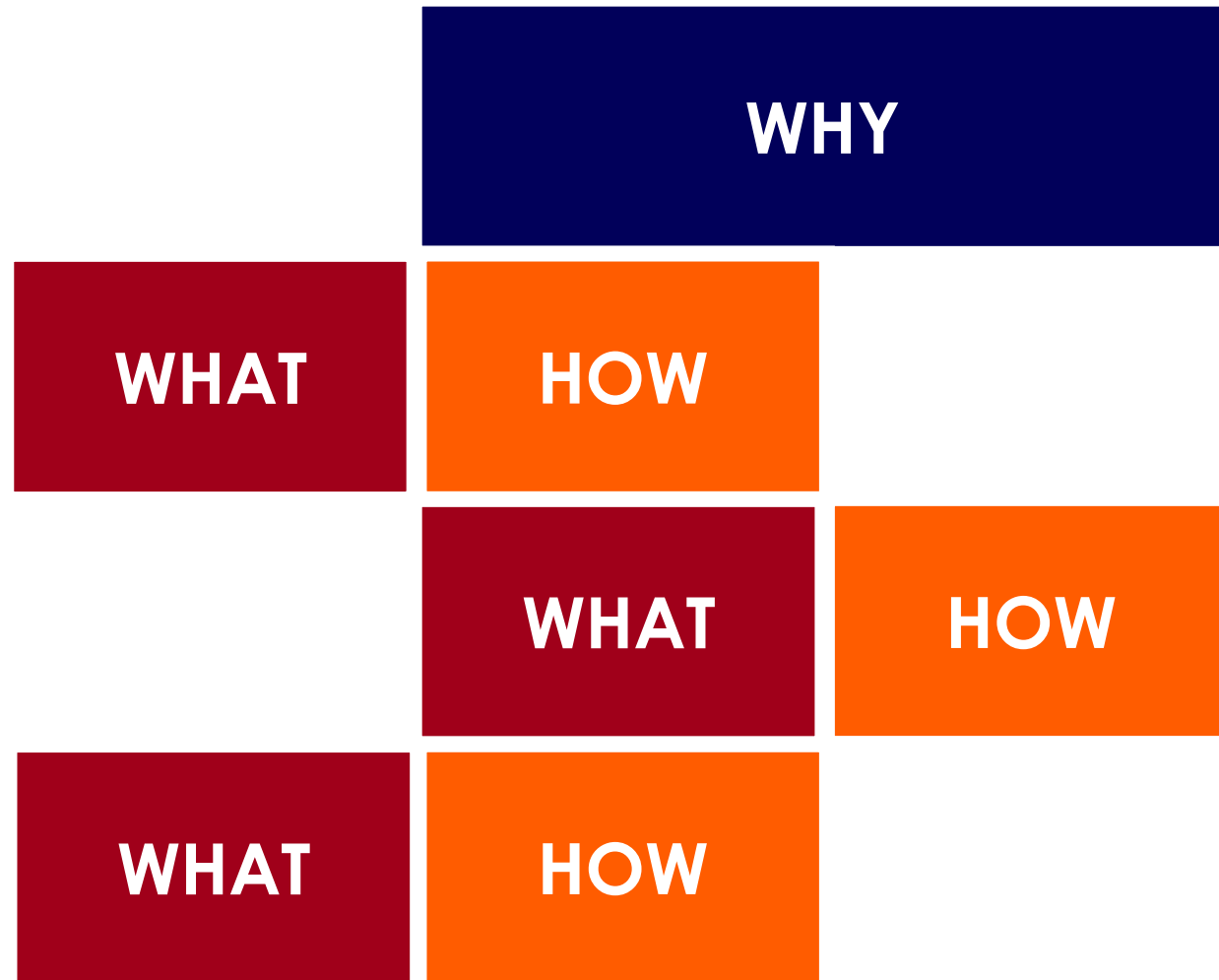
A large crowd of people is gathered outdoors, many wearing face masks and holding umbrellas. The scene suggests a protest or demonstration, with a person in a Guy Fawkes mask visible in the background. The text 'Updated since COVID struck' is overlaid on the top left.

Updated since
COVID struck

**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



Spotting and choosing the right wave

Assess and understand market developments

86%

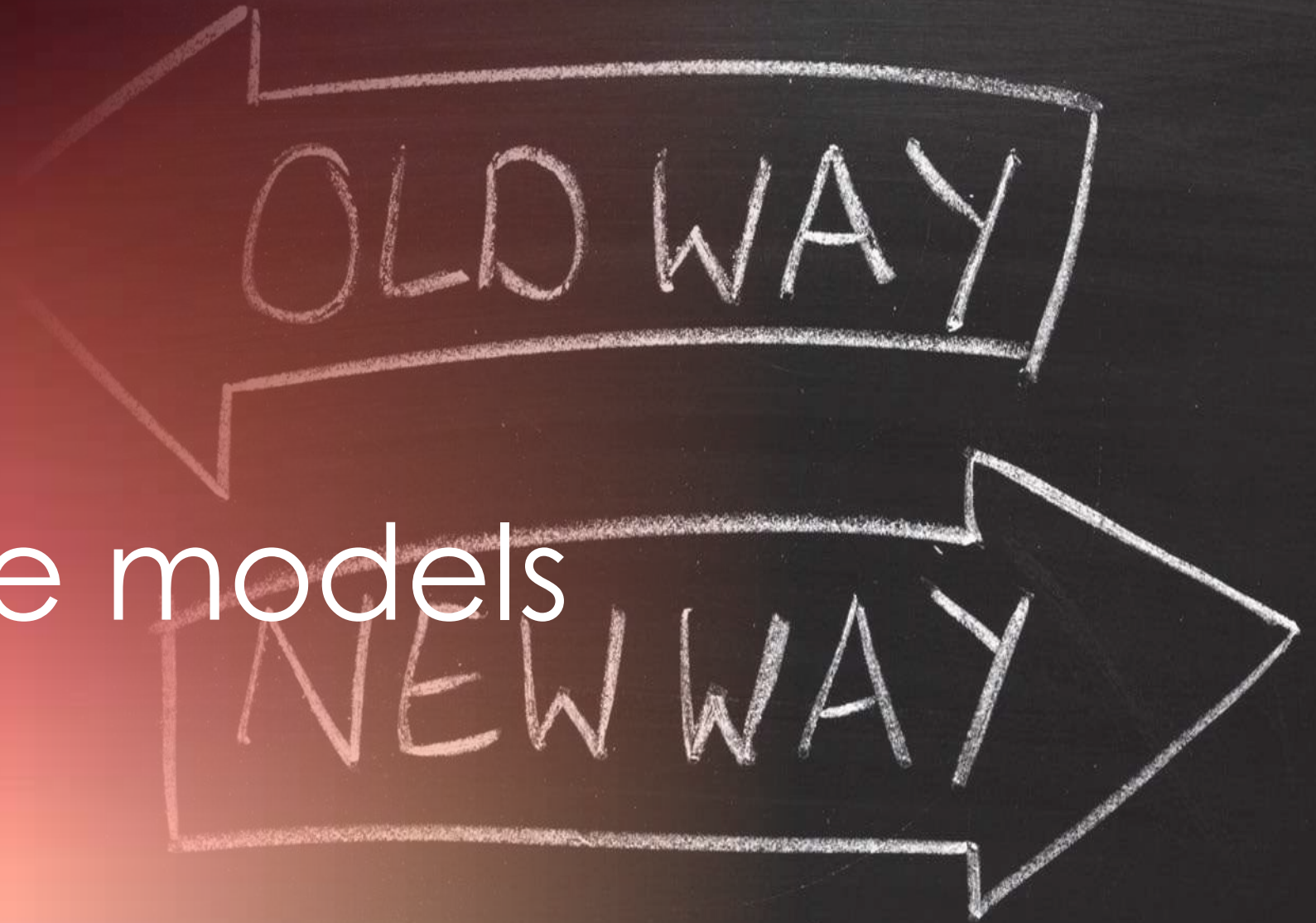
36%

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: pepsi HomeMade wild cherry (purple), pepsi HomeMade (blue), pepsi HomeMade vanilla (yellow), SIERRA MIST HomeMade cranberry splash (red), SIERRA MIST HomeMade (green), and SIERRA MIST HomeMade peach (orange). A glass of iced cola with a lemon slice is shown next to a blue SodaStream water bottle. The background is white with faint circular patterns.

3.

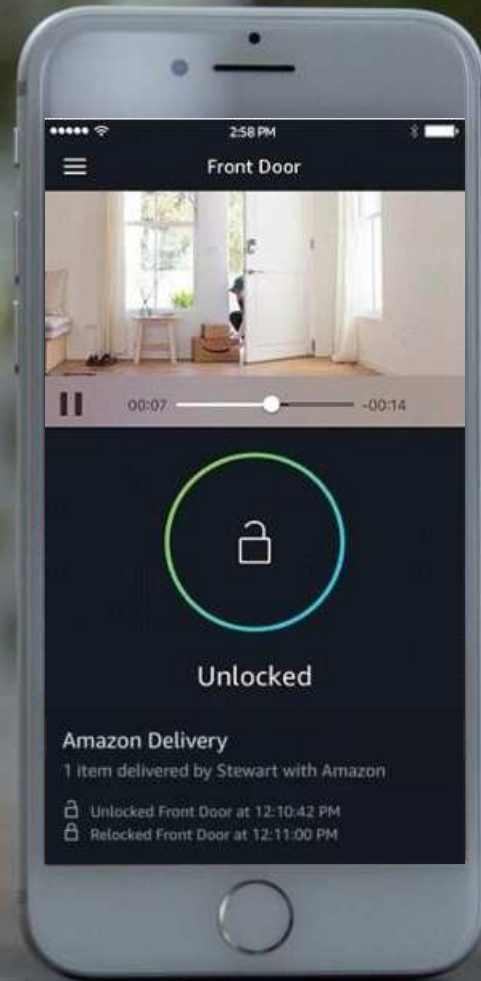
Evolving experiences



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 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



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 the red background. The people in the background are dressed in business casual attire, some holding drinks or food. The overall atmosphere appears to be 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%

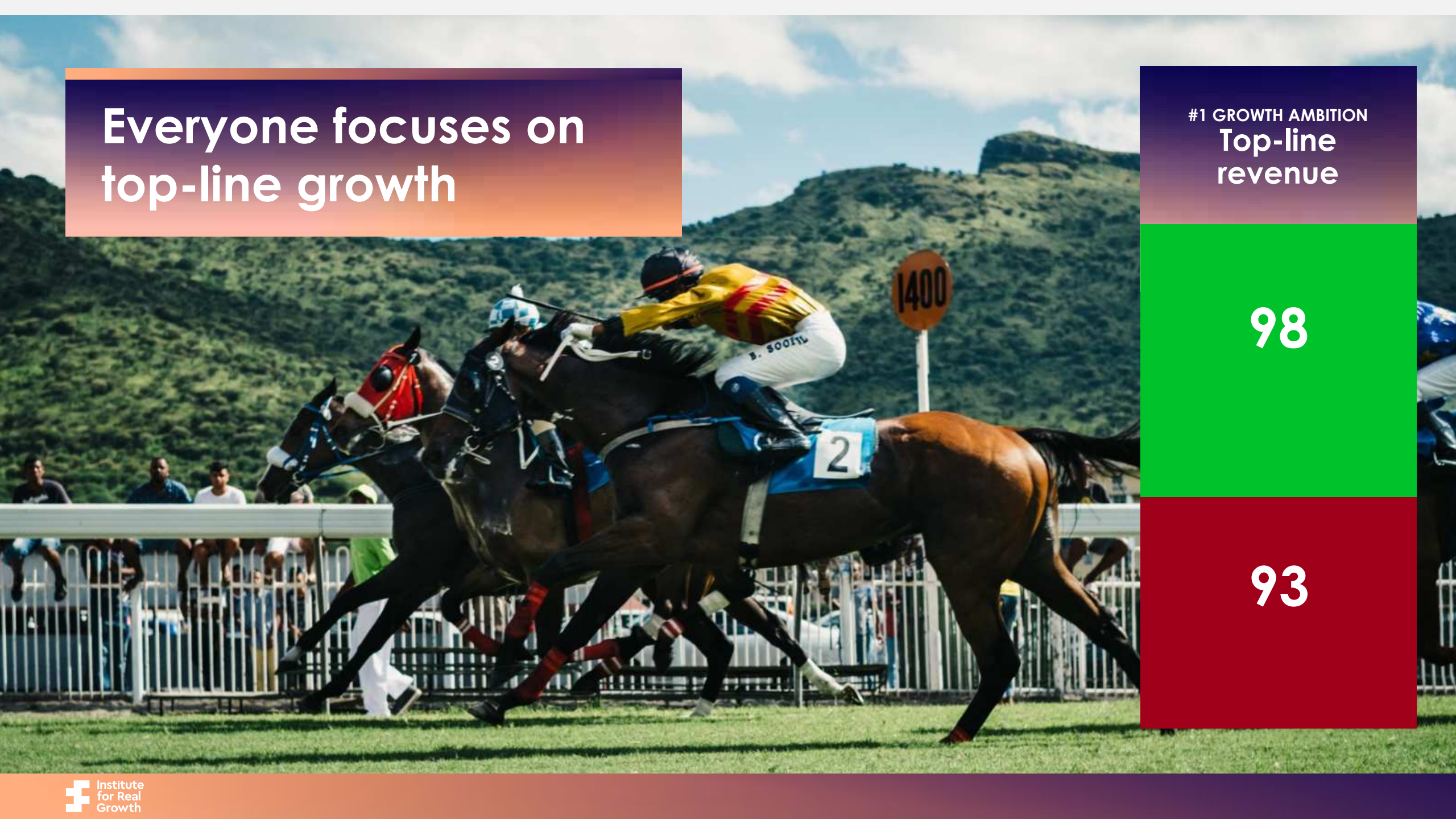
20%

LINEAR TV:
14%

NETFLIX:
30%

7. Humanized Growth



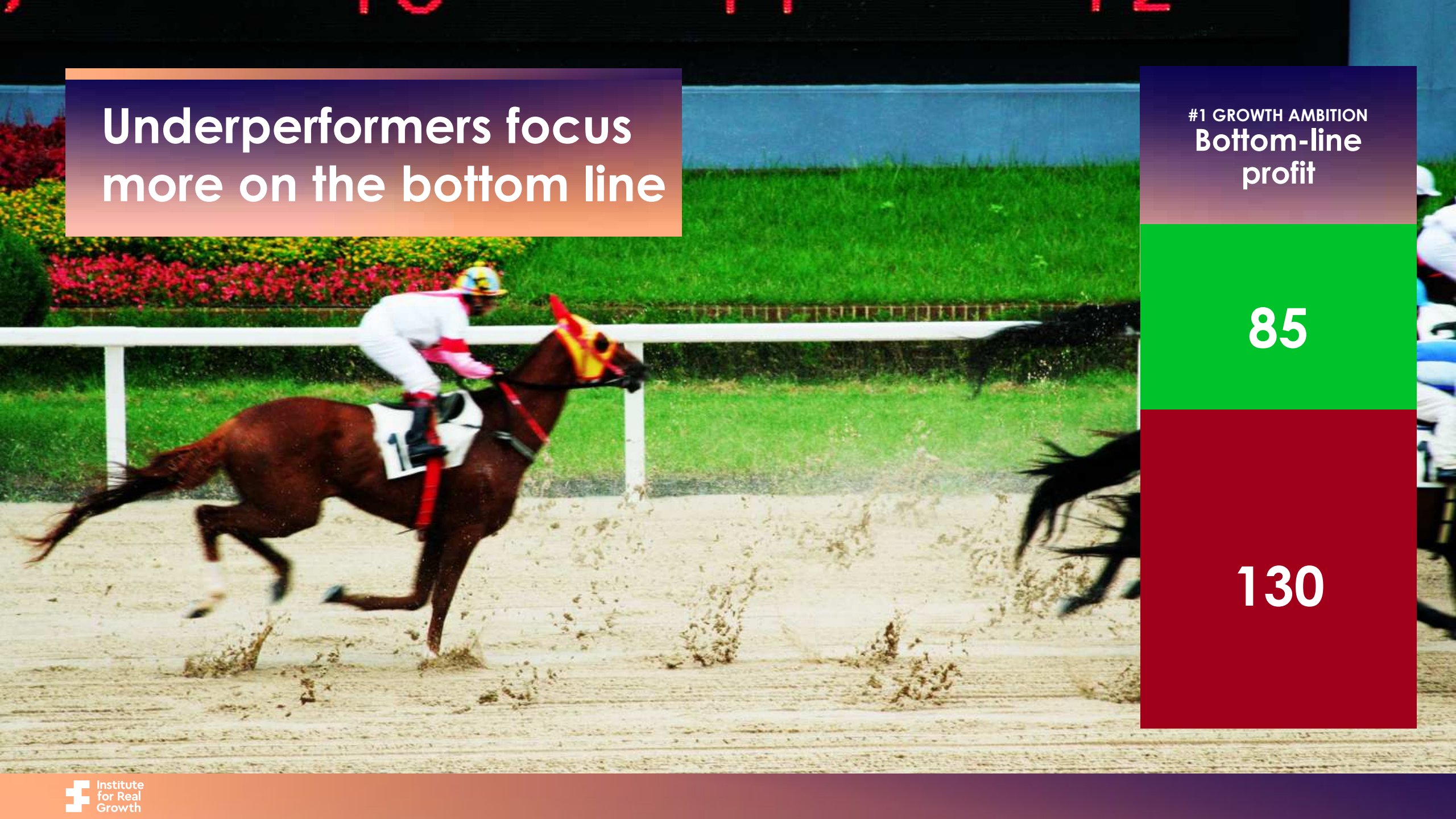
A photograph of a horse race in progress. Several horses and jockeys are competing on a grass track. In the foreground, a dark brown horse with a blue saddle cloth featuring the number '2' is running. A jockey in a yellow and red striped shirt is leaning forward. In the background, there are green hills 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 horse race in progress. A jockey in a white and pink uniform is riding a dark brown horse. The horse is galloping on a light-colored dirt track, kicking up a cloud of dust. In the background, there is a green grassy field and a blue sky. A white fence separates the track from the grass.

**Underperformers focus
more on the bottom line**

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

85

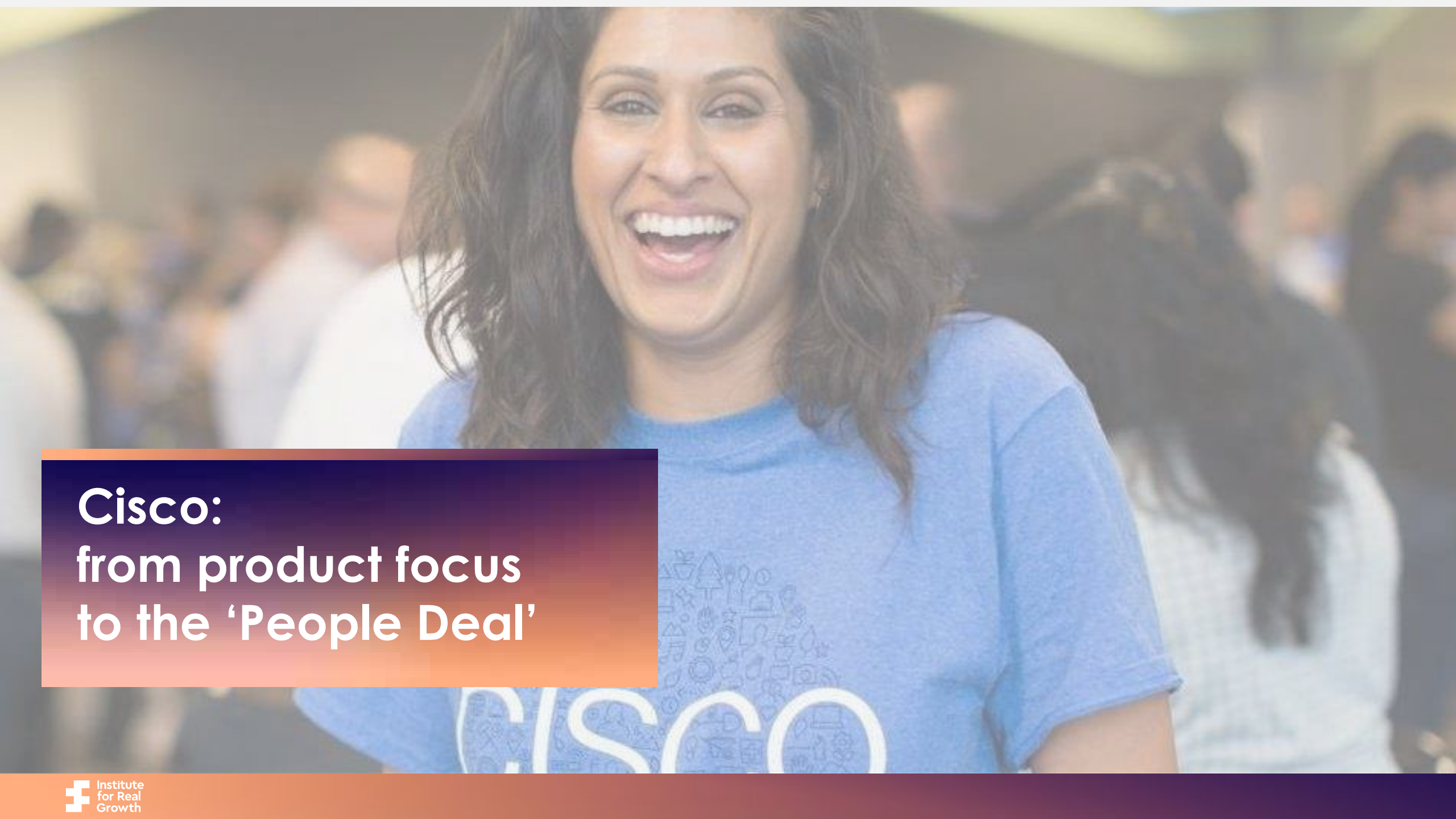
130

Overperformers focus on the people

#1 GROWTH AMBITION
Impact
on people

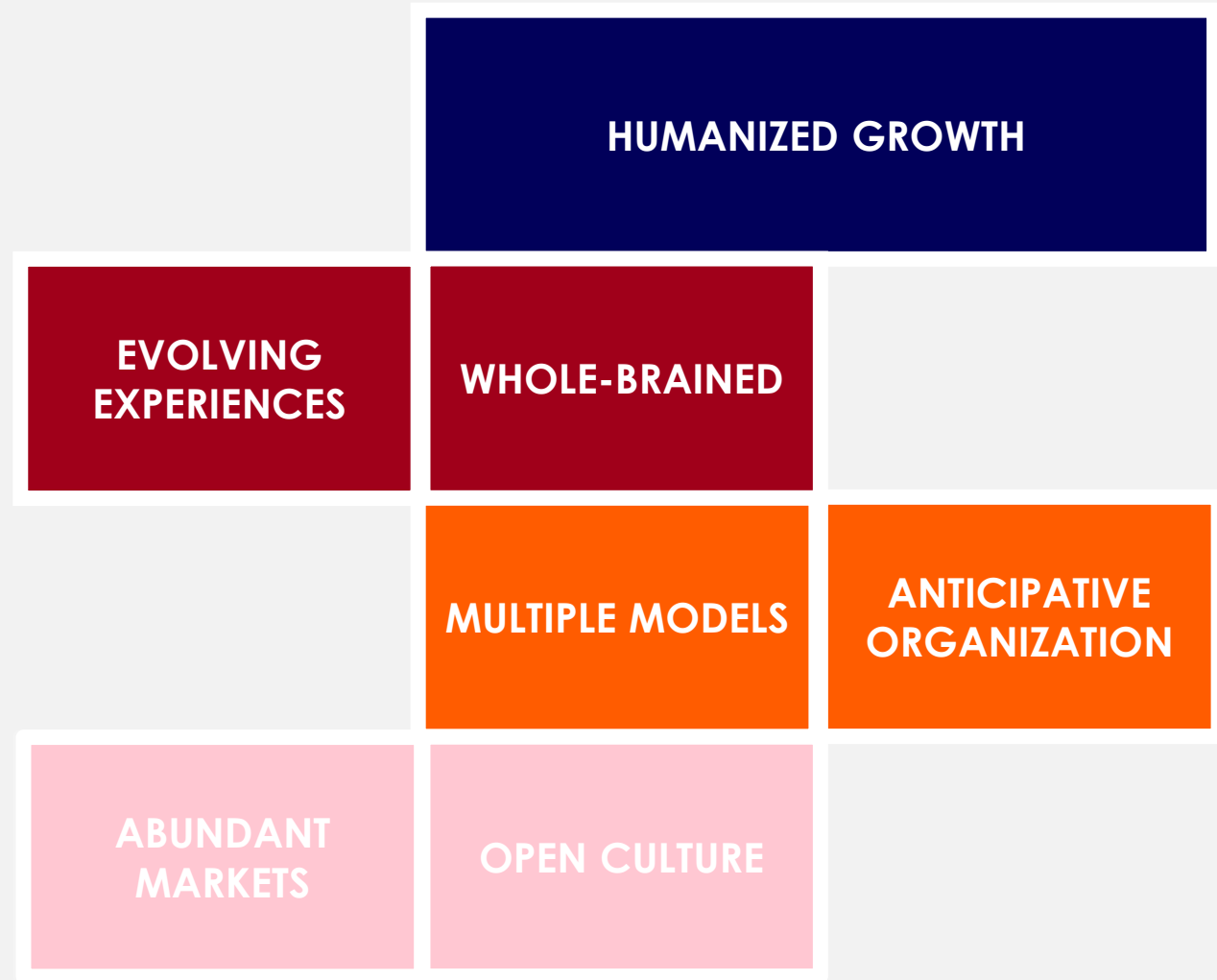
120

76

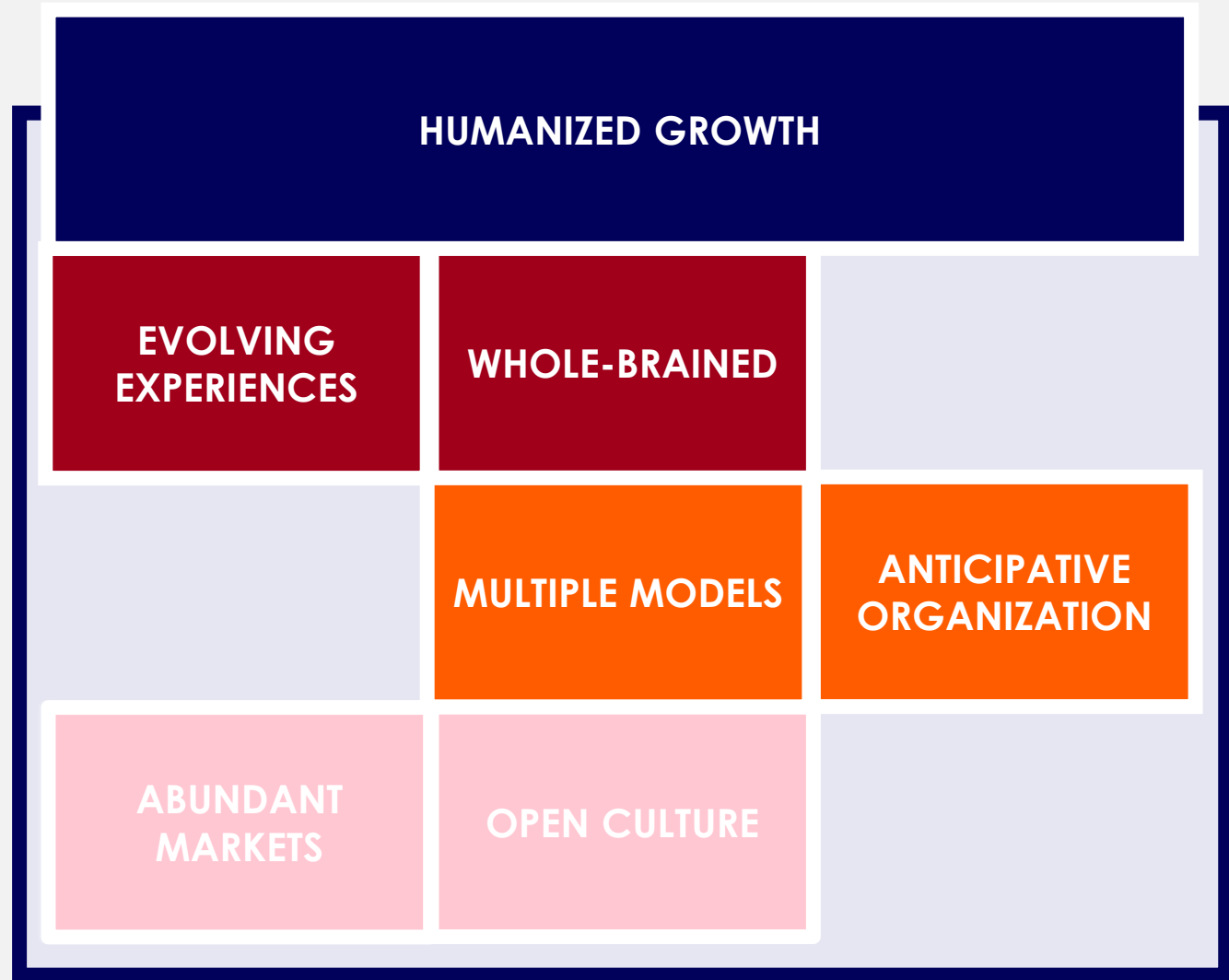


Cisco: from product focus to the 'People Deal'

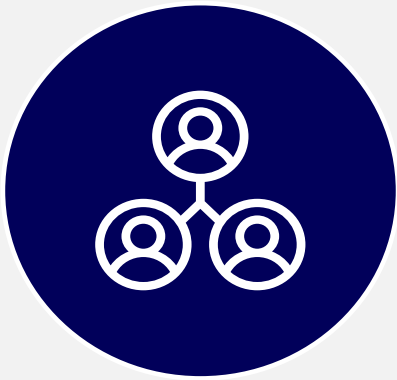
The 7 Building Blocks of Real Growth



Emerging Future



Humanized Growth



Colleagues



Customers



Community

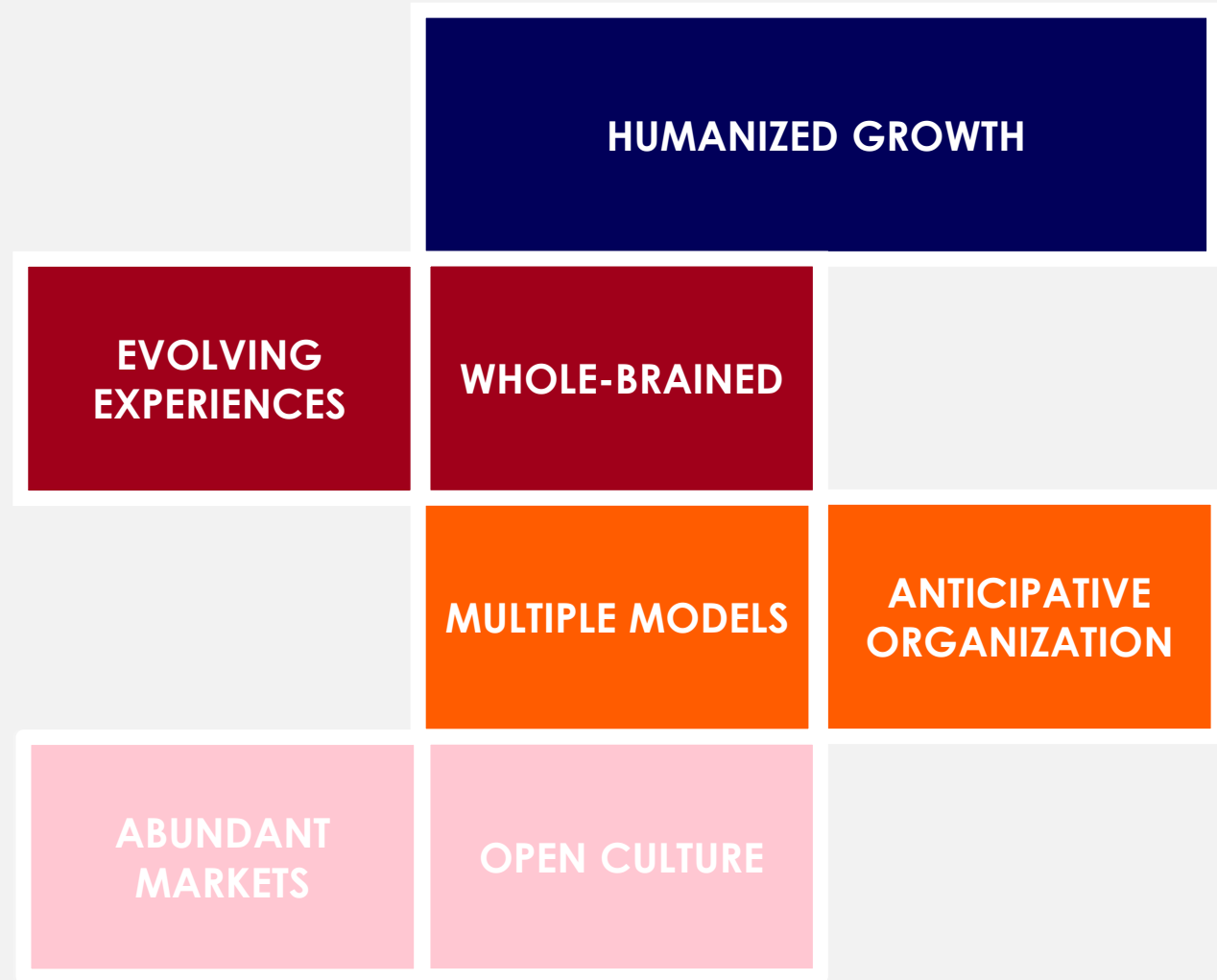


Capital Markets

Questions?

Exercise & Discussion

The 7 Building Blocks of Real Growth



Exercise

1. Take 5 min to score your organization
2. Take 20 min to discuss best and worst scores
3. Choose biggest recommendations
4. Plenary discussion

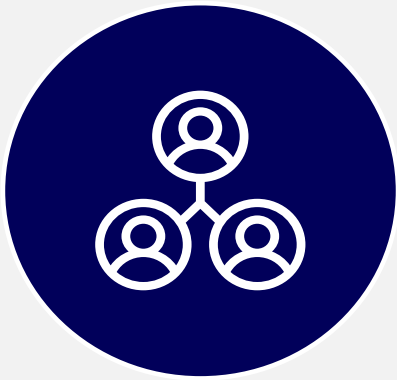


40 min

Facing a New Reality



Humanized Growth



Colleagues



Customers



Community



Capital Markets

The future is unknown



Systems are being questioned



Pre-COVID

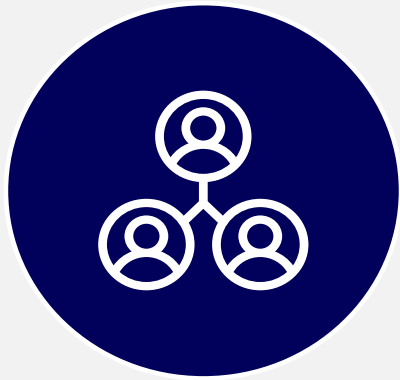


Customers



Capital Markets

Post-COVID



Colleagues



Community



Increase in
Empathy

BBC



To family reality



From
Seperately



**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.

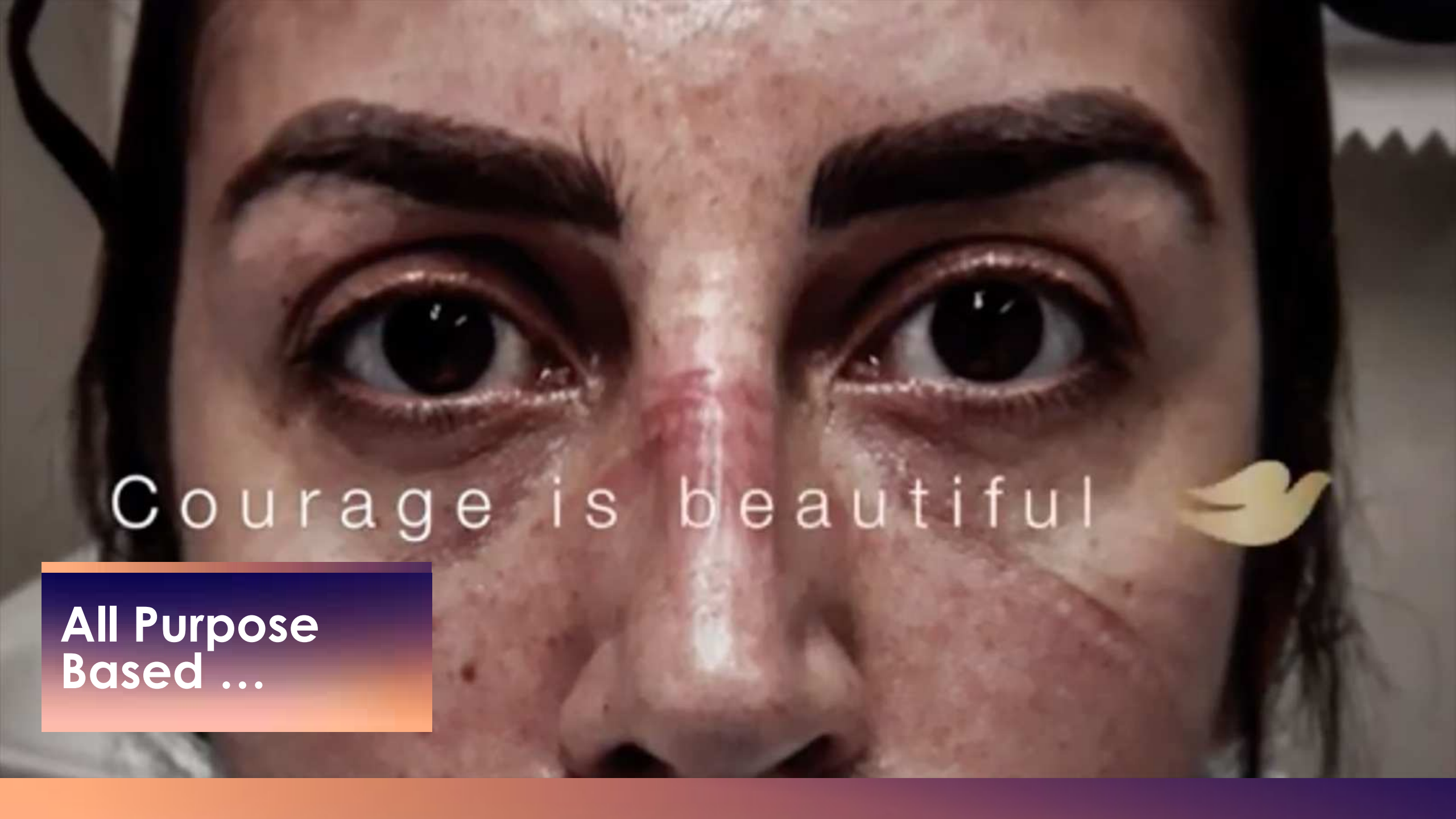


Nike ✓ @Nike · 1d

Let's all be part of the change.

#UntilWeAllWin

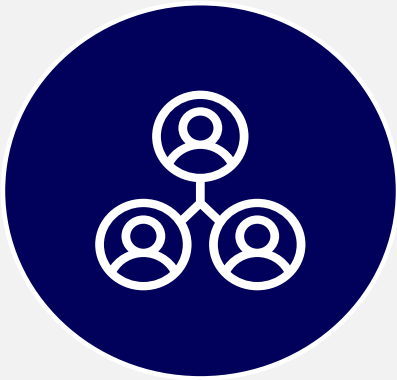
'DON'T DO IT'

A close-up photograph of a person's face, focusing on the eyes and nose. The person has dark, expressive eyes and dark, well-defined eyebrows. A prominent vertical scar is visible on the bridge of the nose. The skin appears slightly textured with some minor blemishes. The overall tone is somber and contemplative.

Courage is beautiful

**All Purpose
Based ...**

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™

Marketing Opportunity

CEOs need help



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

**When Growth
is lacking ...**

The CMO is typically
the first to go



SpencerStuart

[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

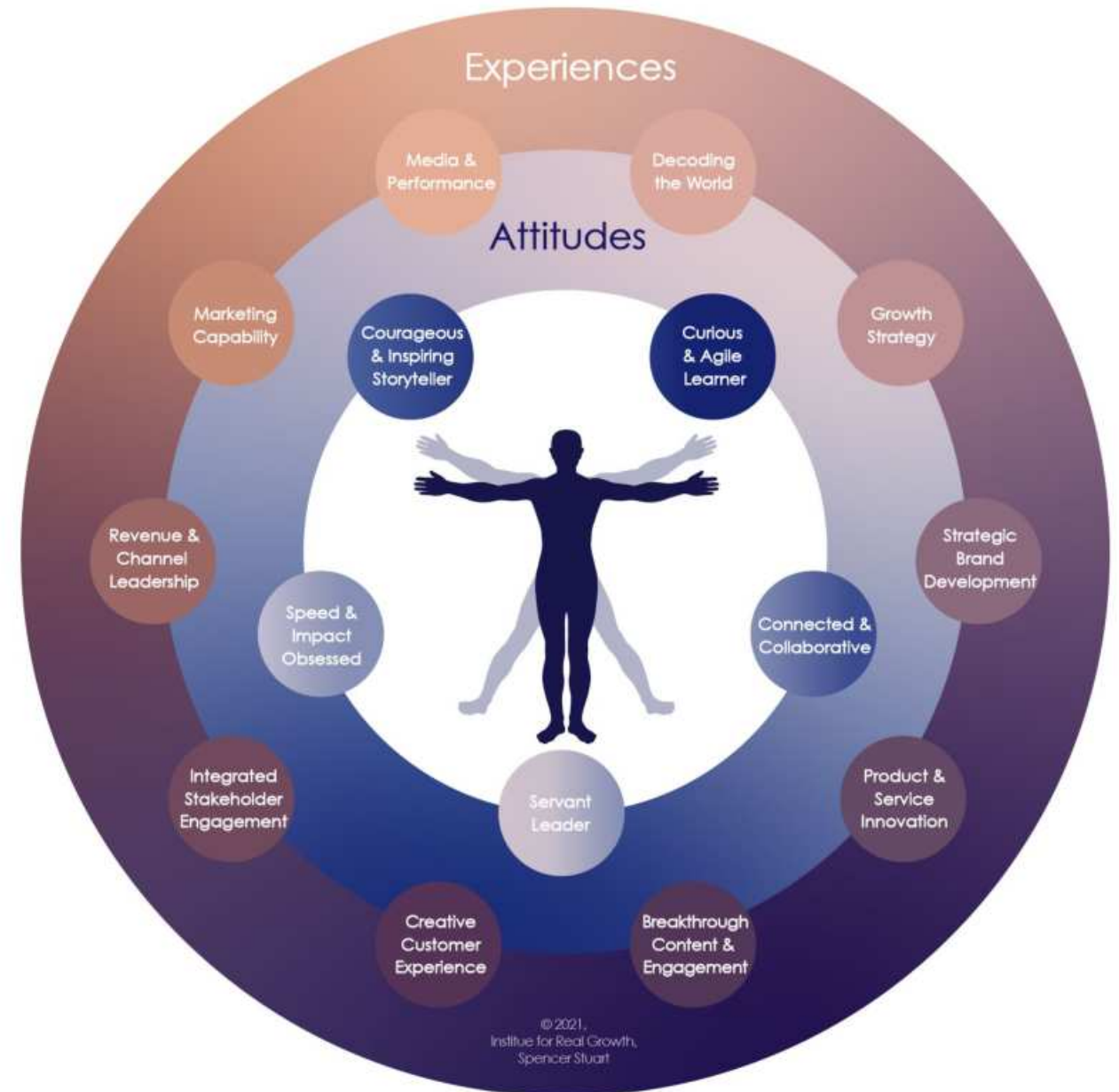
A group of business professionals in a meeting, looking at a tablet and documents with various financial charts and graphs. One person is pointing at the tablet, while others are holding pens and looking at the documents. The documents feature bar charts, pie charts, and line graphs, with some text like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

Insufficiently
commercial

da Vinci Growth CMO



SpencerStuart



Da Vinci Growth Profile Publications

FAST COMPANY

COVID-19CO.DESIGNTECHWORK LIFE NEWS IMPACT PODCASTS VIDEO RECOMMENDER SUBSCRIBE ▶FASTCO WORKS ▶

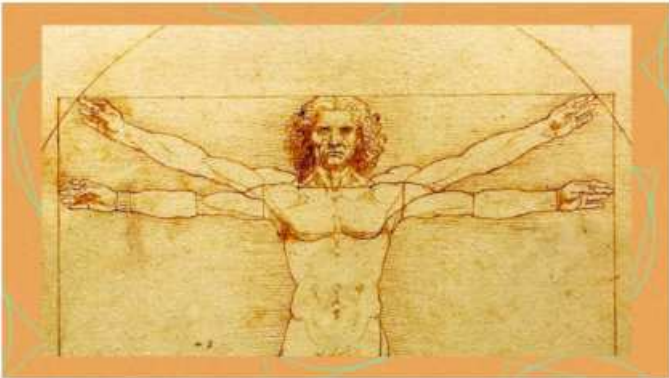
FOLLOW

Q

07-21-20

The business world needs more Leonardo da Vincis

Growth-minded leaders at all levels of a company should adopt a learning growth mindset, just like the famous polymath.



[Image: Wikimedia Commons]

f

t

BY EVA LINDERBORG FRANK VAN DEN DRIEST AND MARC DE SWAAN ARONS 4 MINUTE READ

ADVERTISEMENT

FEATURED VIDEO



Leadership lessons (so far)

SpencerStuart



Marketing, Sales & Communications Practice

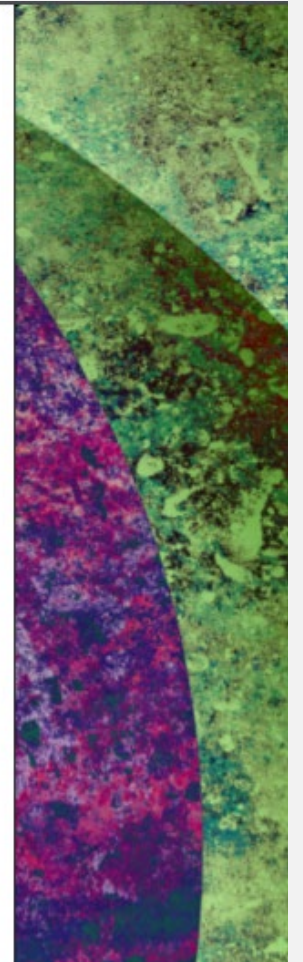
The da Vinci Growth CMO

The COVID-19- crisis has revealed that the strongest companies and leaders are those that are purposeful and confident about their role in society. The businesses that are exceeding expectations are winning because they prioritize understanding the needs of, and creating value for, all their stakeholders, including colleagues, consumers, communities and the capital markets.

The da Vinci Growth CMO profile

The Institute for Real Growth (IRG) and Spencer Stuart's Marketing, Sales & Communications Practice interviewed more than 500 leaders worldwide about leadership and performance. The study identifies a group of over-performing CMOs, whom we refer to as "da Vinci Growth CMOs." These high-performing CMOs understand that unleashing the power of technology is critical to success and requires both data and human creativity. They also understand sustained business growth requires the organization to create value for all stakeholders, and that human-centric growth strategies deliver superior shareholder returns.

As part of our study, we identified the 10 most important CMO areas of experience and the five essential attitudes of over-performing marketing growth leaders. Think of the 10 CMO experiences as possible menu choices and consider how they align with the needs of a company's key stakeholders and the challenges the business faces. While the specific experiences a CMO may need to draw on will vary based on the context of the business,





Update: Significant shift to Humanized Growth

More humanized
Growth Strategy

IRG CMO Survey

78%

4%



**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