

Sustainable Growth Marketing

May 27, 2022



Global CMO Growth Council: Decreasing Marketing Influence?

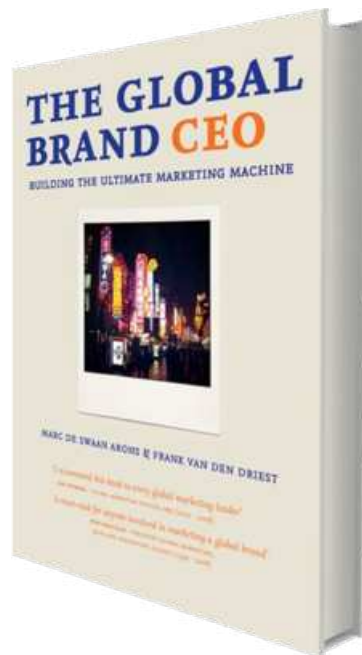
IRG Partnership



IRG Purpose

We help CMOs and other growth leaders
drive more humanized growth by connecting them
to peers, experts and best practices

Tested and Proven Methodology



The Growth Study – 2018 - 2022

750+ QUAL

3,500+ AI analysis
(growth publications)

5,000+ QUANT
(across markets and functions)

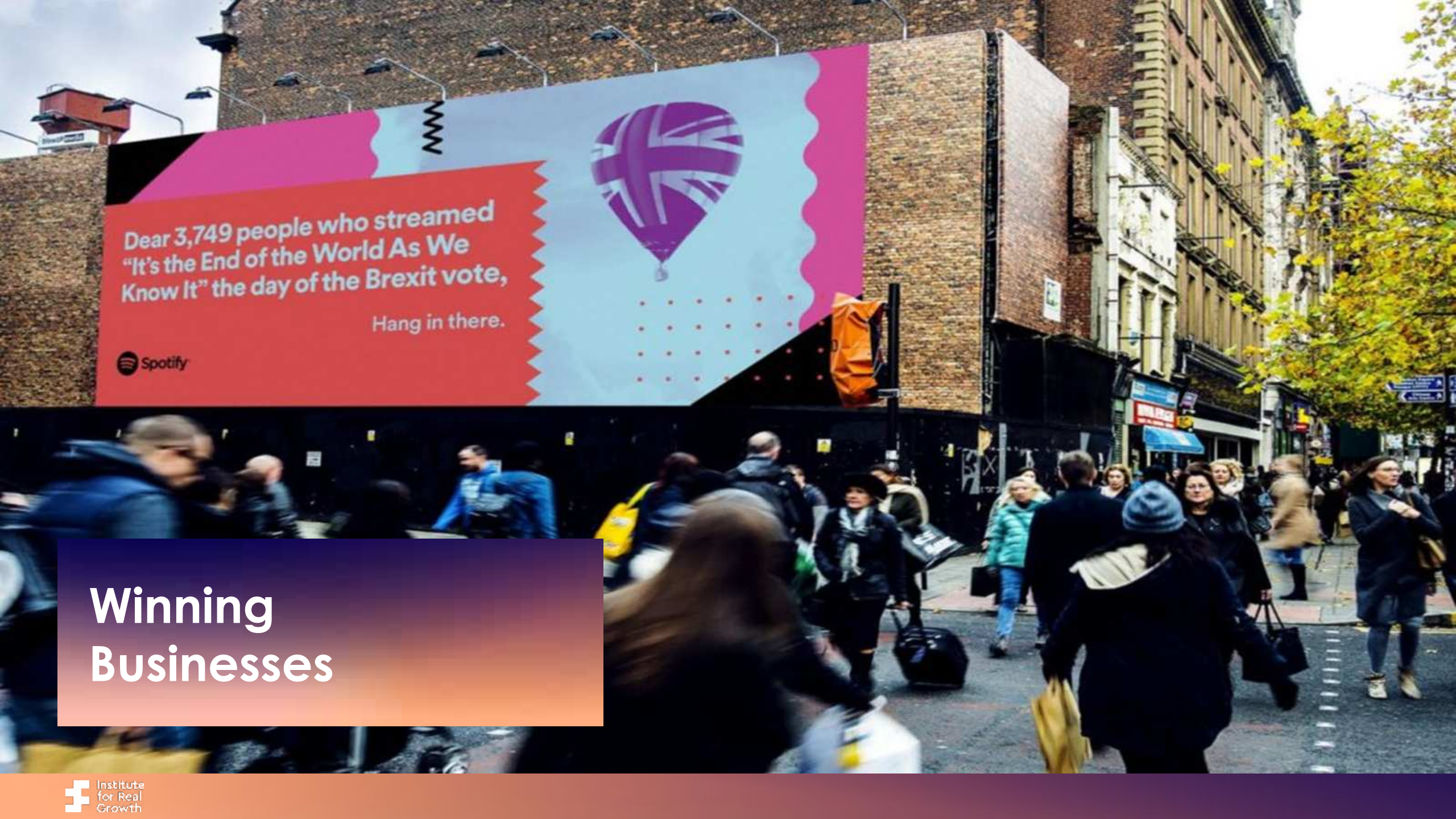
3M+ LinkedIn
members behavioral analysis



Analysis

**What does it
take to win**





Dear 3,749 people who streamed
"It's the End of the World As We
Know It" the day of the Brexit vote,

Hang in there.



Winning Businesses

7 Building Blocks of Sustainable Growth



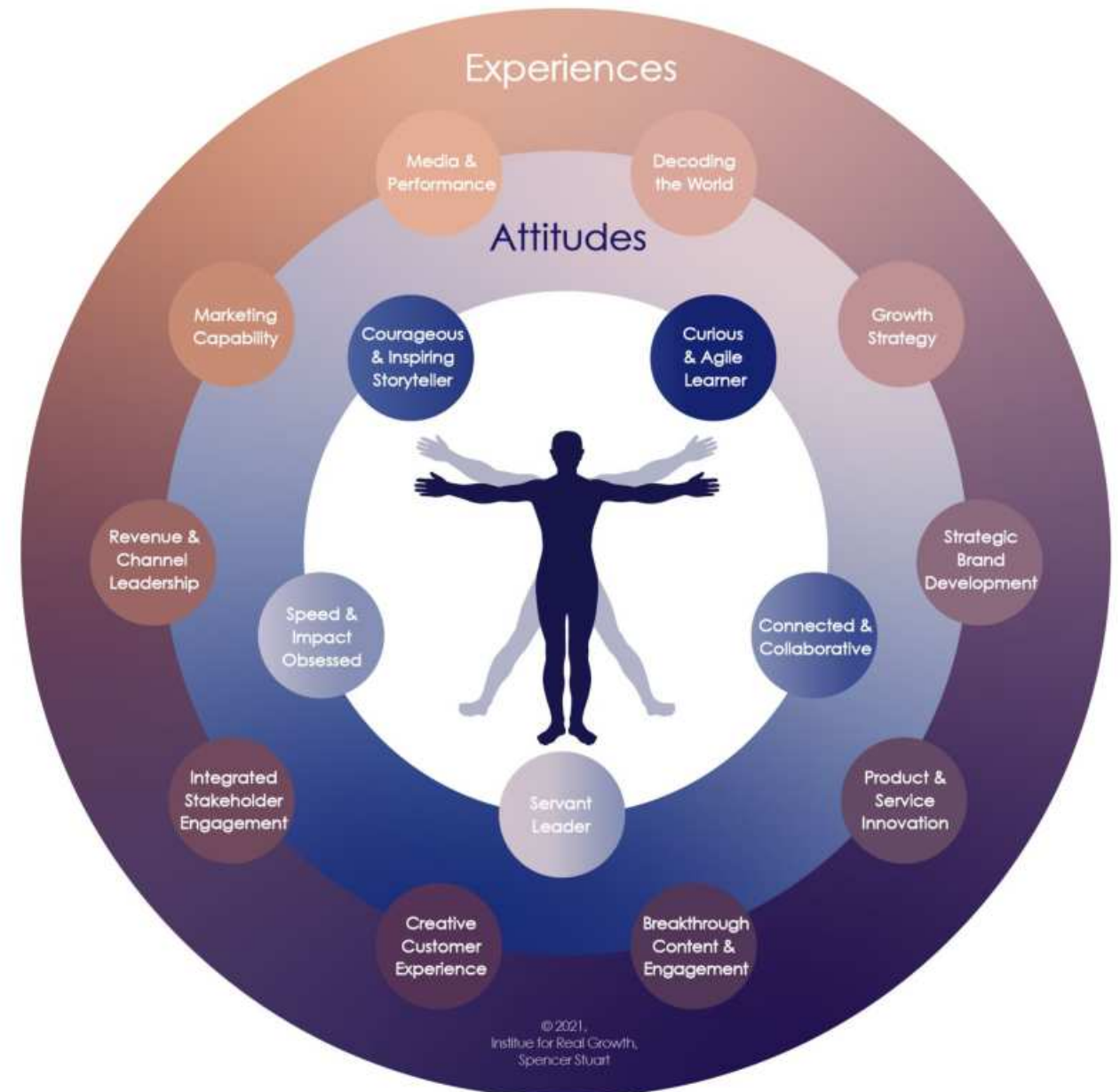
Winning Marketing Leaders

natura &co



da Vinci Growth CMO

SpencerStuart



Sustainable Growth?

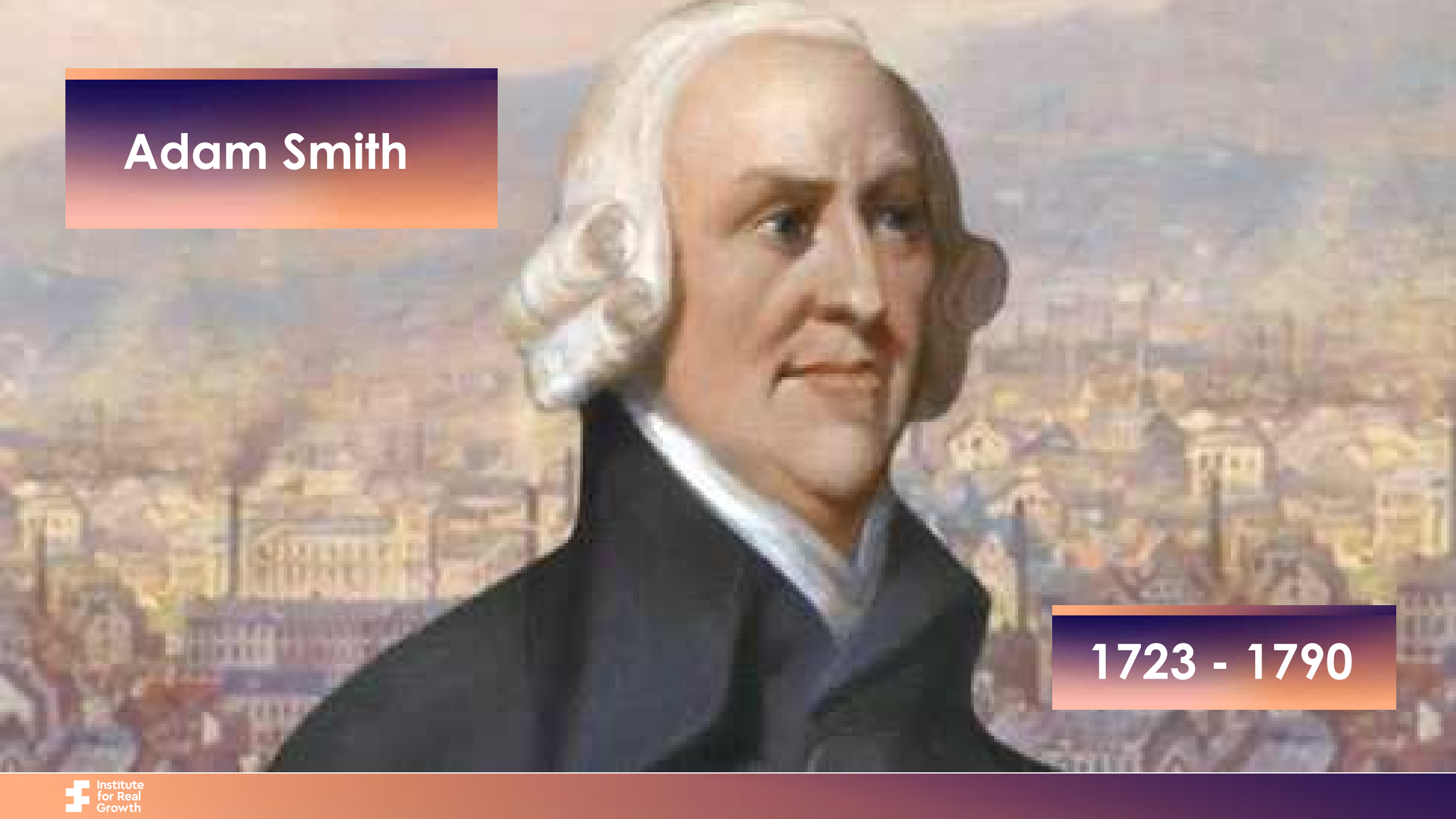
MENTAL HEALTH

The Importance of Taking a Step Back



Dr. Victoria Hurth



A portrait of Adam Smith, an older man with white hair, wearing a dark coat and a white cravat. He is looking slightly to the right. The background is a faded, historical map of Glasgow, Scotland, showing the city's layout and the River Clyde.

Adam Smith

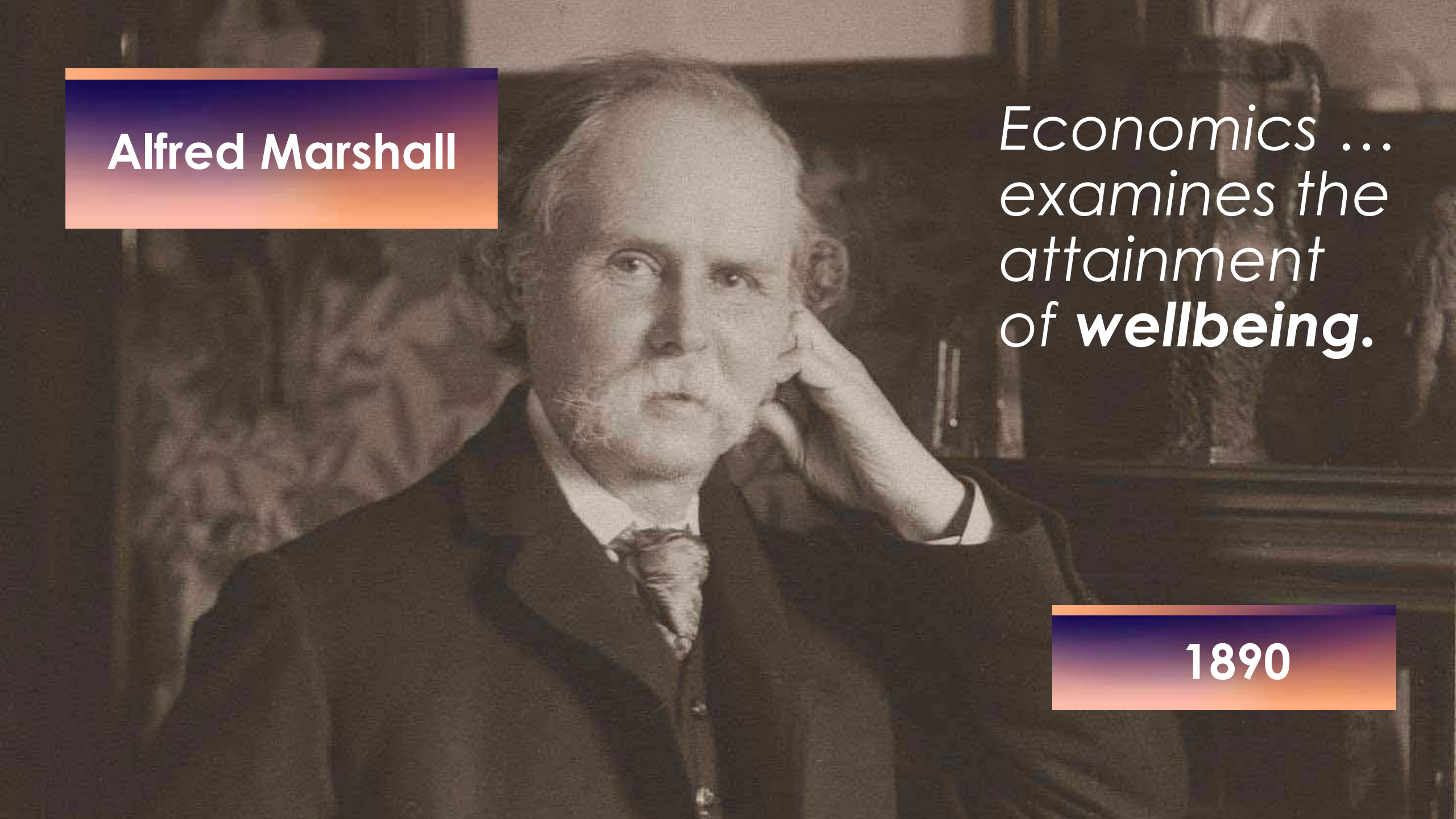
1723 - 1790

Nature and Causes
OF THE
WEALTH OF NATIONS.

By ADAM SMITH, LL. D. and F. R. S.

Formerly Professor of Moral Philosophy in the University of

1776

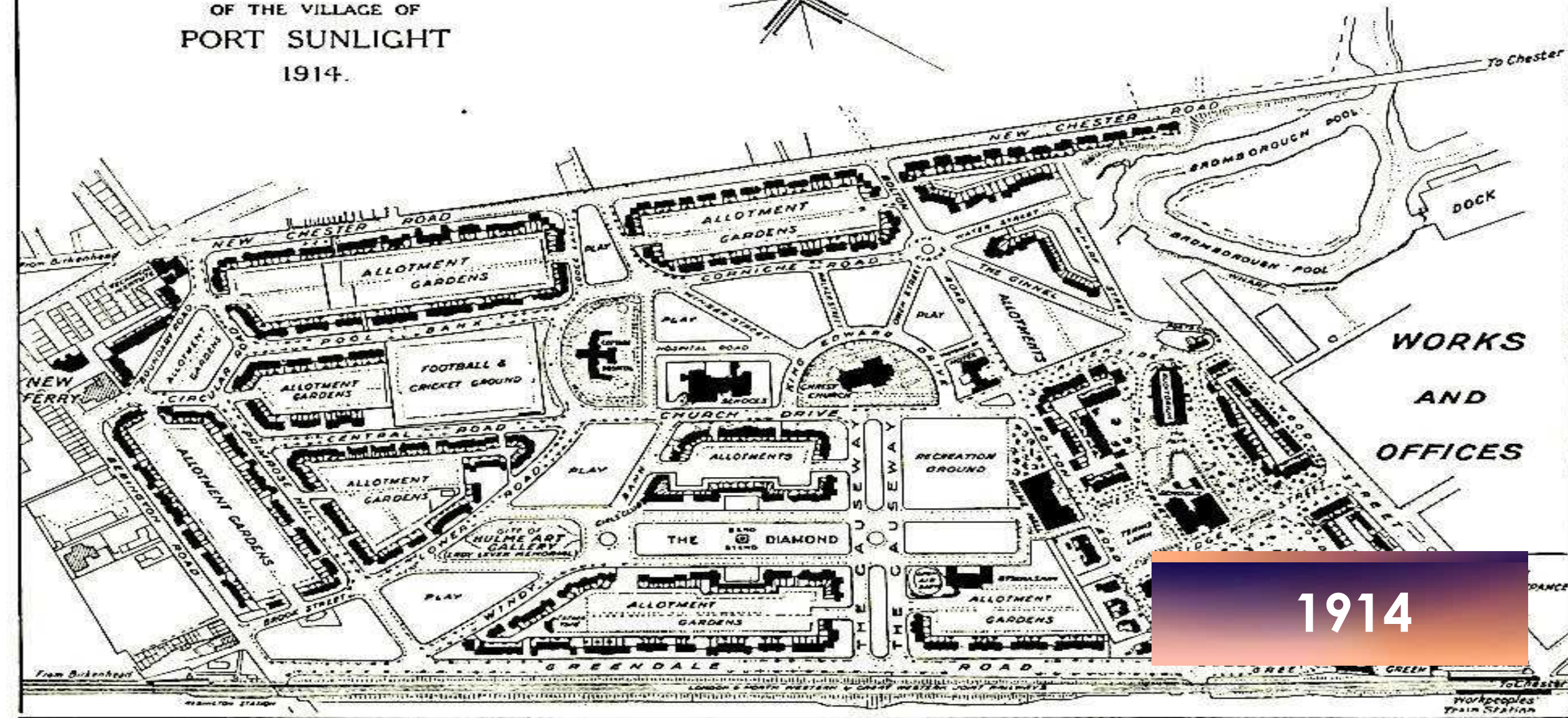
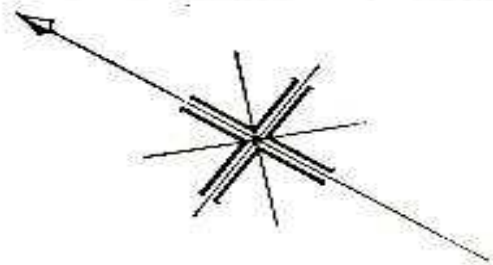
A sepia-toned portrait of Alfred Marshall, an elderly man with white hair, wearing a dark suit and a patterned tie. He is resting his chin on his right hand. The background is dark and indistinct.

Alfred Marshall

*Economics ...
examines the
attainment
of **wellbeing**.*

1890

PLAN
OF THE VILLAGE OF
PORT SUNLIGHT
1914.



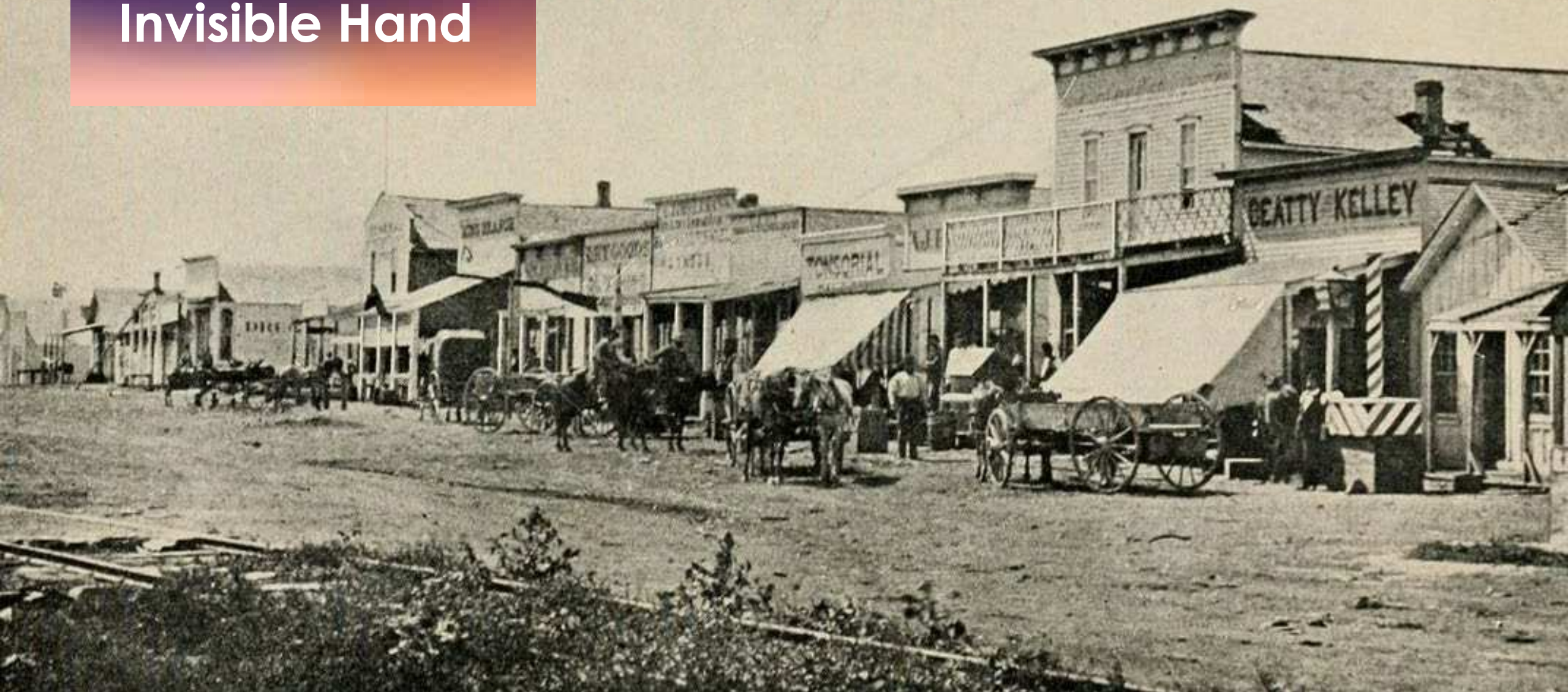
1914



Hershey Industrial School,
1912

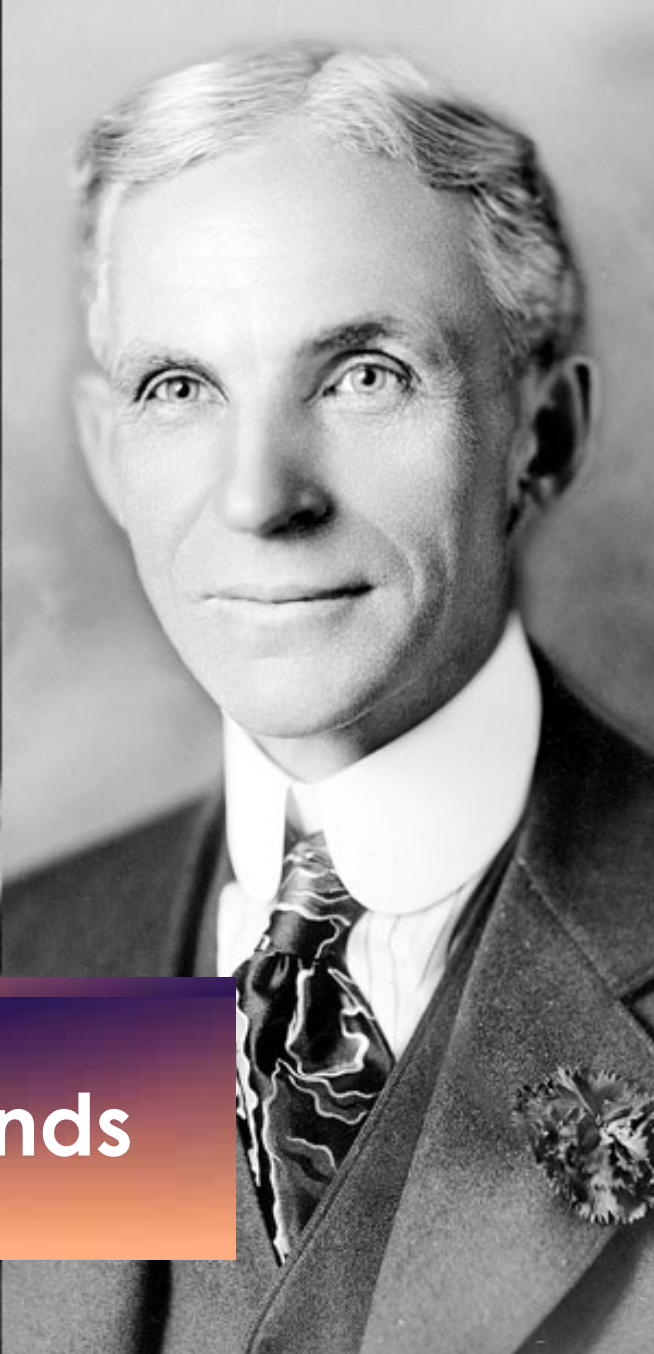
1912

Invisible Hand

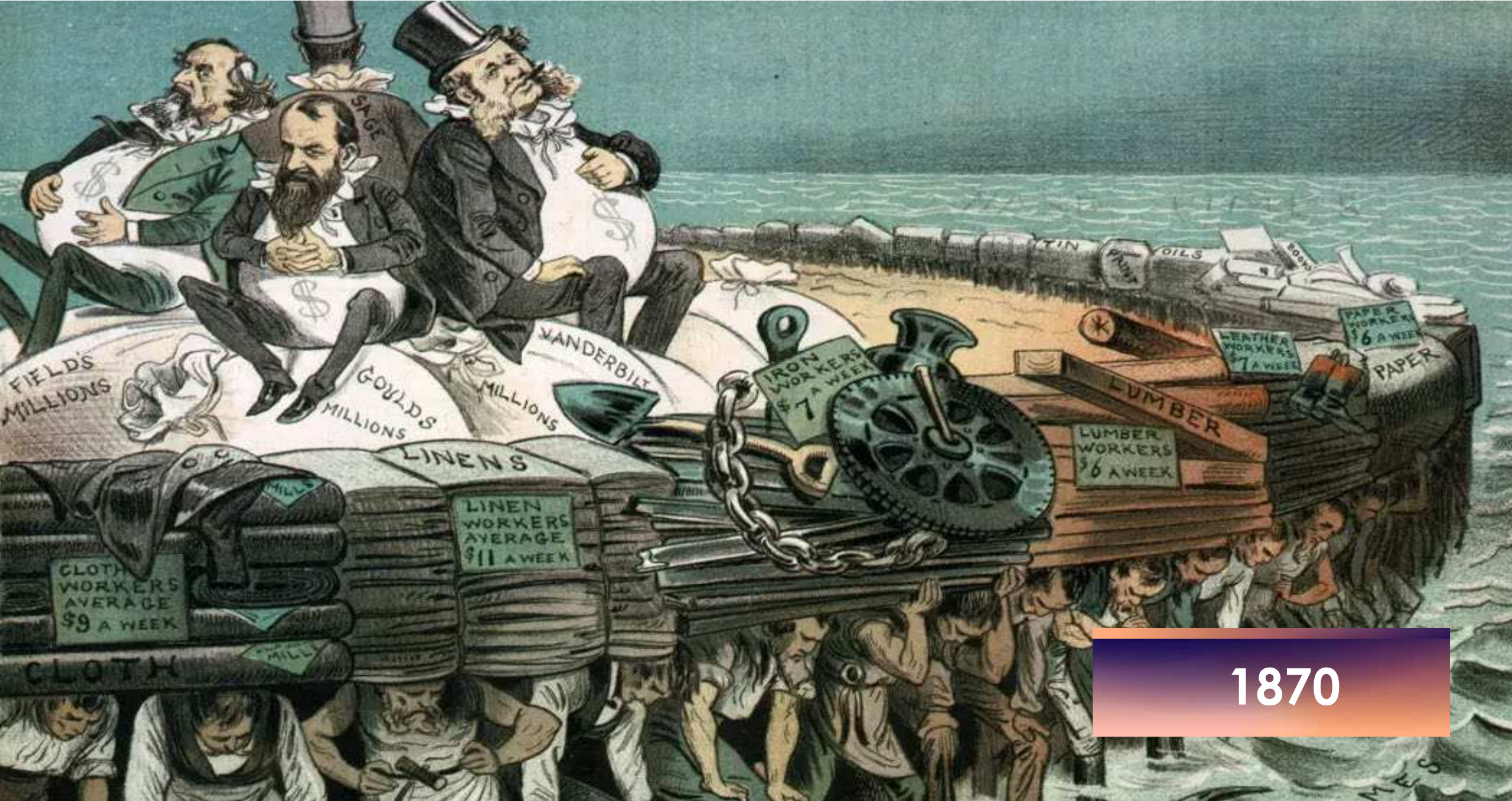


Invisible Hand ?





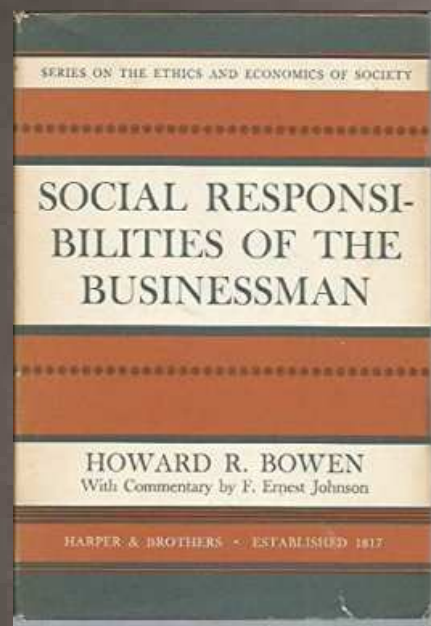
Visible Hands



1870

That invisible hand of Adam Smith
seems to offer an extended middle
finger to an awful lot of people.

— *George Carlin* —



1953

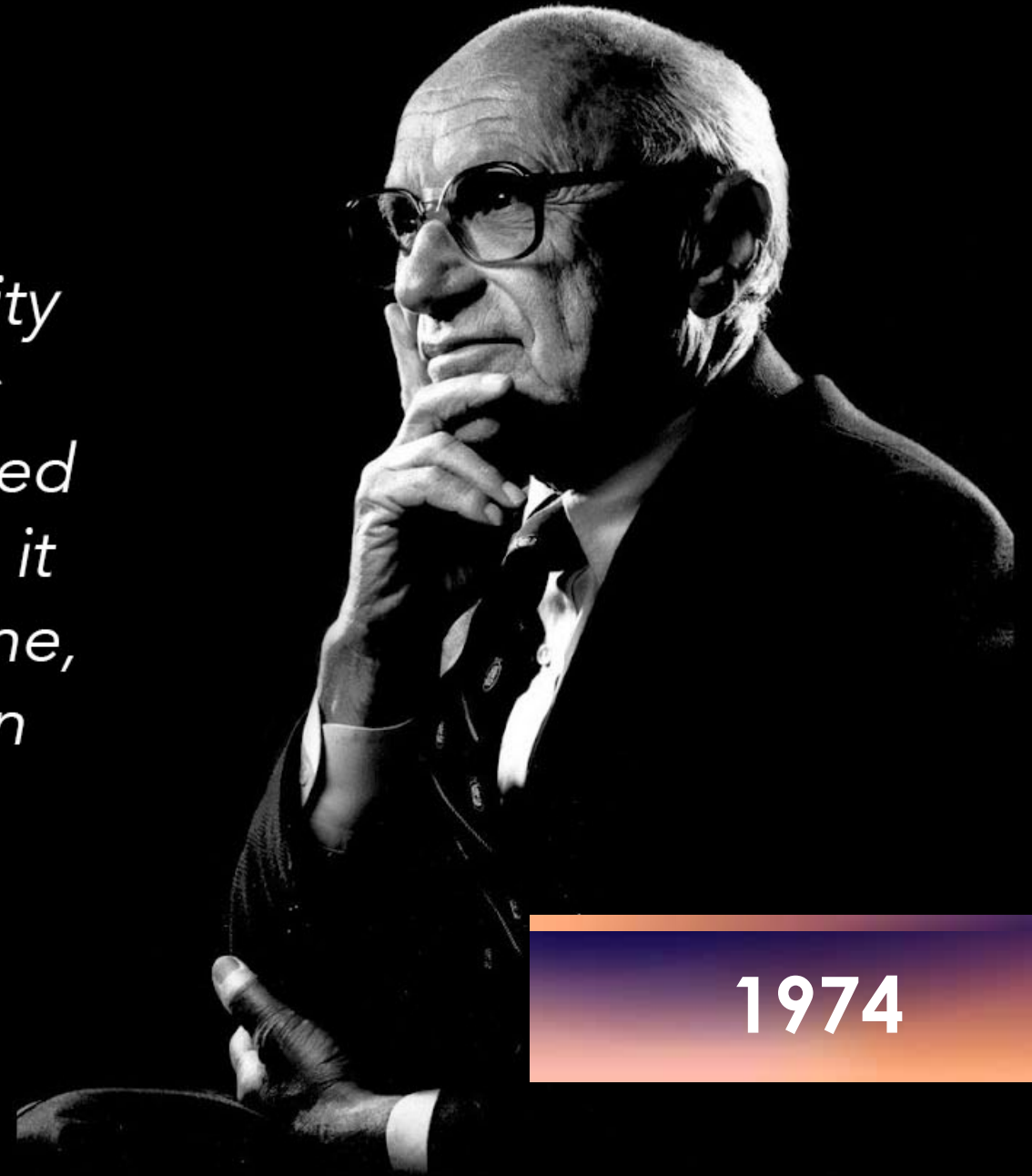


1960 - 1970



Institute
for Real
Growth

Milton Friedman: *"there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud."*



1974

Consumer Influencer



Citizen Influencer



Shareholder Primacy Impact

***“Individual
Ambition serves
the common
good”***



Myopic Self-interest





**No Lobbyists
Beyond
This Point**



The Absurdity of GDP as metric



The Absurdity of GDP



The Absurdity of GDP



'License to Grow' being challenged

Push Back



1987



UNITED NATIONS CONFERENCE ON ENVIRONMENT AND DEVELOPMENT

Rio de Janeiro 3–14 June 1992



1992



2008

Creating Shared Value

Michael Porter

HBR

2011



Rio de Janeiro, Brazil
20 - 22 June 2012

2012



2015

The net zero economy is arriving

Larry Fink's annual letter to CEOs

BlackRock



2018

“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

Conscious Capitalism

CREATIVE

CONSCIOUS

COMPASSIONATE

INCLUSIVE

SUSTAINABLE

CAPITALISM

THE BODY SHOP



Why Patagonia is Fighting for Public Lands

A man and a child are standing on the edge of a rocky cliff, holding hands and looking out over a vast, winding canyon. The man is wearing a dark blue puffer jacket and the child is wearing a green jacket. The canyon below is filled with winding paths and small pools of water, creating a dramatic and scenic landscape.

patagonia

Dove



We see beauty
all around us.





THE UNILEVER SUSTAINABLE LIVING PLAN

IMPROVING HEALTH AND WELL-BEING

By 2020 we will help more than a billion people take action to improve their health and well-being.



HEALTH AND HYGIENE

By 2020 we will help more than a billion people to improve their hygiene habits and we will bring safe drinking water to 300 million people. This will help reduce the incidence of life-threatening diseases like diarrhoea.



NUTRITION

We will continuously work to improve the taste and nutritional quality of all our products. By 2020 we will make the proportion of our portfolio that meets the highest nutritional standards, based on globally recognised dietary guidelines, 10-fold. This will help billions of people to achieve a healthier diet.



GREENHOUSE GASES

Halve the greenhouse gas impact of our products across the lifecycle by 2020.*



WATER

Halve the water associated with the consumer use of our products by 2020.*



WASTE

Halve the waste associated with the disposal of our products by 2020.*



SUSTAINABLE SOURCING

By 2020 we will source 100% of our agricultural raw materials sustainably.



BETTER LIVELIHOODS

By 2020 we will engage with at least 100,000 smallholder farmers and 25,000 small-scale distributors in our supply network.



REDUCING ENVIRONMENTAL IMPACT

By 2020 our goal is to halve the environmental footprint of the making and use of our products as we grow our business.*

ENHANCING LIVELIHOODS

By 2020 we will enhance the livelihoods of hundreds of thousands of people as we grow our business.

INDIA HIGHLIGHTS 2011



30 million people reached with Lifebuoy soap handwashing programmes in 2010-11



30 million people have gained access to safe drinking water by using Pureit in-home water purifier, since 2005

Around 60% of our major food and beverage brands — Brooke Bond, Bira, Knorr, Kissan and Kwality Wall's — comply with the "Healthy Choice" guidelines*

Reduced CO₂ emissions by 14.7% in 2011



INTRODUCTION

Accelerating growth sustainably

We are living in a world in which the temperatures are rising, water is scarce, energy is expensive, sanitation is poor, the gap between the rich and poor is increasing, and food supplies are volatile and uncertain. At the same time, millions of people are coming out of poverty, getting better access to health and hygiene, and improving their standard of living. The demand for resources is increasing significantly as population and consumption rates grow. The challenge is to accelerate the positive social impact in a manner that is environmentally and economically sustainable. We need to adopt new models of growth which can act as a catalyst in the fast changing world we are living in.



Unilever Sustainable Living Plan

For us, sustainability has always been integral to our way of doing business. In November 2010, Unilever launched the Sustainable Living Plan, which puts sustainability at the heart of our business strategy. The central objective of the Unilever Sustainable Living Plan is to decouple our growth from our environmental footprint, while at the same time increasing our positive social impacts. The Plan will result in three significant outcomes by 2020:

- Help more than a billion people improve their health and well-being
- Halve the environmental footprint of our products
- Source 100% of our agricultural raw materials sustainably

Underpinning these three broad goals are around 60 time-bound targets spanning our social, economic, and environmental performance across the value chain — from the sourcing of raw materials all the way through to the use of our products in the home.

Progress in India

The Unilever Sustainable Living Plan represents a long-term goal, but progress in 2010-11 has already been encouraging. By the end of 2011, for example, almost two-thirds of the palm oil used in our products globally was being purchased from certified sources. In India, 60% of tomatoes are sourced sustainably.

Our Pureit in-home water purifier delivers safe water, without requiring running water or electricity, and at a low cost, to over 30 million people in India. In 2010-11, Lifebuoy's hygiene programme reached more than 30 million people in India, spreading hygiene awareness and encouraging behaviour change.

We have taken steps to ensure that our food brands have a better nutritional profile. Around 60% of our major food and beverage brands — Brooke Bond, Bira, Knorr, Kissan and Kwality Wall's — comply with the "Healthy Choice" guidelines as on date.

In 2011, we have reduced CO₂ emissions by 14.7%, water use by 21.3%, and waste by 52.8% in our factories in India. We improved CO₂ efficiency in transportation by 17.8% despite significant increase in volumes. By 2011, our ice cream business has deployed over 23,775 environment-friendly HC-based freezers in its fleet.

*See terms of production on 2011 business

We have extended the Shakti initiative by adding 30,000 Shakti women (brothers or husbands) of existing Shakti entrepreneurs who have enrolled for our programme, to sell our products by visiting the surrounding villages on bicycles.

Even though we are making changes across the length and breadth of our business, much remains to be done. We have to develop products and processes that enable growth in a resource-stressed world, and encourage behaviour and habits that help people live sustainably. While we have an ambitious and challenging agenda, we certainly don't have all the answers. What we do know, is that it requires all of us to work together for achieving a sustainable future.

At Hindustan Unilever, we are making sustainable growth a reality for the ground. I hope this report will give you an overview of our global targets and a sense of the progress we are making in India.

Nitin Paranjpe

Nitin Paranjpe
Managing Director and Chief Executive Officer

“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

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



Davos Manifesto 2020: The Universal Purpose of a Company in the Fourth Industrial Revolution



Klaus Schwab

Founder and Executive Chairman, World Economic Forum

2020

And then COVID-19 struck



Pre-COVID Stakeholder Focus

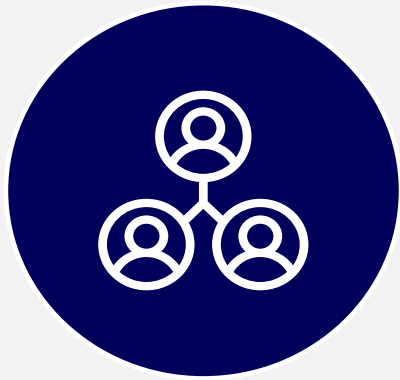


Customers



Capital Markets

COVID Stakeholder Pivot

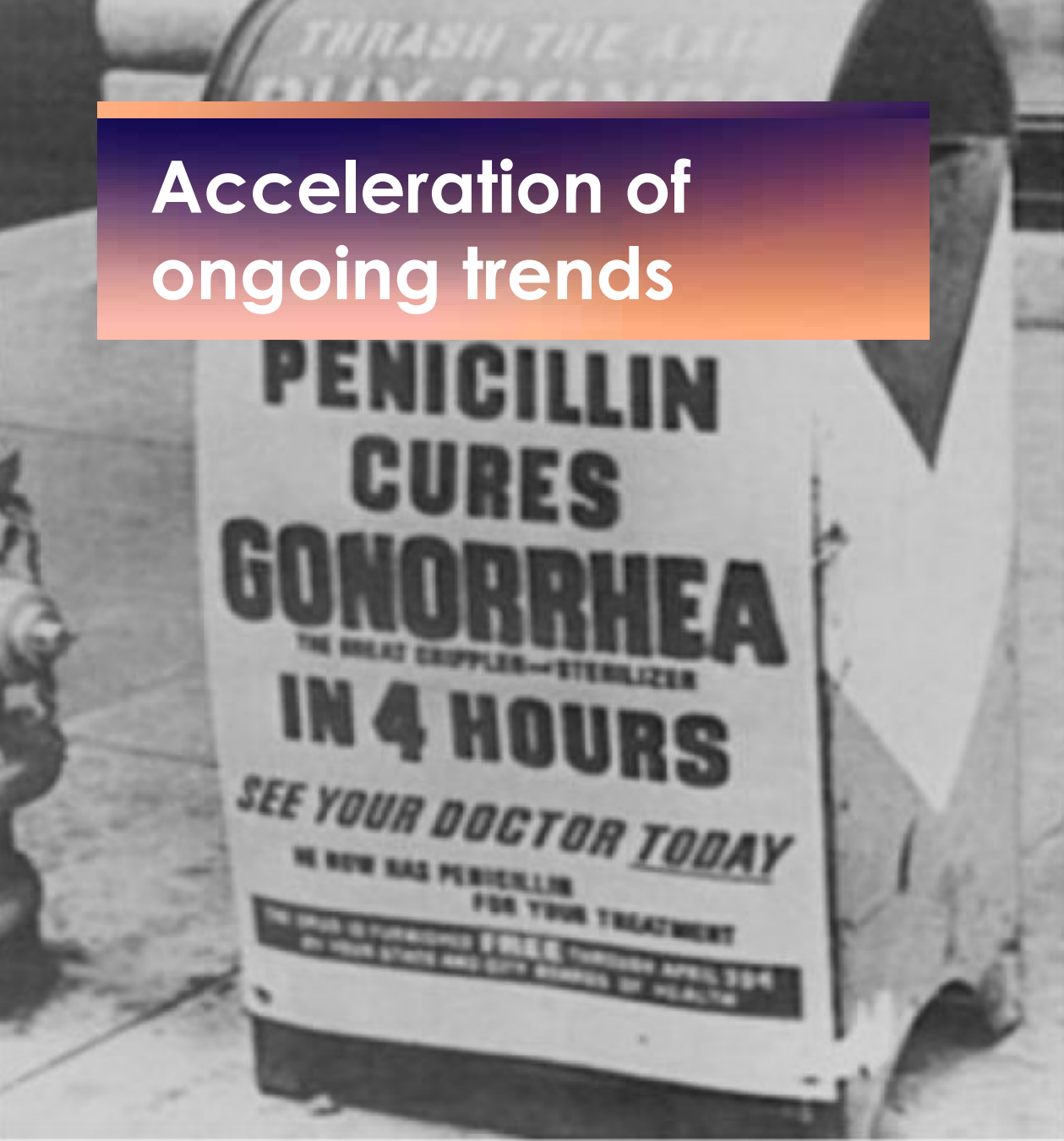


Colleagues



Community

Acceleration of ongoing trends





Increase in
Empathy

BBC



... to family reality



From
Individual



**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'

Serving, not
standing out



**DON'T SPREAD PANIC.
SPREAD GOOD HABITS.**

The World Health Organization (W.H.O.) says frequent handwashing with soap can help prevent the spread of coronavirus.

Use the soap that's nearest to you,
be it Lifebuoy, Dettol, Lux,
Protex or Sunlight.

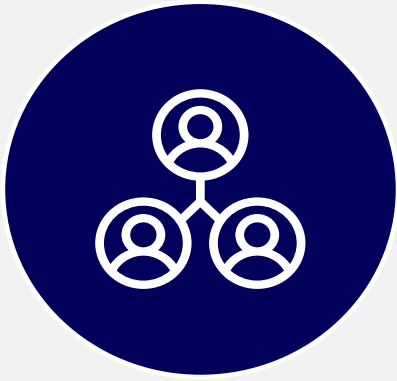
*Washing hands with soap and water or use of an alcohol-based hand sanitizer is one of the World Health Organization (W.H.O.) recommended measures to help reduce risk of coronavirus infection. Please follow additional guidelines recommended by health authorities like W.H.O. & C.D.C./local health authorities.

Courage is beautiful



Purpose-led

Multi-Stakeholder Value Creation



Colleagues



Customers



Community



Capital Markets

Marketing driving Sustainable Growth

US Business Roundtable

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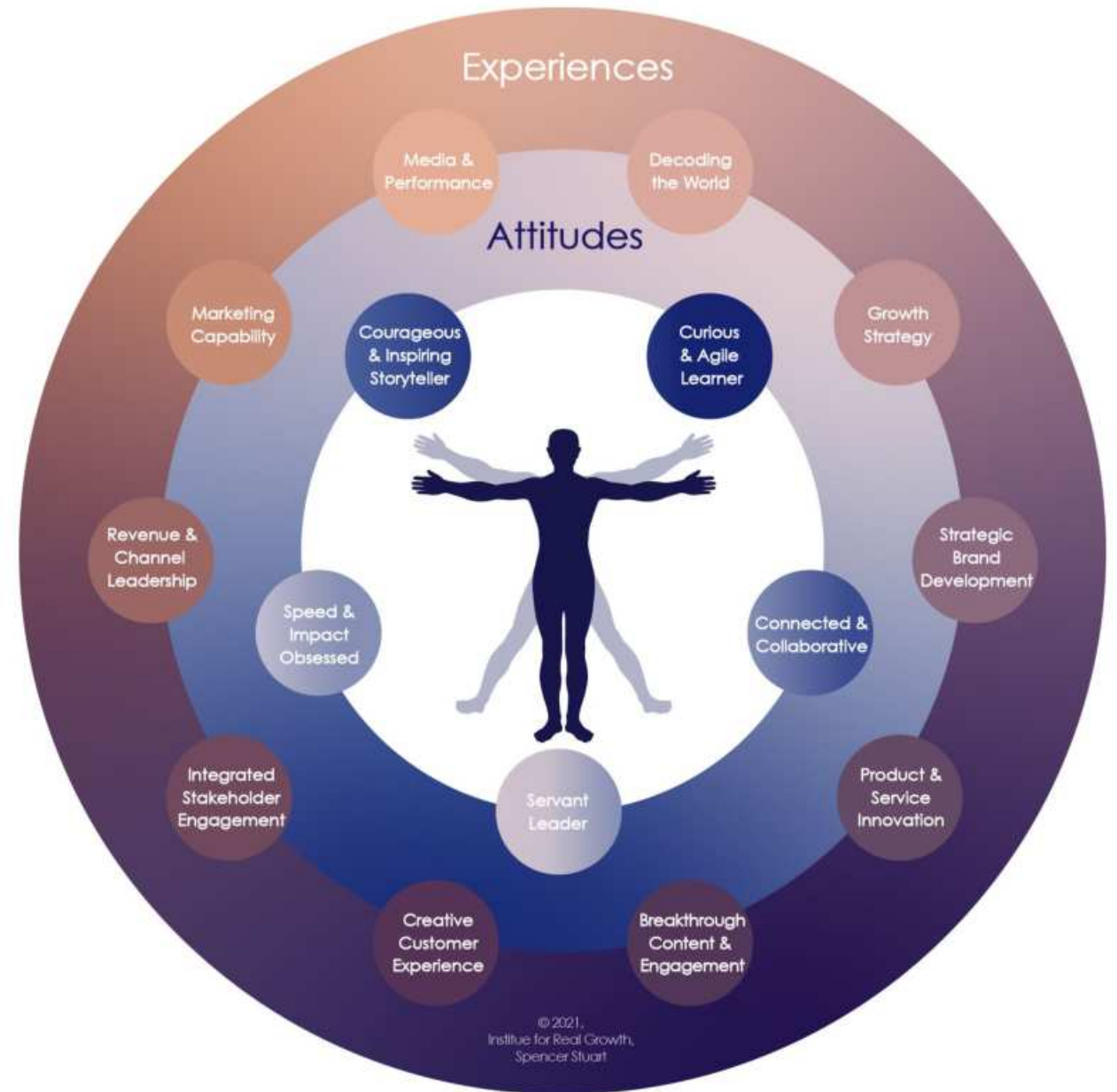
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BRT.org/OurCommitment BR Business Roundtable



da Vinci Growth CMO

SpencerStuart



CMOs stepping Up as Internal Partner



Window on the World: Stakeholder Insights



Purpose Inspiration



Community Activation



Employee Value Propositions



Total Stakeholder Message Alignment

natura &co



Sustainable Growth?

Marketing driving Sustainable Growth

THINK

FEEL

DO

Marketing driving Sustainable Growth

THINK

**Raising
Awareness &
Shifting Mindsets**

FEEL

**Building
a Sense of
Belonging &
Passion**

DO

**Enabling
Behavior Change**

SUSTAINABLE DEVELOPMENT GOALS



Marketing driving Sustainable Growth

THINK

Raising
Awareness &
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DO

Enabling
Behavior Change



Dad Asks Dove to Get 'More Real' in Ad Campaign

"Our hope is that if Dove leads others will follow."

By GENEVIEVE SHAW BROWN

7 August 2014, 15:47 • 4 min read



Dove

Top Stories

'Big lie' takes new twists for
GOP: The Note

2 hours ago



Russia-Ukraine live updates:
300 dead in airstrike on
Mariupol theater, officials say

16 minutes ago



Why experts are skeptical about
4th booster dose

Mar 24, 5:10 AM



Black women celebrate Cory
Booker's speech on Ketanji
Brown Jackson hearings

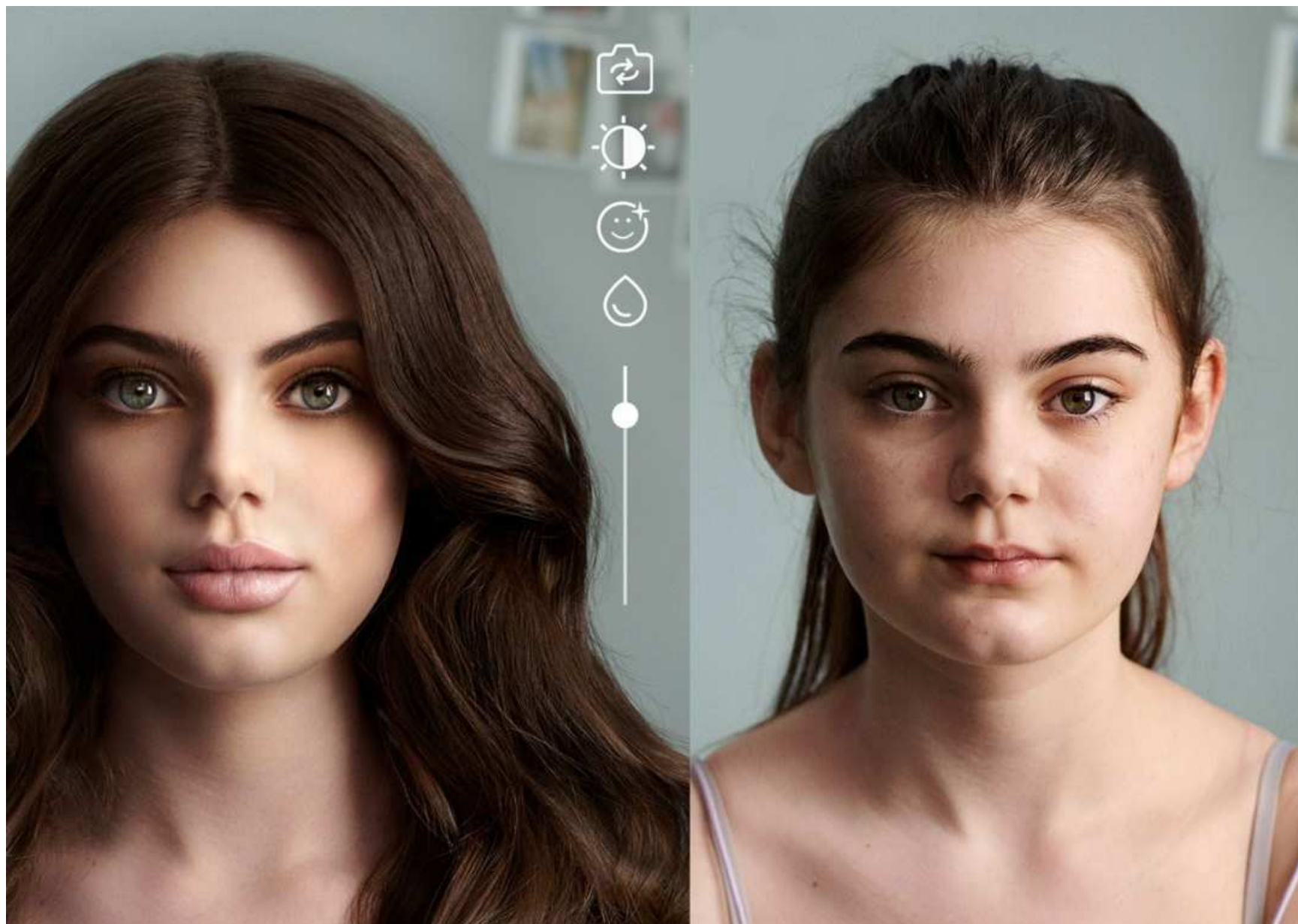
Mar 24, 2:59 PM



Some prominent Russians quit
jobs, refuse to support war

Mar 25, 2:49 AM







BELIEVES FOOD IS
TOO GOOD TO BE WASTED.

Marketing driving Sustainable Growth

THINK

**Raising
Awareness &
Shifting Mindsets**

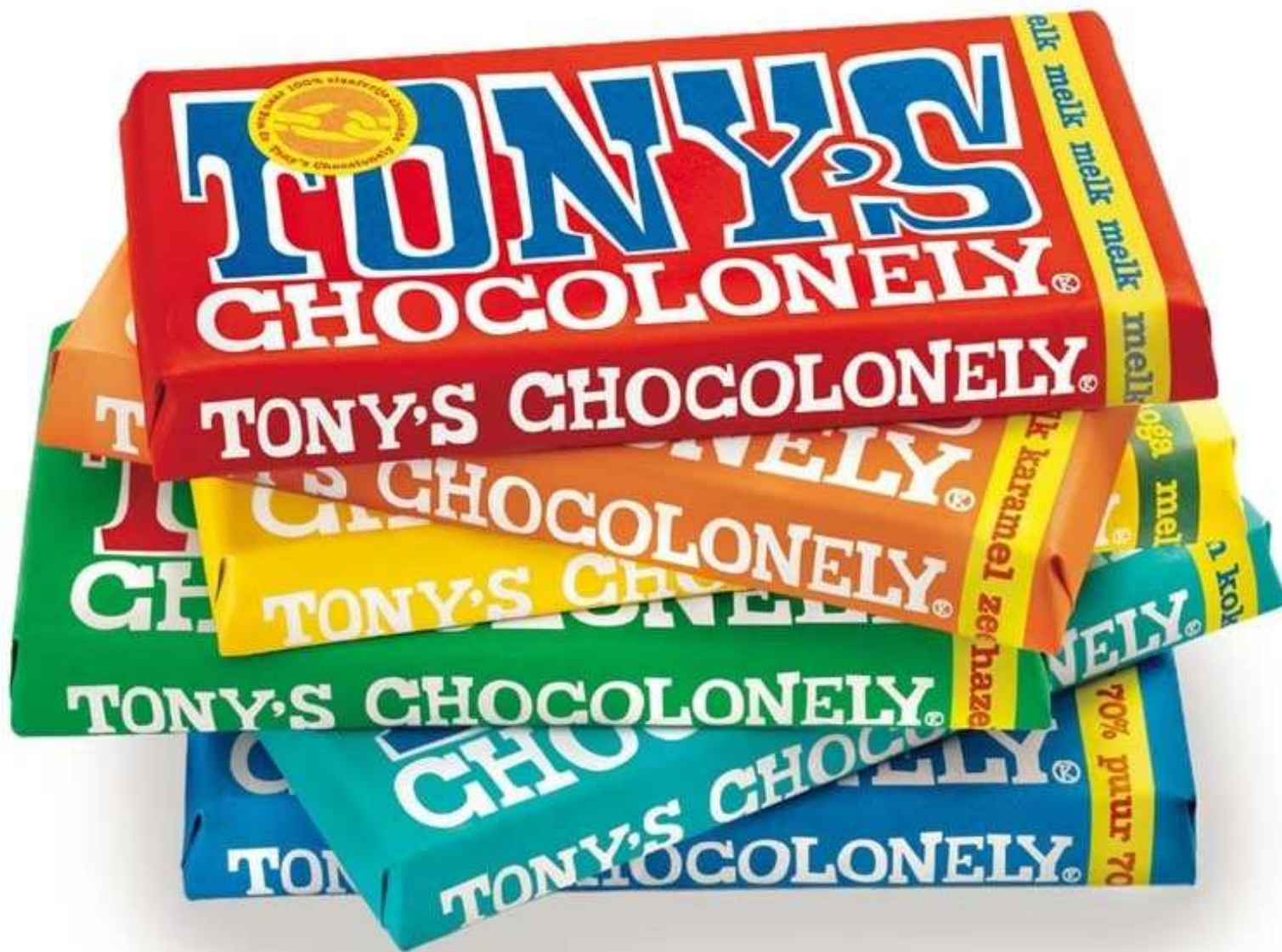
FEEL

**Building
a Sense of
Belonging &
Passion**

DO

**Enabling
Behavior Change**

10 REDUCED INEQUALITIES



Institute
for Real
Growth



**YOUR PAD PURCHASE
CAN KEEP HER IN SCHOOL**

#ENDPERIODPOVERTY



PACK

=



DONATION

Marketing driving Sustainable Growth

THINK

Raising
Awareness &
Shifting Mindsets

FEEL

Building
a Sense of
Belonging &
Passion

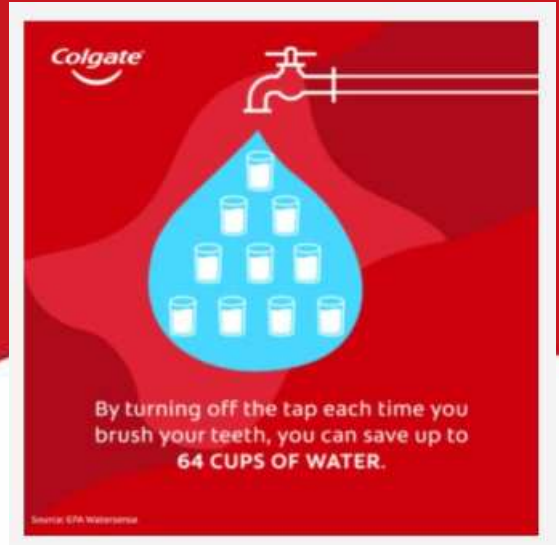
DO

Enabling
Behavior Change





TURN OFF THE FAUCET WHILE BRUSHING





OUR MISSION

**BRING INSPIRATION AND
INNOVATION TO EVERY
ATHLETE* IN THE WORLD**

***IF YOU HAVE A BODY, YOU ARE AN ATHLETE.**

Get your business
found on Google
for free

Google My Business





13

CLIMATE
ACTION



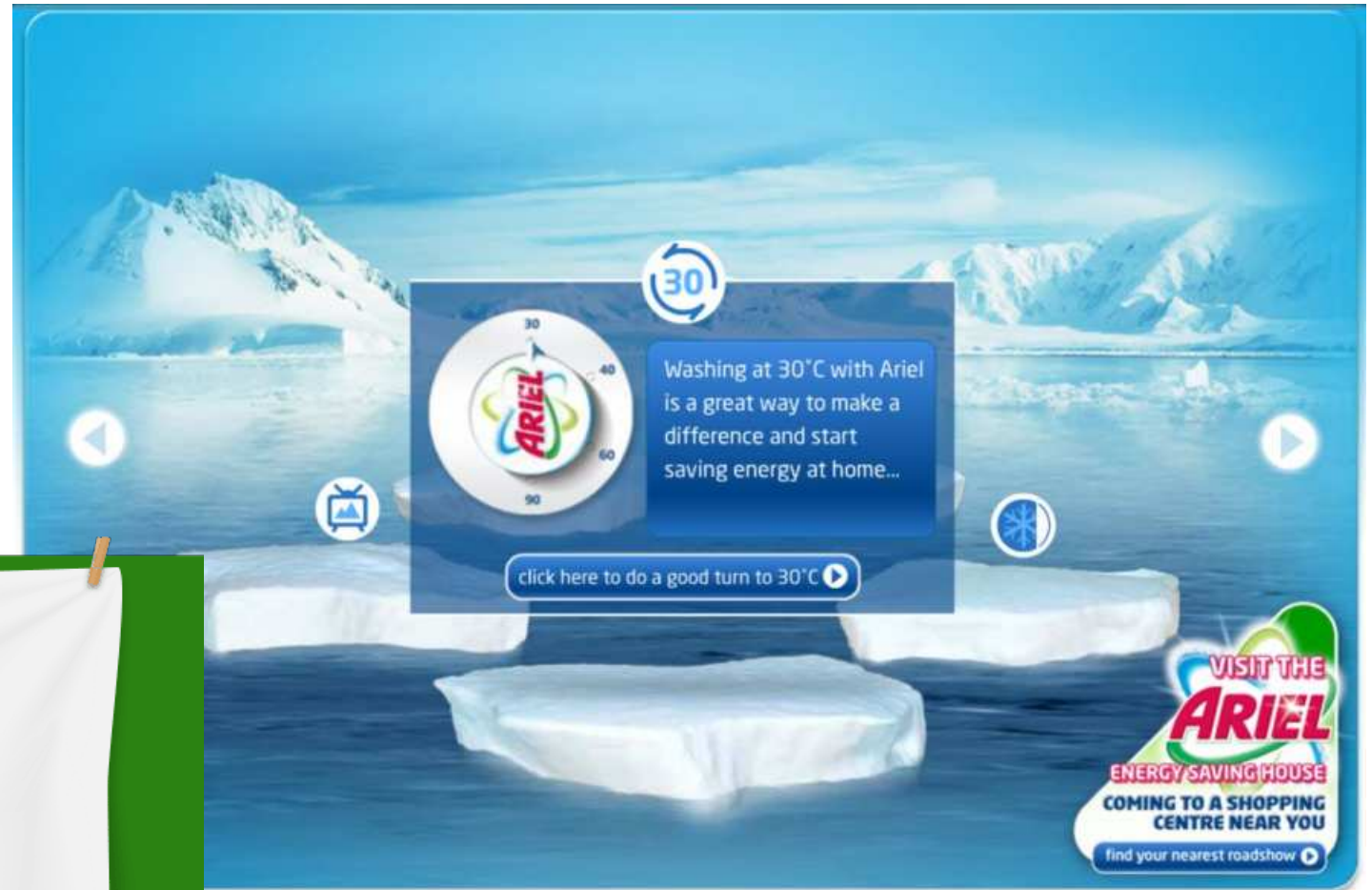
DO

Climate change is the ultimate safety test.
That's why we're changing to all-electric. Starting today.

VOLVO



Institute
for Real
Growth



[good turn to 30°C](#) | [make your home a green home](#) | [how energy efficient are you?](#) | [cool cleaning, and how it works](#) | [sustainability in the media](#)



proud supporter of

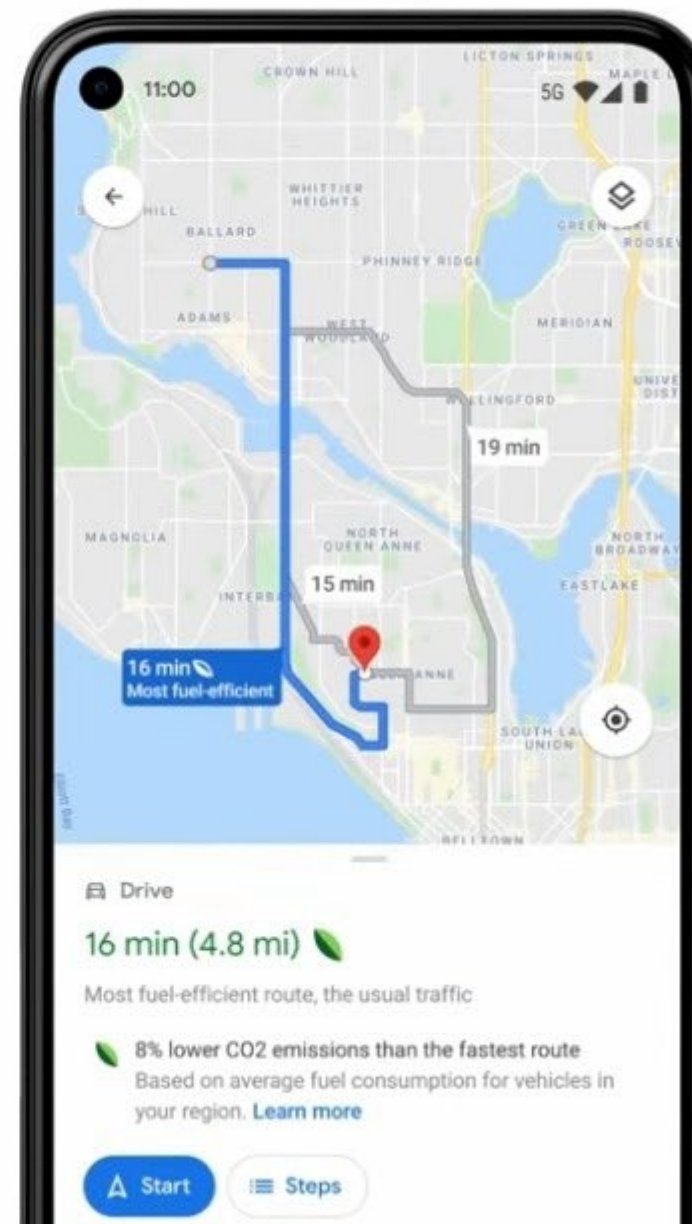


energy saving trust®



Google Maps

Eco-friendly routes





MASTERCARD CARBON CALCULATOR

Turn purchases into meaningful action

A new way to look at environmentally informed spending.



Marketing driving Sustainable Growth

THINK

**Raising
Awareness &
Shifting Mindsets**

FEEL

**Building
a Sense of
Belonging &
Passion**

DO

**Enabling
Behavior Change**

Marketing Ikigai





Increased CMO
influence on
growth

65%

11%

Update:
CMO influence is up

If not now ...
WHEN?

if not me ...
WHO?



Thank you