Institute for Real Growth

Driving Humanized Growth

Marc de Swaan Arons

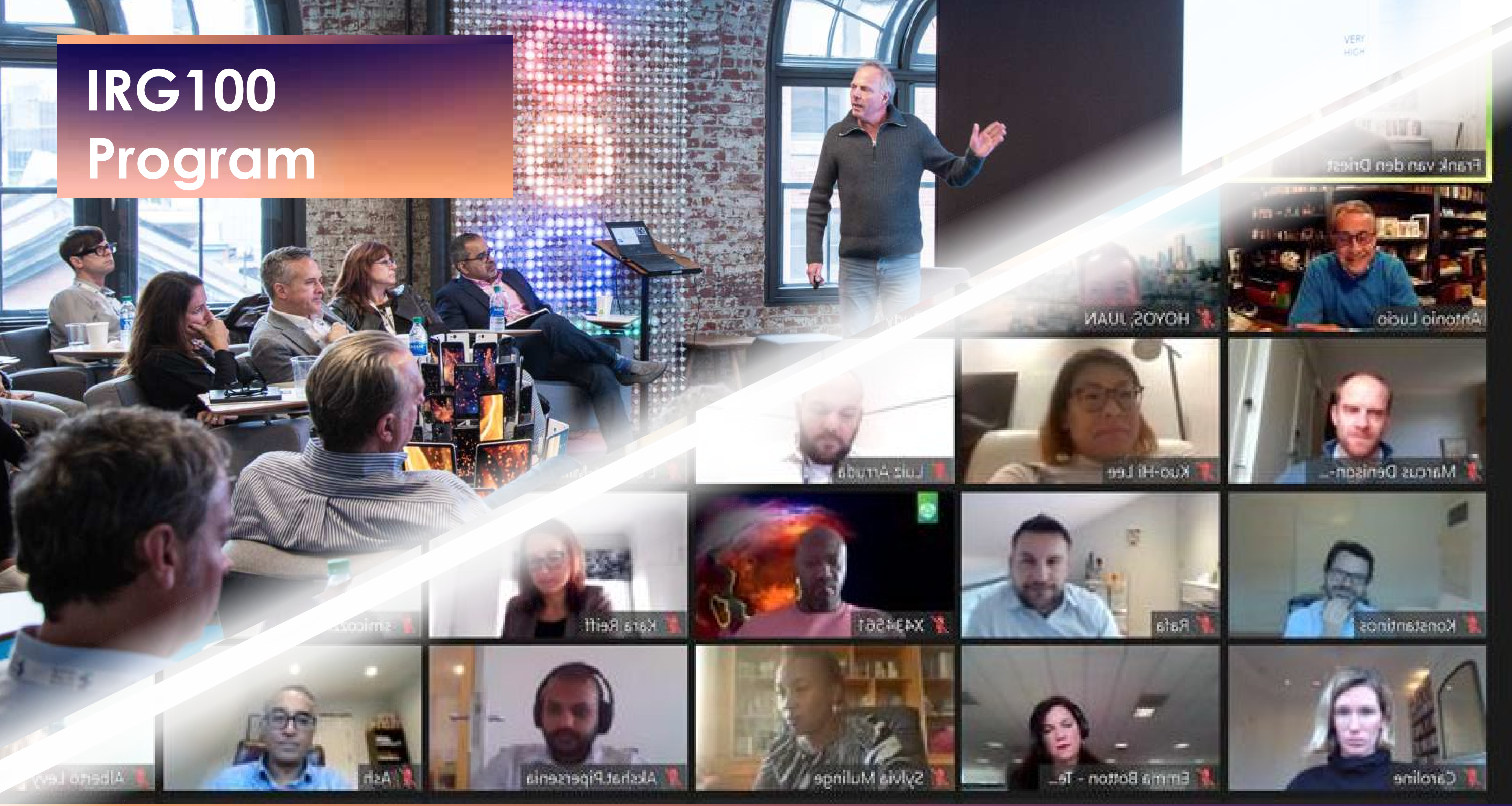
The IRG purpose

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

Other IRG Partners

Institute for Real Growth

IRG100 Program



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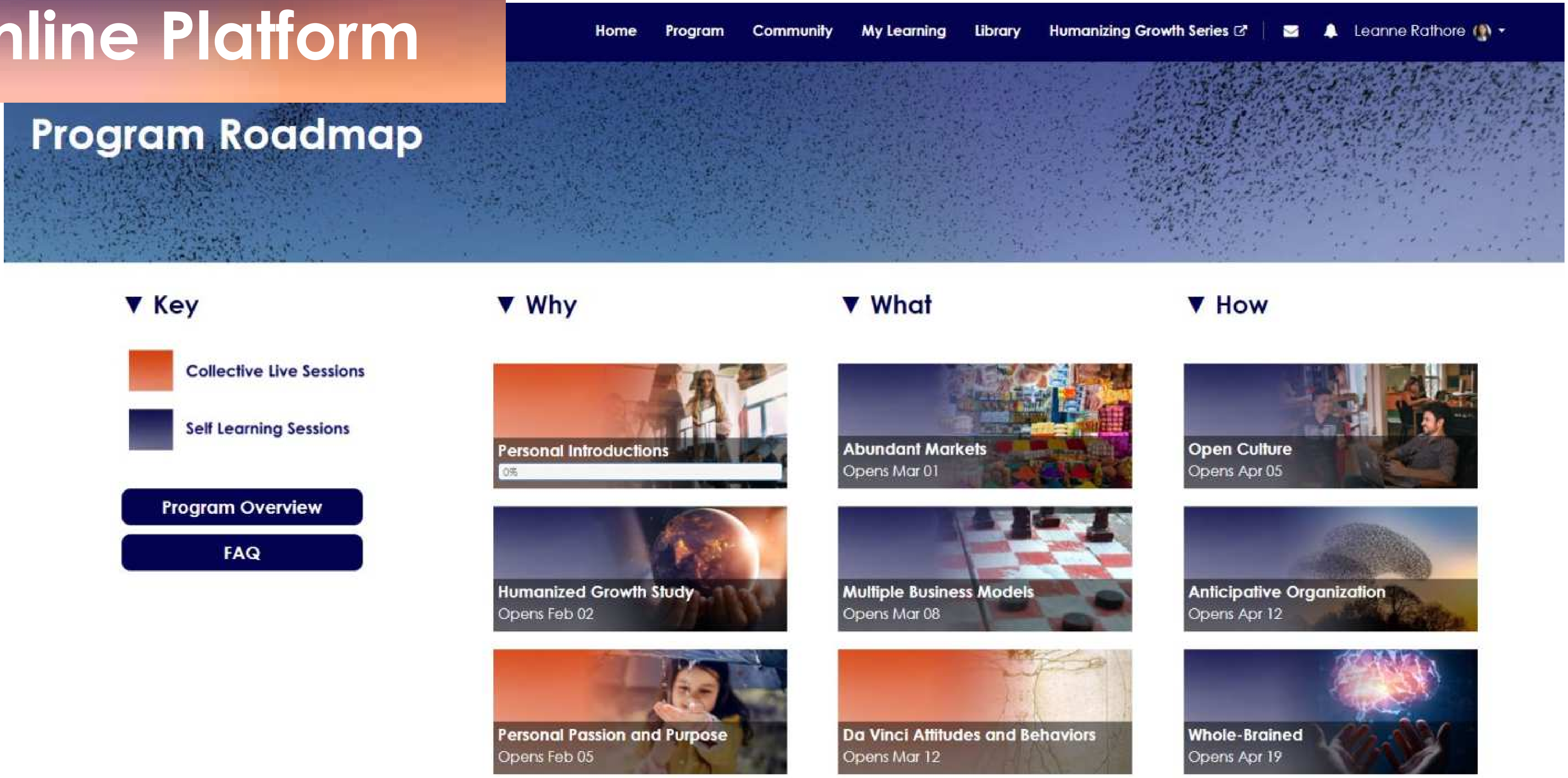
IRG1000
Online Platform



Humanized Growth Series

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)

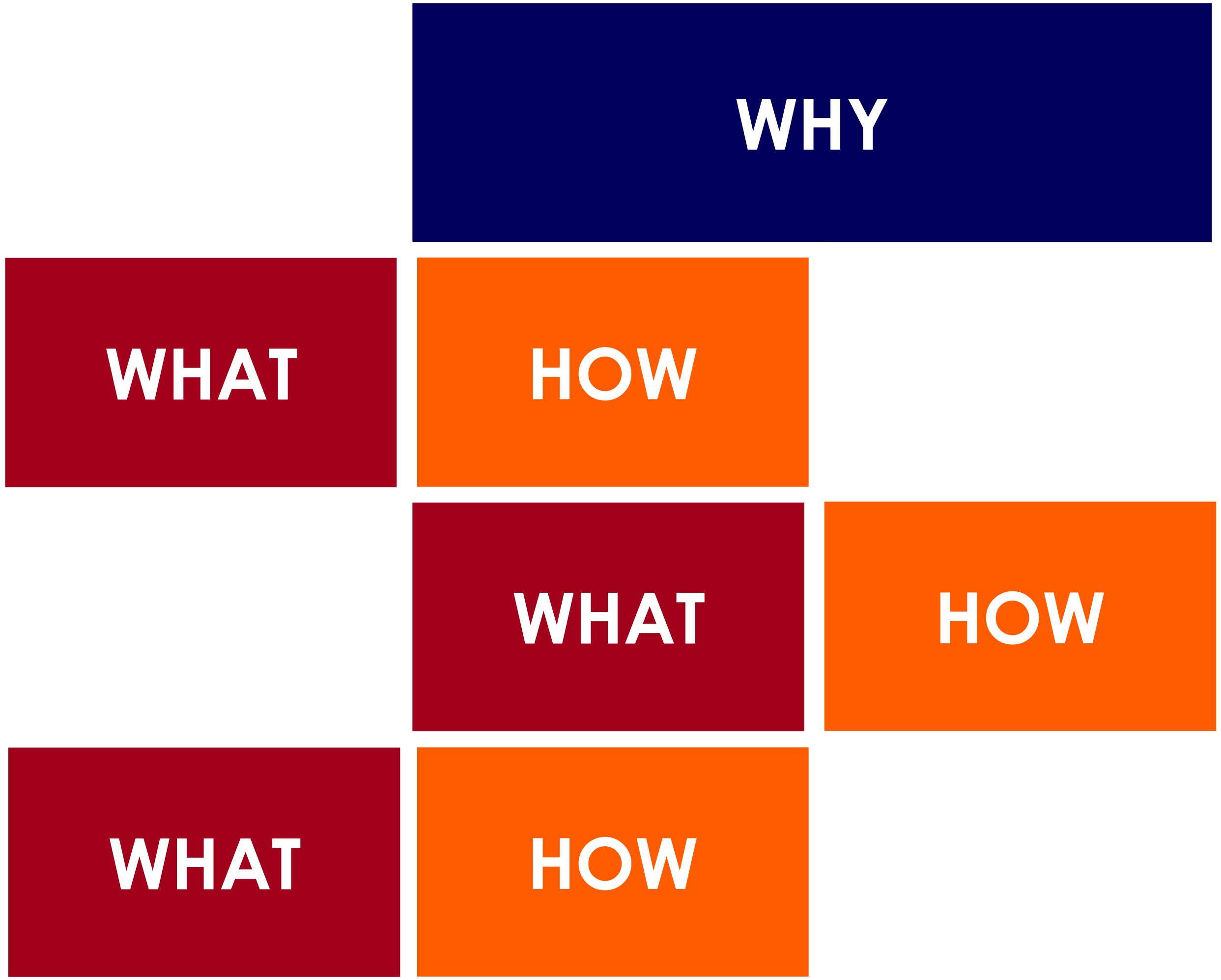
3M+ LinkedIn
members behavioral analysis

Analysis

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%	11%	3%
nielsen	amazon	KICKSTARTER.COM

Spotting and choosing the right wave

Assess and understand market developments

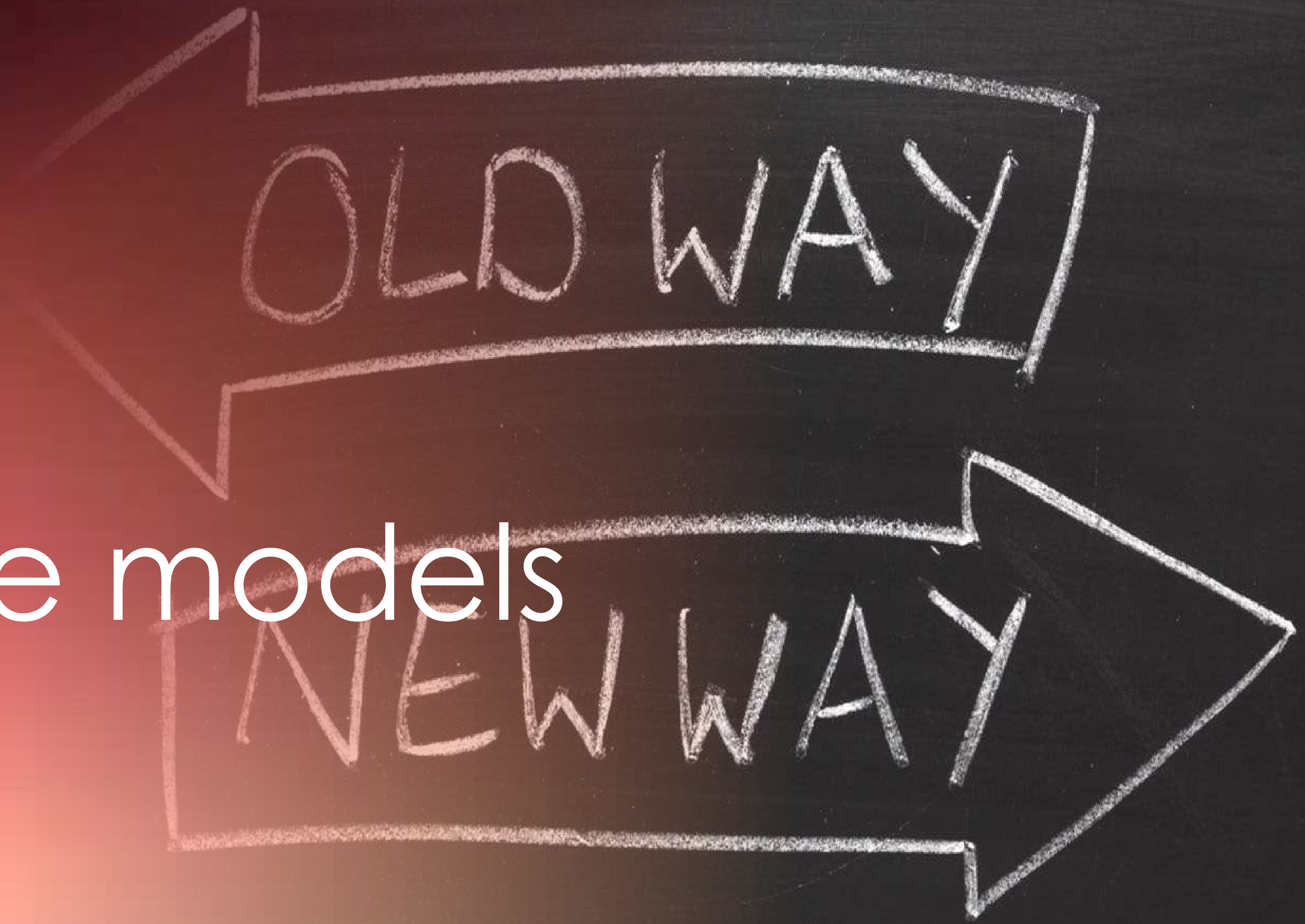
86%

36%

Mars: from Pet Food to Pet Care

2.

Multiple models



Overperformers play chess and checkers simultaneously

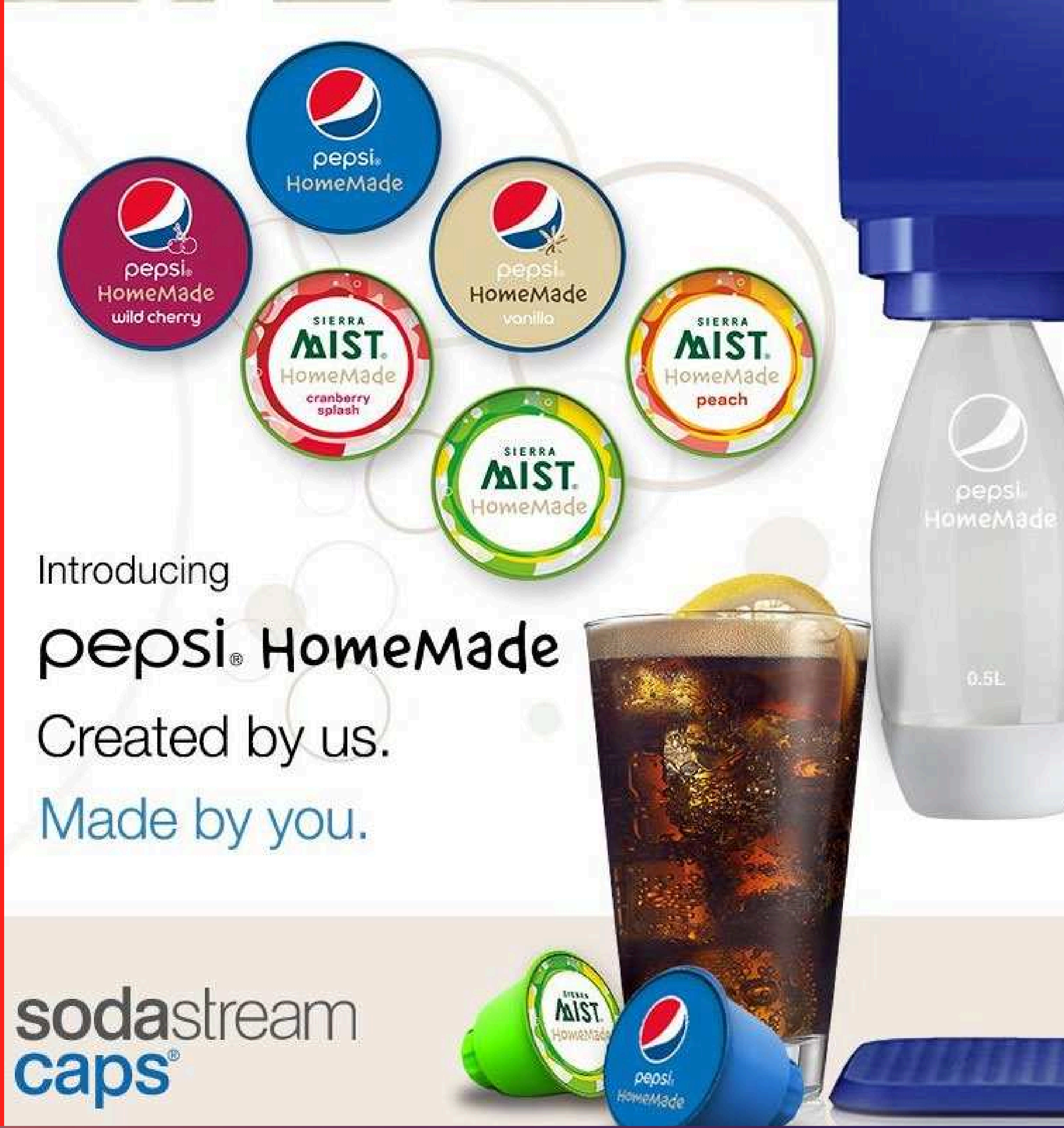
Willingness to accept new business models

71%

39%

From supermarket shelves to cafes & subscription models

Costa Coffee

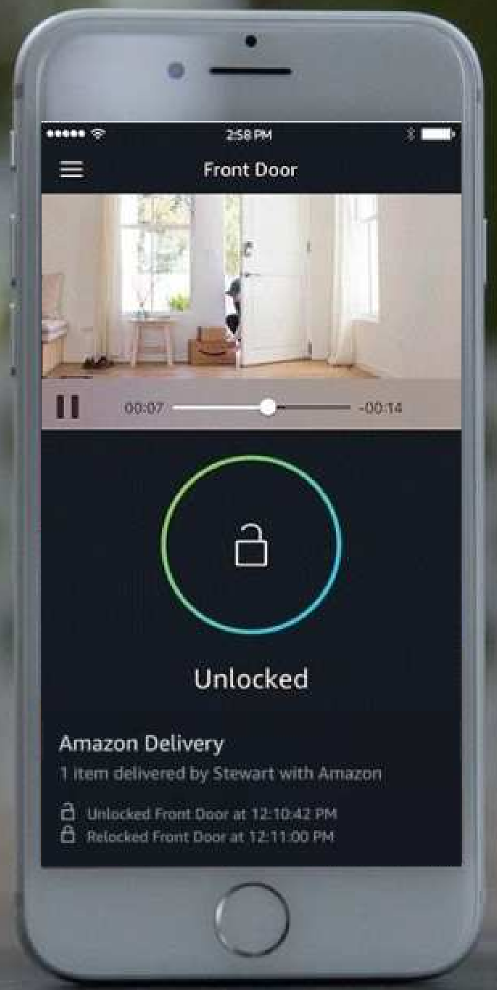


Institute for Real Growth

3.
Evolving experiences

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

Building an ecosystem with complementary partners

Uber | Spotify

External connectivity

67%

39%

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

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

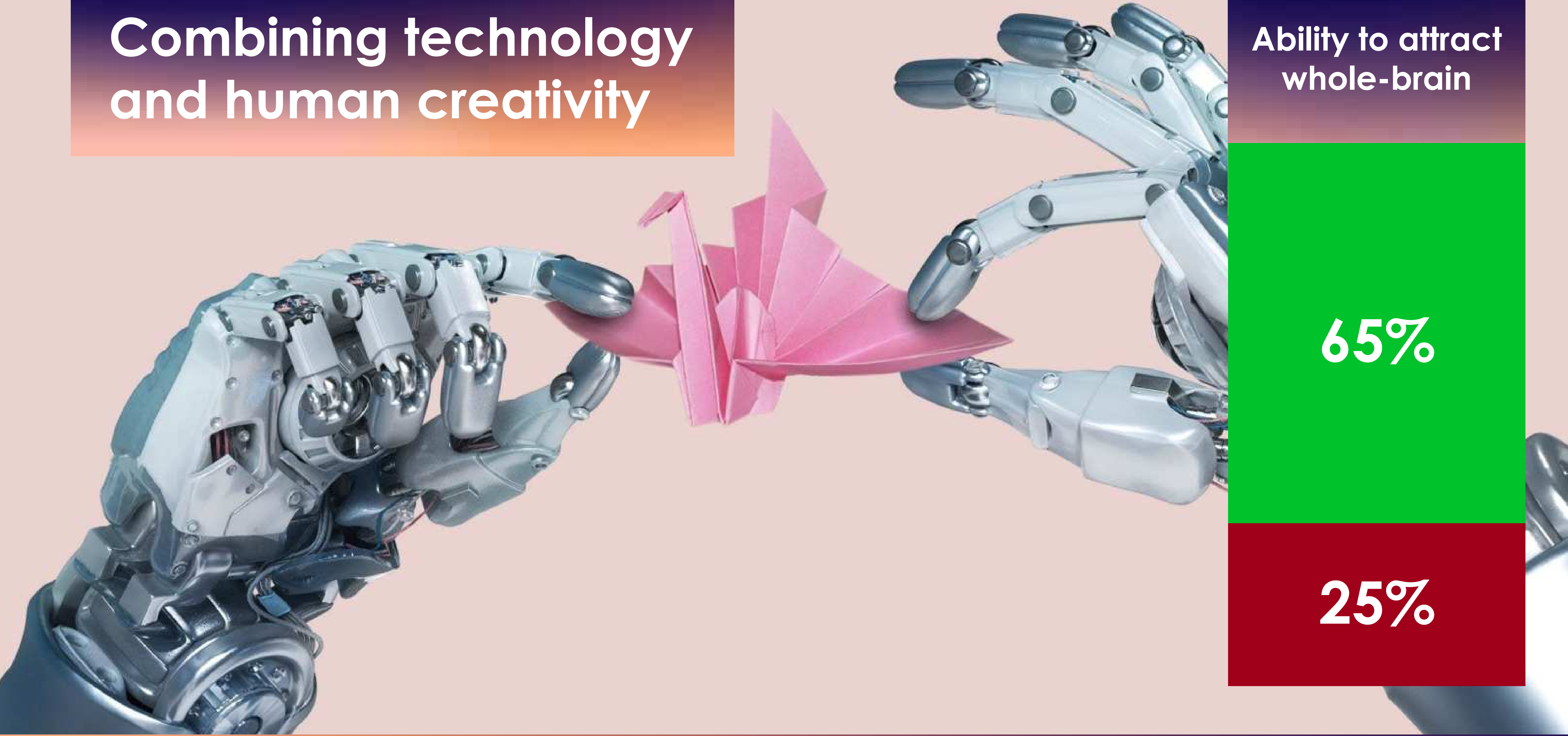
Marketing and sales collaboration

68%

37%

6.
Whole brained

Combining technology and human creativity



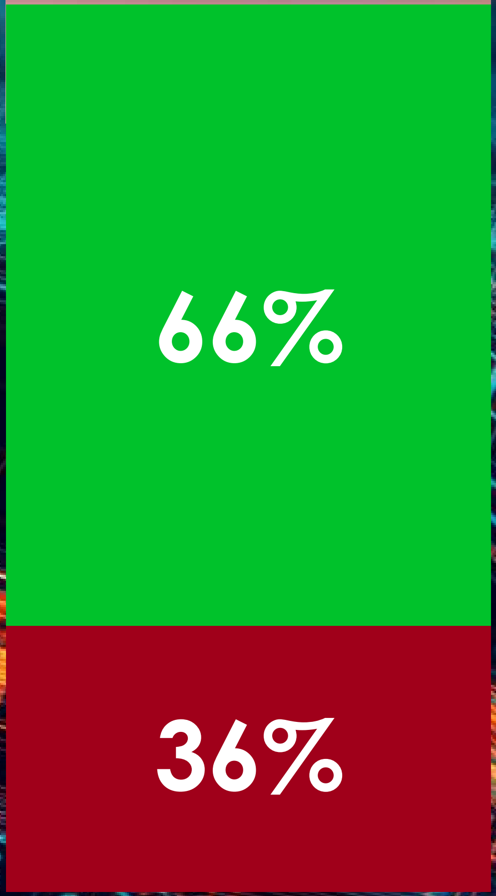
Ability to attract whole-brain

65%

25%

Starting with the data

Data and analytics at the core of strategic decision making



And developing creative solutions inspired by the data

Marketing creativity

59%

20%

LINEAR TV: 14%

NETFLIX: 30%

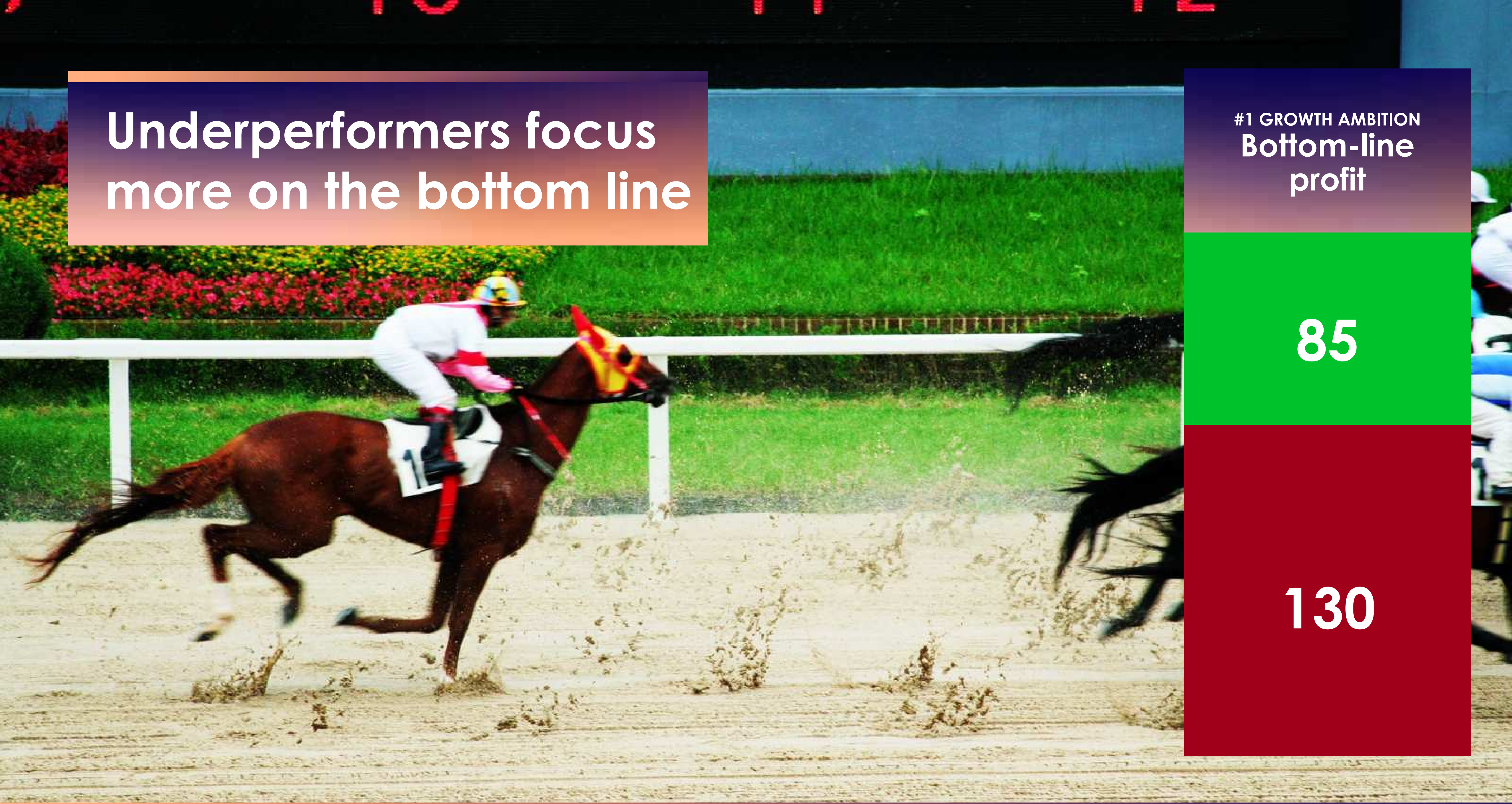
7. Humanized Growth

Everyone focuses on top-line growth

#1 GROWTH AMBITION
Top-line revenue

98

93



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

HUMANIZED GROWTH

EVOLVING EXPERIENCES

WHOLE-BRAINED

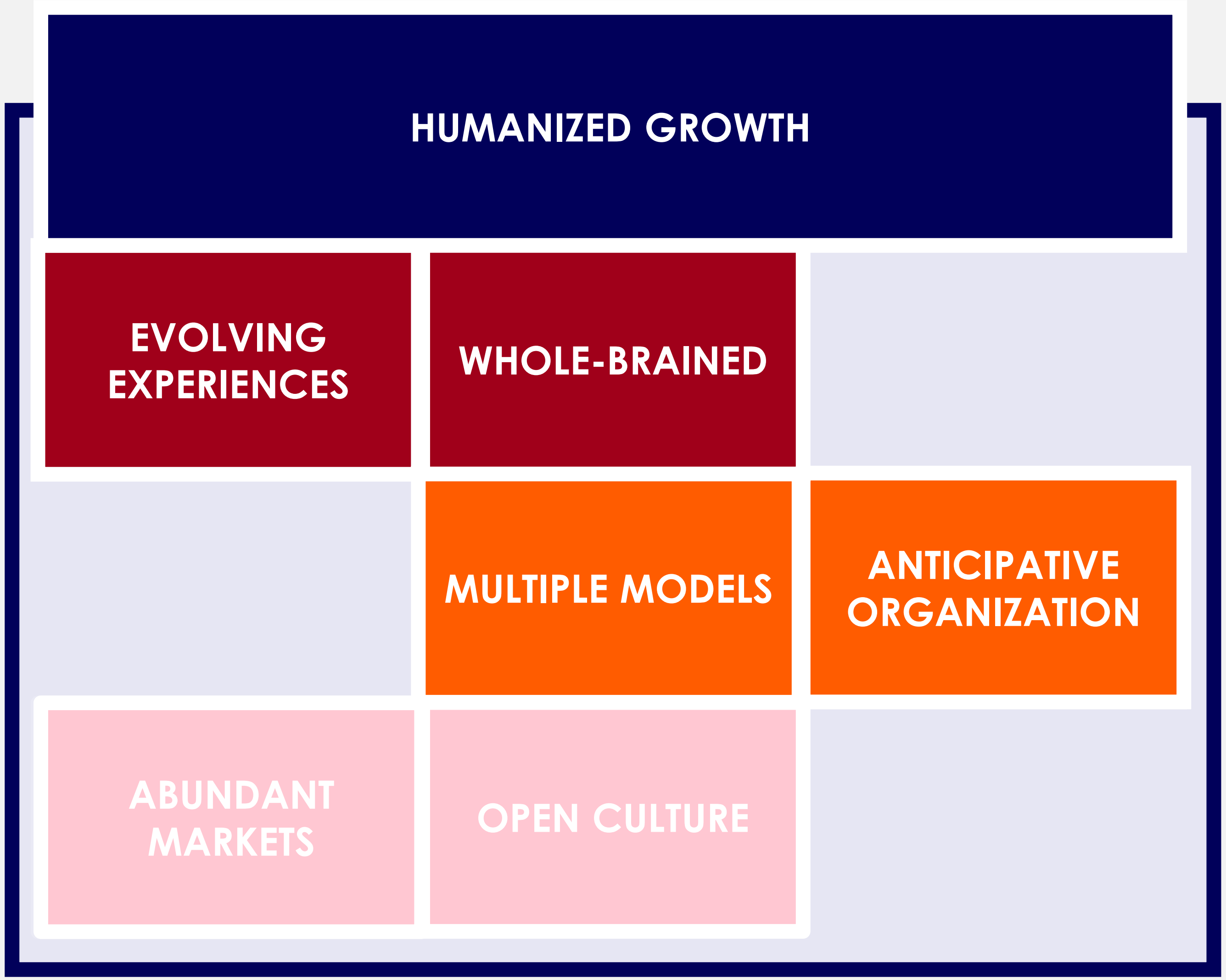
MULTIPLE MODELS

ANTICIPATIVE ORGANIZATION

ABUNDANT MARKETS

OPEN CULTURE

Emerging Future



Humanized Growth

Colleagues

Customers

Community

Capital Markets

Questions?

Exercise & Discussion

The 7 Building Blocks of Real Growth

HUMANIZED GROWTH

EVOLVING EXPERIENCES

WHOLE-BRAINED

MULTIPLE MODELS

ANTICIPATIVE ORGANIZATION

ABUNDANT MARKETS

OPEN CULTURE

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

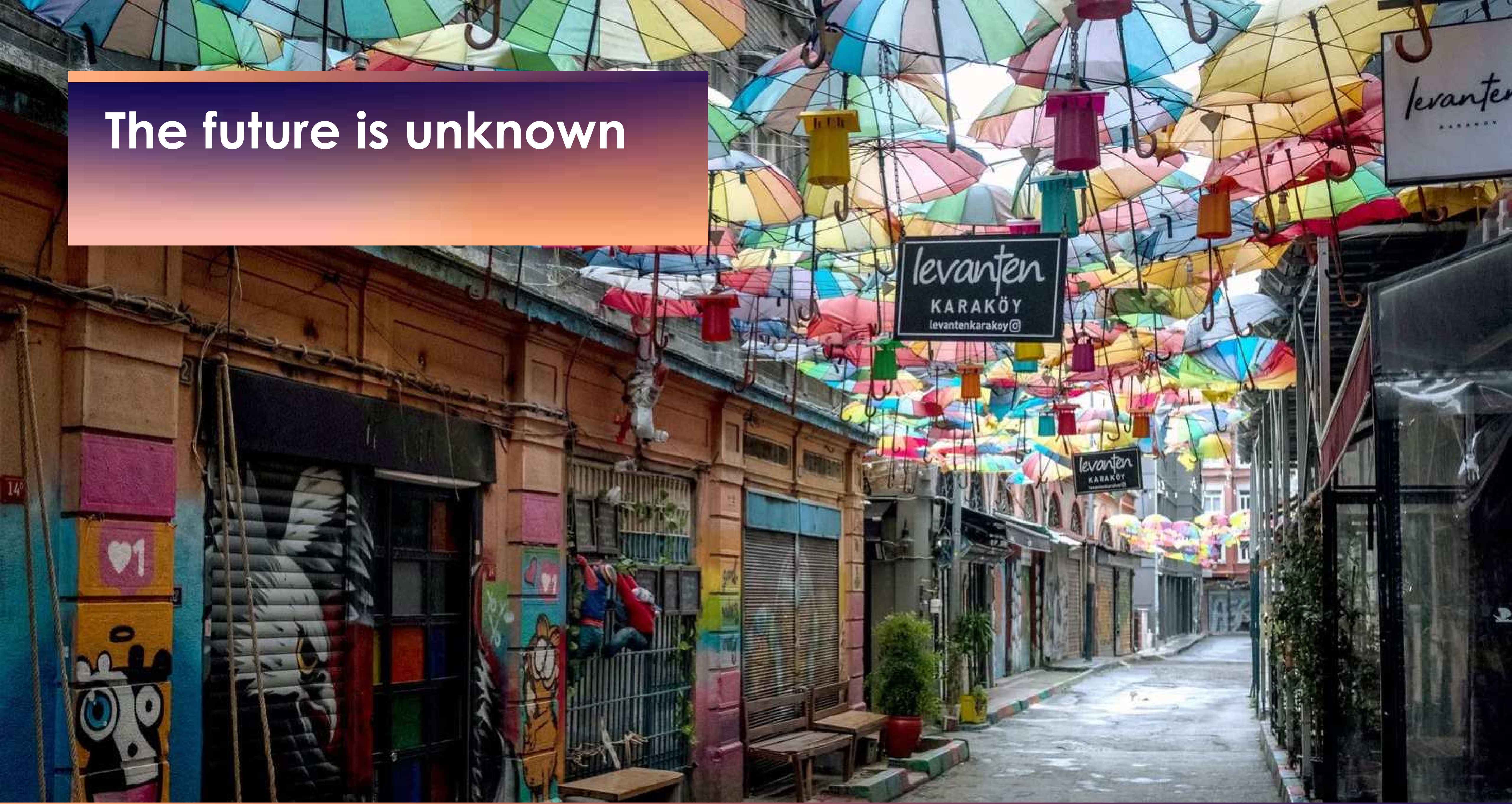
Colleagues

Customers

Community

Capital Markets

The future is unknown



Systems are being questioned

Pre-COVID

Customers

Capital Markets

Post-COVID

Colleagues

Community

Increase in Empathy

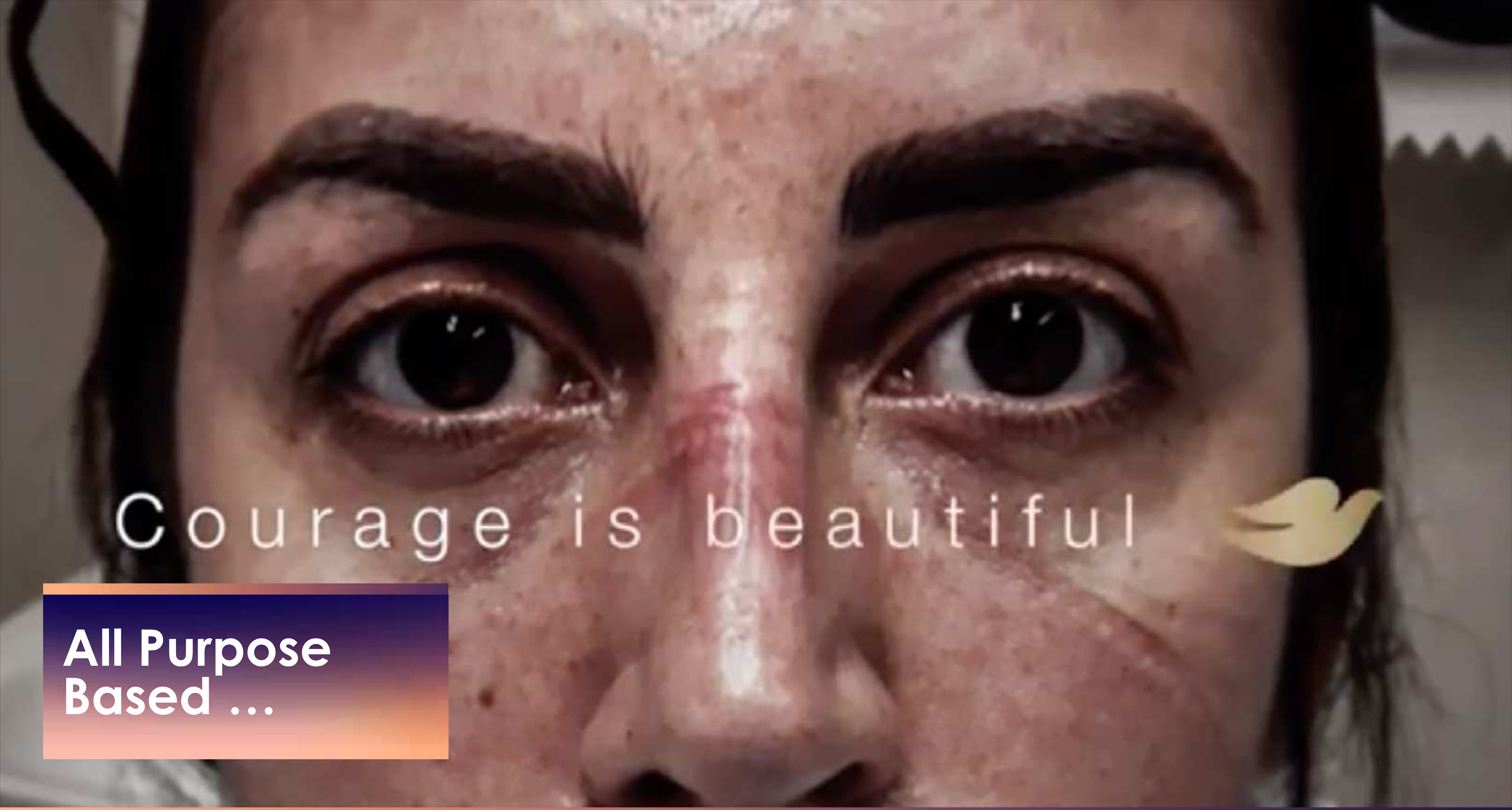

BBC

To family reality

IT'S IN ALL OUR HANDS TO MAKE A DIFFERENCE

From Seperately


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'



All Purpose Based ...

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.

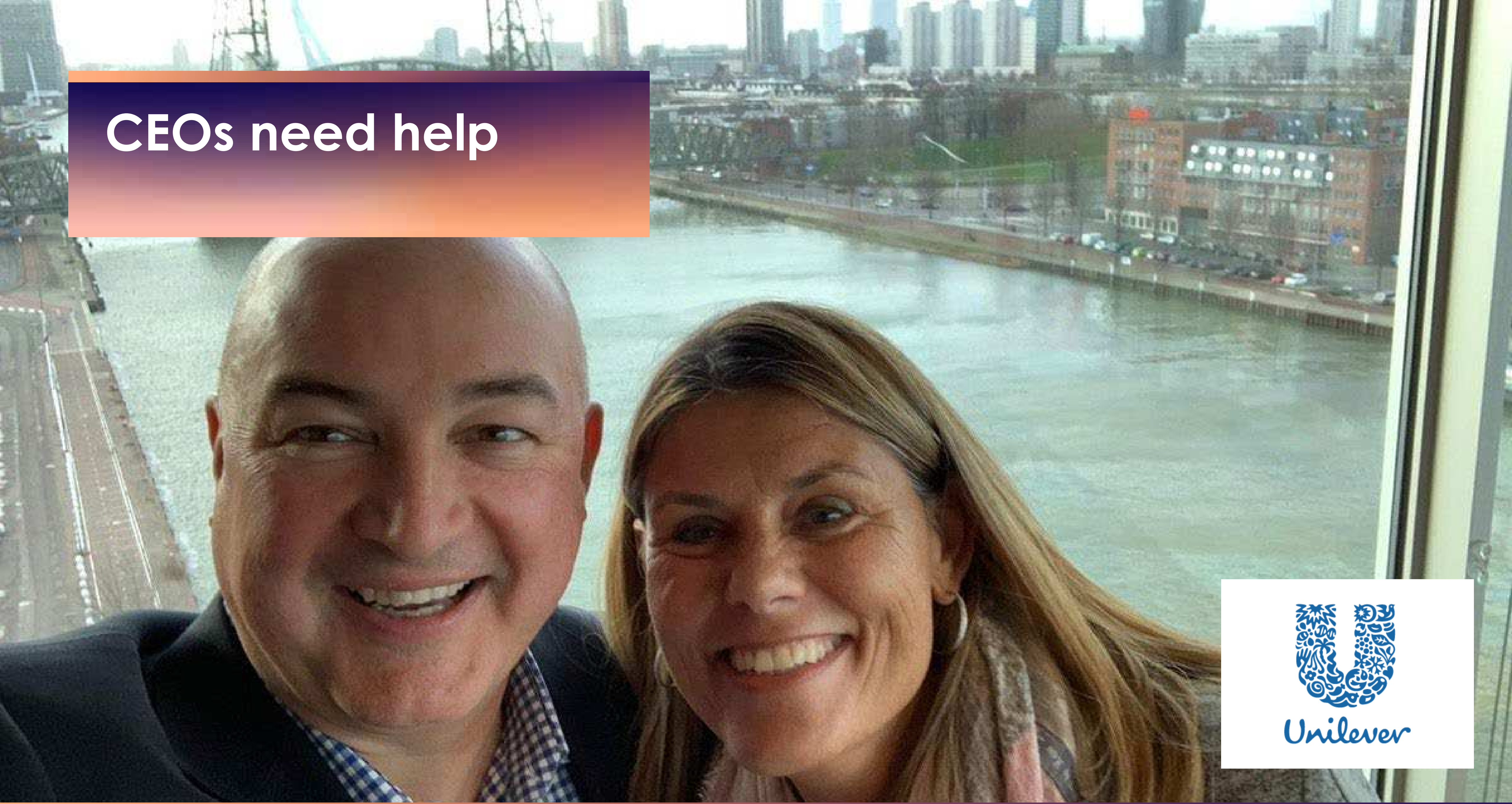
GENERATING LONG-TERM VALUE FOR SHAREHOLDERS, WHO PROVIDE THE CAPITAL THAT ALLOWS COMPANIES TO INVEST, GROW AND INNOVATE. We are committed to transparency and effective engagement with shareholders.

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

Marketing Opportunity

CEOs need help



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

When Growth is lacking …

Institute for Real Growth

The CMO is typically the first to go

SpencerStuart

Perceived over-focus on communication…

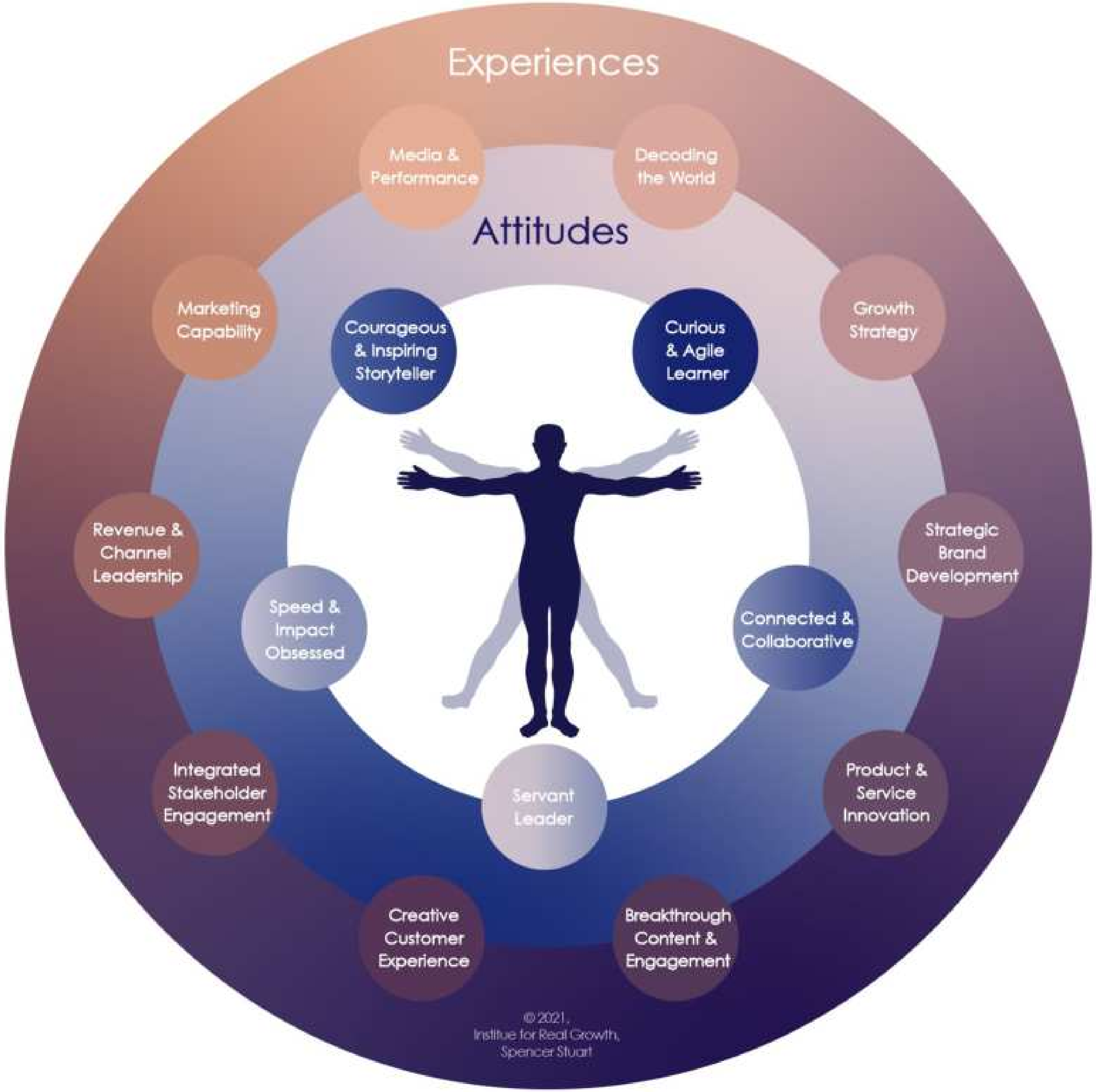
…and shiny, distracting digital toys

Insufficiently commercial

da Vinci Growth CMO

Institute for Real Growth

SpencerStuart



Da Vinci Growth Profile Publications

FAST COMPANY

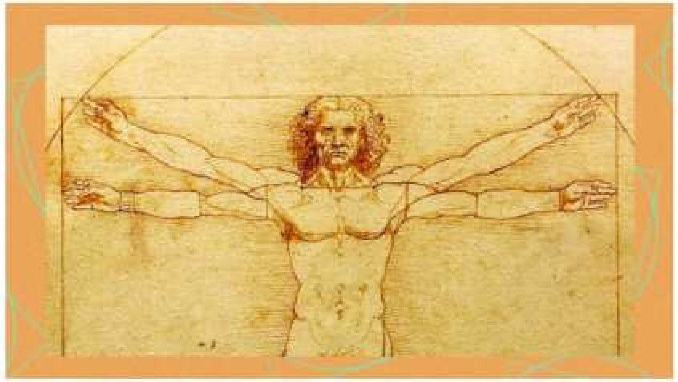
FOLLOW

COVID-19 CO.DESIGN TECH WORK LIFE NEWS IMPACT PODCASTS VIDEO RECOMMENDER SUBSCRIBE ▸ FASTCO WORKS ▸

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]

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

FEATURED VIDEO

Leadership lessons (so far)

SpencerStuart

Institute for Real Growth

Marketing, Sales & Communications Practice

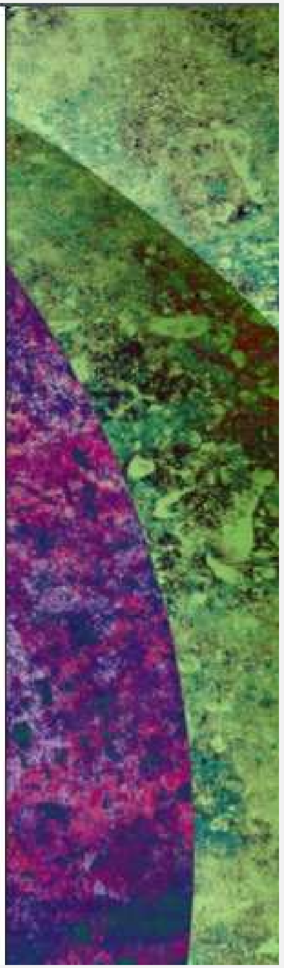
The da Vinci Growth CMO

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%

Increased CMO influence on growth

65%

11%

Update:
And the CMO is playing more important role

If not now, WHEN?

if not me, WHO?

Thank You

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Institute
for Real
Growth