

The role of the CMO in driving Humanized Growth

October 25, 2022

Today's Contributors



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Proto

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I said my name was Marc with a "c"...

- 
- 05** Introductions
 - 15** Background & IRG Learning
 - 15** Panel Perspective
 - 30** Small group discussions
 - 20** Plenary debrief & Panel thoughts
 - 05** Close



Institute for Real Growth



Inaugural Global CMO Growth Council Meeting



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 **Kimberly-Clark**

Johnson & Johnson

Mondelēz
International

Kellogg's

MARS

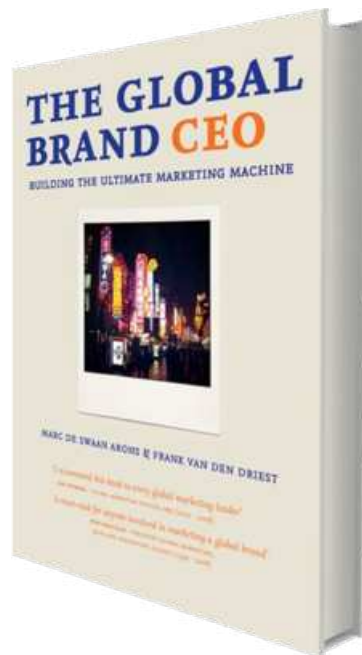
IRG Partnership





Analysis

Tested and Proven Methodology



**What does it
take to win**

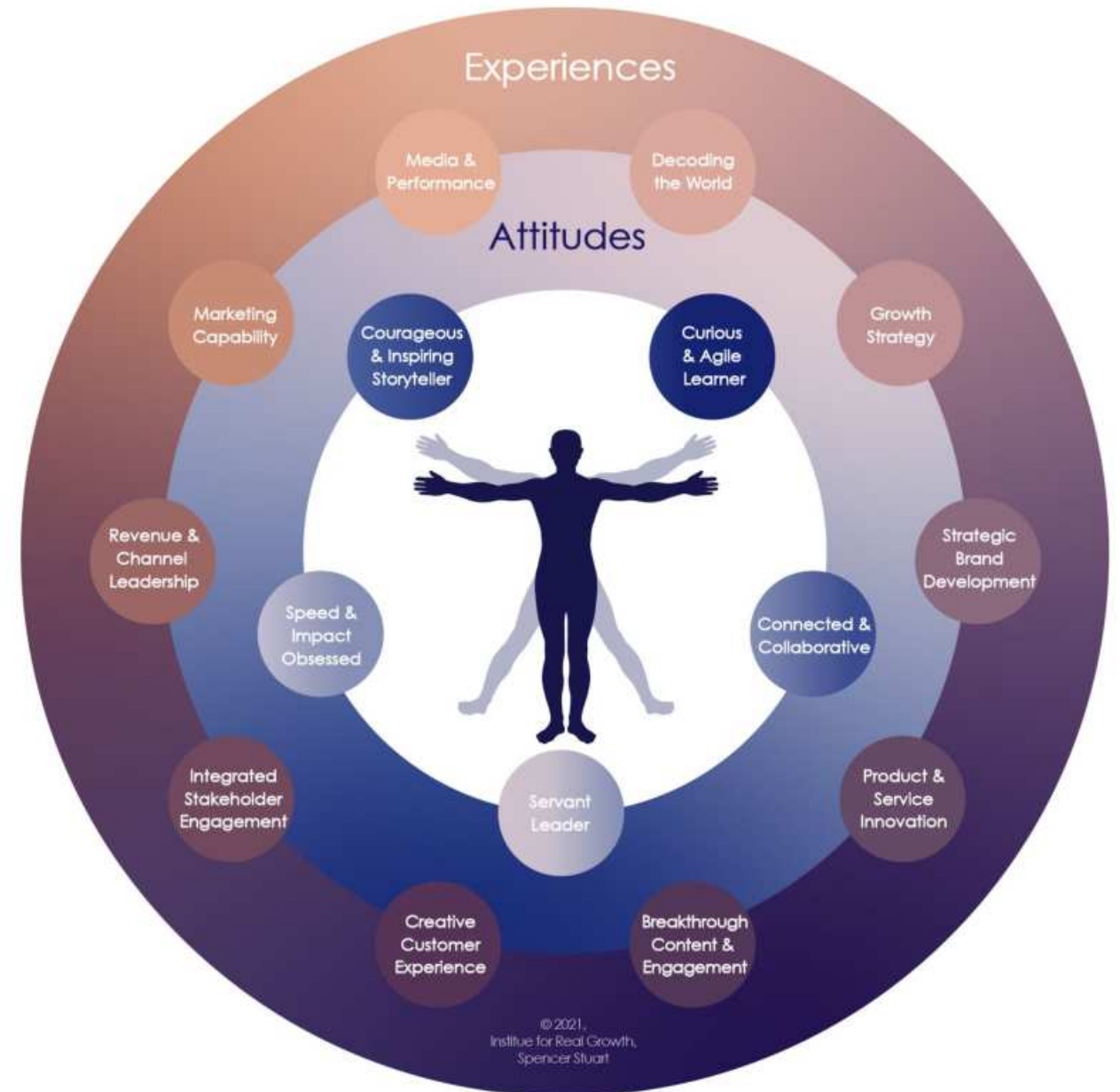


7 Building Blocks of Humanized Growth



Profile of Winning CMO Growth Leaders

SpencerStuart



IRG role & Purpose

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

ANA CMO Leadership Program



In-Company Growth Programs





Connecting to Human Nature

IRG Regeneration Retreat

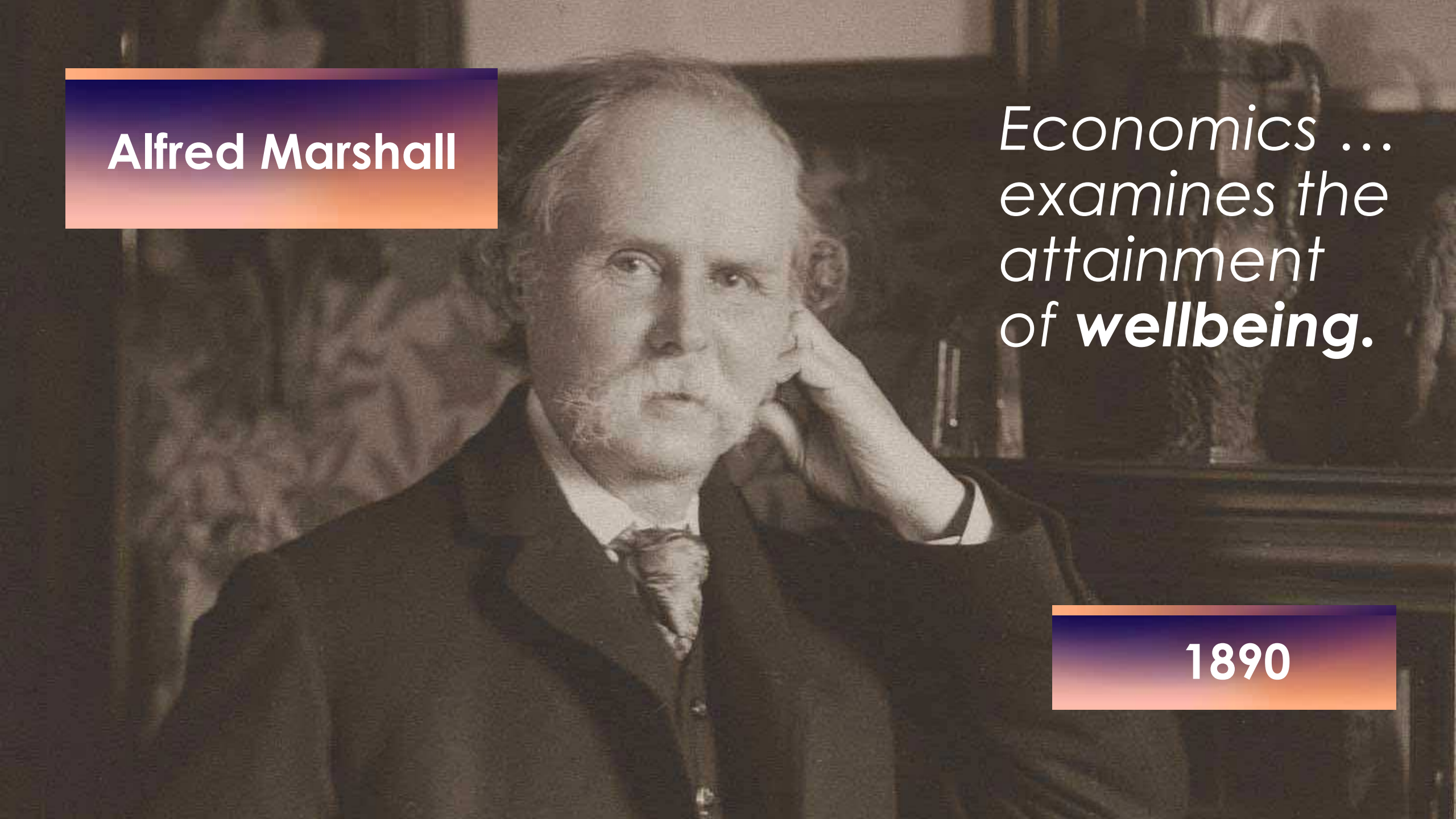
Mamoni Valley, Panama

Humanized Growth?

MENTAL HEALTH

The Importance of Taking a Step Back



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

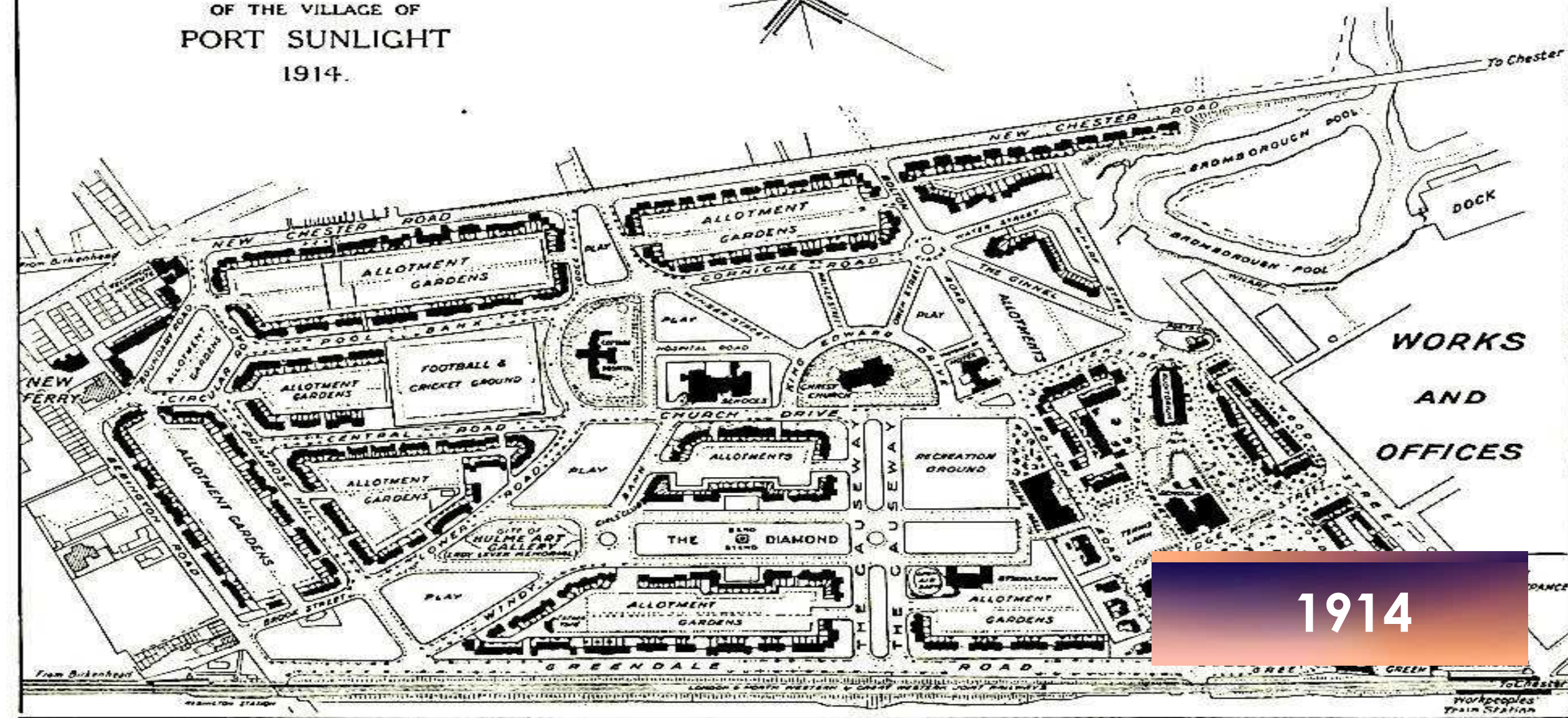
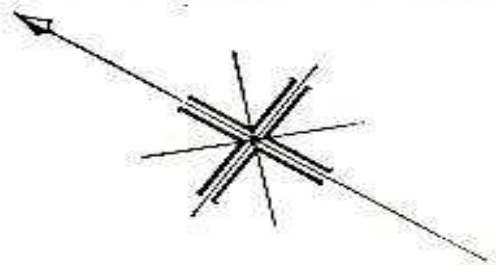
Alfred Marshall

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

1890



PLAN
OF THE VILLAGE OF
PORT SUNLIGHT
1914.

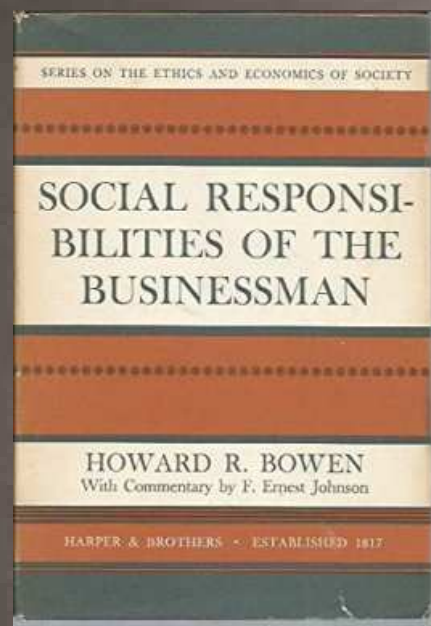


1914



Hershey Industrial School,
1912

1912



1953

Corporations Balancing interests

1953

HOW GENERAL ELECTRIC WORKED IN 1953

in the balanced best interests of all

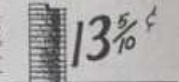
GENERAL ELECTRIC RECEIVED

In return for products and services it supplied during the year 1953, General Electric received \$3,125,127,000 from its customers. Here's how this income was shared by those whose services of various kinds made this output possible.



GENERAL ELECTRIC PAID OUT

Government took \$422,651,000 (13.5¢ out of each sales dollar) in direct taxes. But that's not all. On top of this there was the still greater amount of money which went to government in the indirect taxes which were hidden in the prices paid by General Electric. These were multiple taxes on capital, income, pay rolls, materials and processing which added to suppliers' costs—and to the prices they charged General Electric.



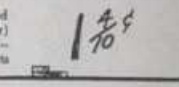
Suppliers of raw materials, components and services took \$1,381,196,000 (44.5¢ out of each General Electric sales dollar). This, in turn, was distributed to their employees, their suppliers, and, of course, to their tax collectors, with a little left over to pay those who provided the buildings and equipment.



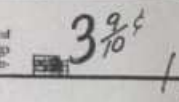
General Electric employees had \$1,146,756,000 (36.7¢ of each sales dollar) provided for their pay and benefits. This was again the biggest pay roll in the Company's history—with more people at work than ever before.



General Electric's future in a competitive and changing economy required investment by the share owners of \$44,181,000 (1.4¢ out of each sales dollar) of their earnings to pay for improved plant, equipment and techniques—with which the Company will be able to produce more and better products and, thus, more and better and steadier jobs at General Electric.



General Electric share owners got the remaining \$121,587,000 (3.9¢ out of each sales dollar) in dividends as pay for the risk and use of their savings in providing the money and arm-lengthening facilities that made the Company's output possible.

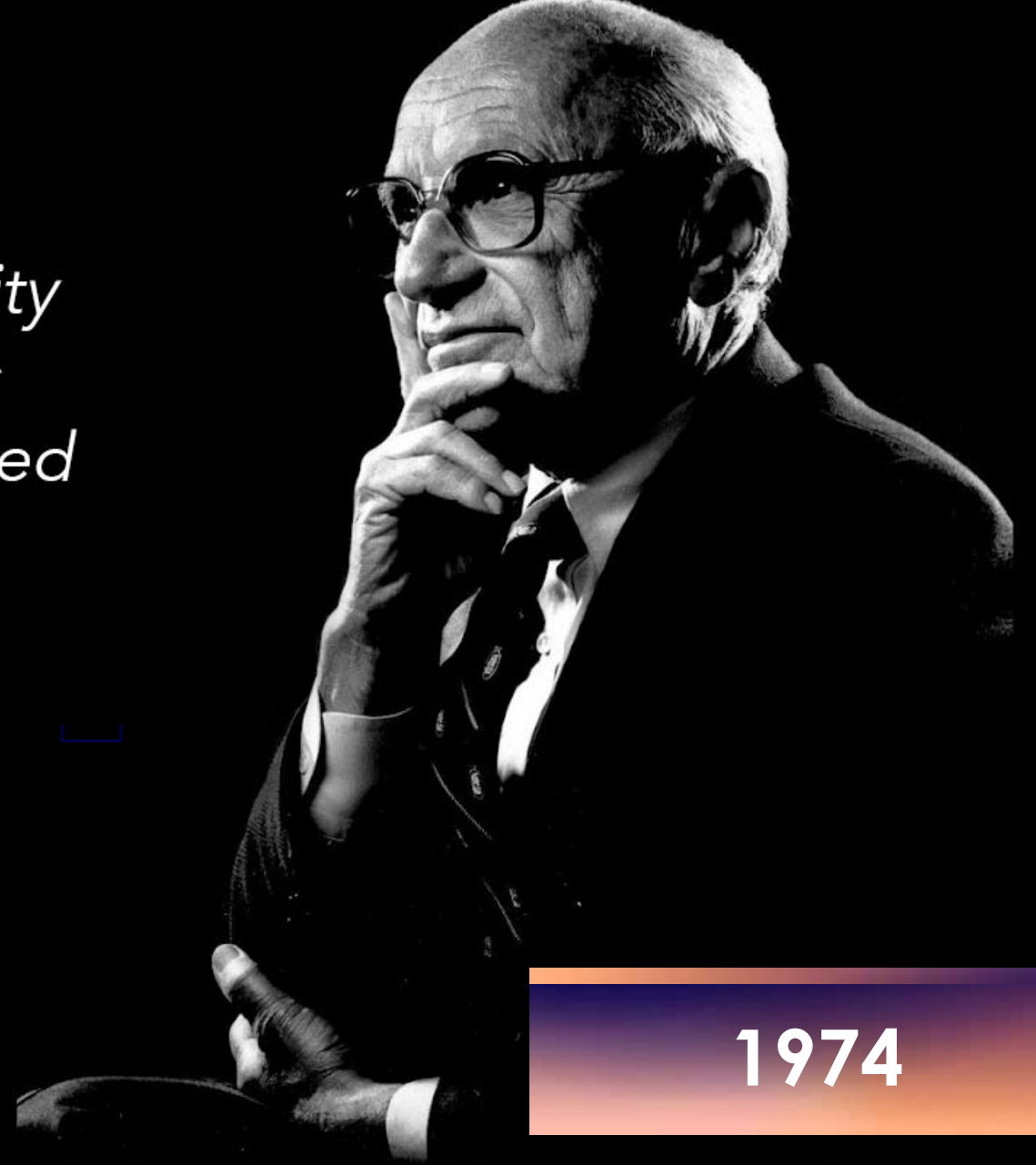


EMPLOYEE AND PLANT COMMUNITY RELATIONS
GENERAL ELECTRIC



1960 - 1970

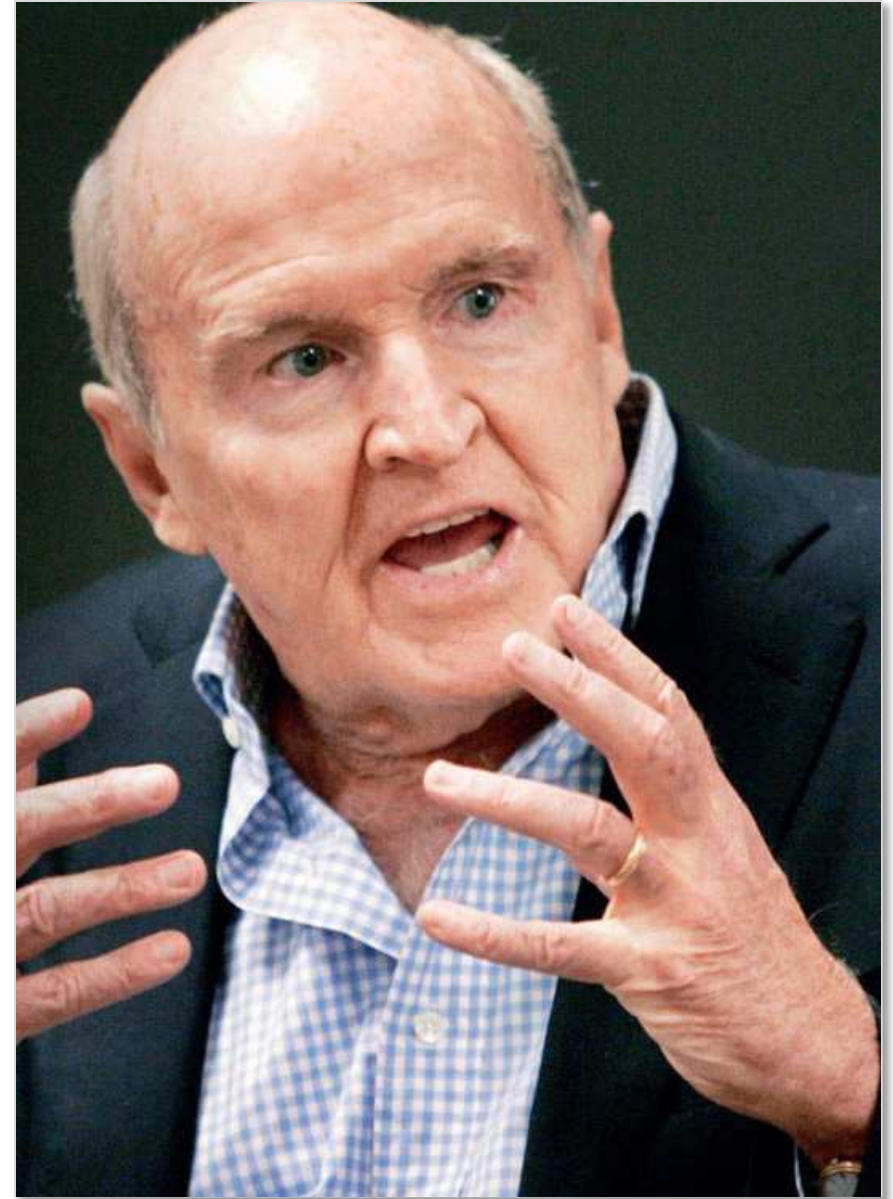
Milton Friedman: *"there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits"*



1974

Shareholder Primacy Impact

Priority Shifts ...

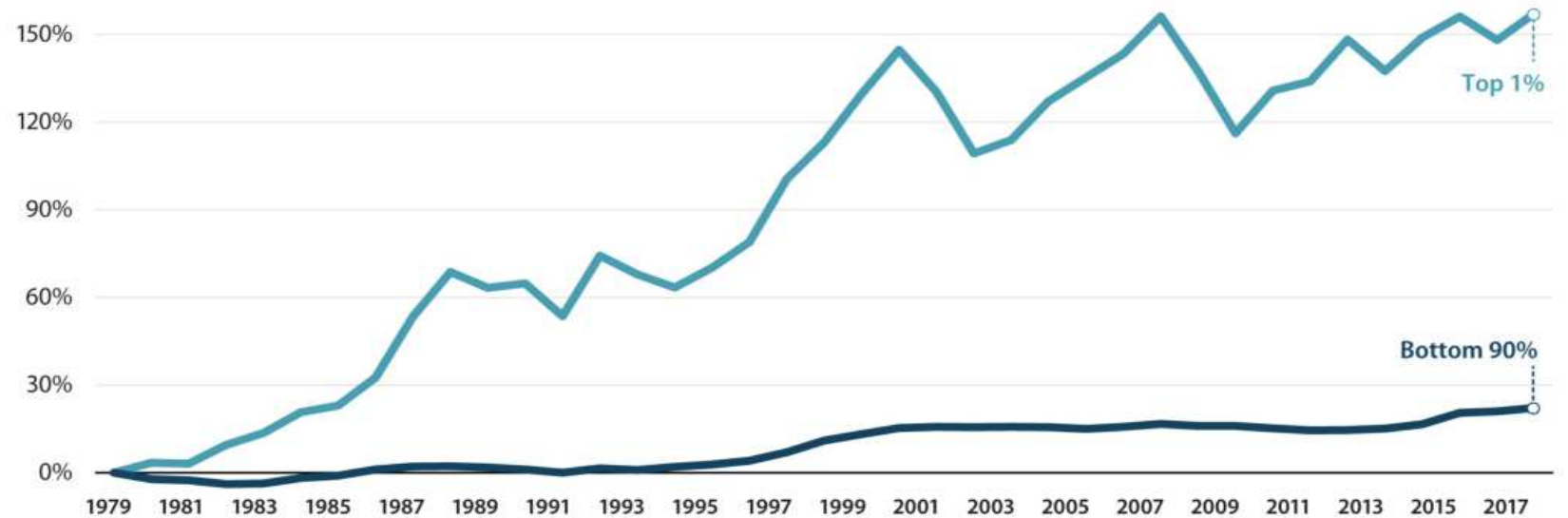


Disparity Increases

FIGURE 1

Wages have soared for those at the top but barely moved for those at the bottom

Cumulative percent change in real annual wages of the top 1% and the bottom 90%, 1979–2017



Source: Appendix Figure A in Elise Gould, "State of Working America Wages 2018" (Washington: Economic Policy Institute, 2019), available at <https://www.epi.org/publication/state-of-american-wages-2018/>.

CAP

The Absurdity of GDP as metric



The Absurdity of GDP



'License to Grow' being challenged

Humanized Growth



2008

Creating Shared Value

Michael Porter

HBR

2011

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



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

And then COVID-19 struck



Pre-COVID Stakeholder Focus

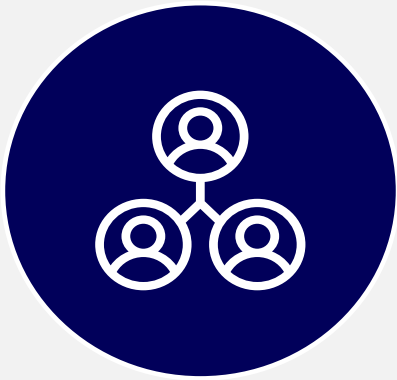


Customers



Capital Markets

COVID Stakeholder Pivot

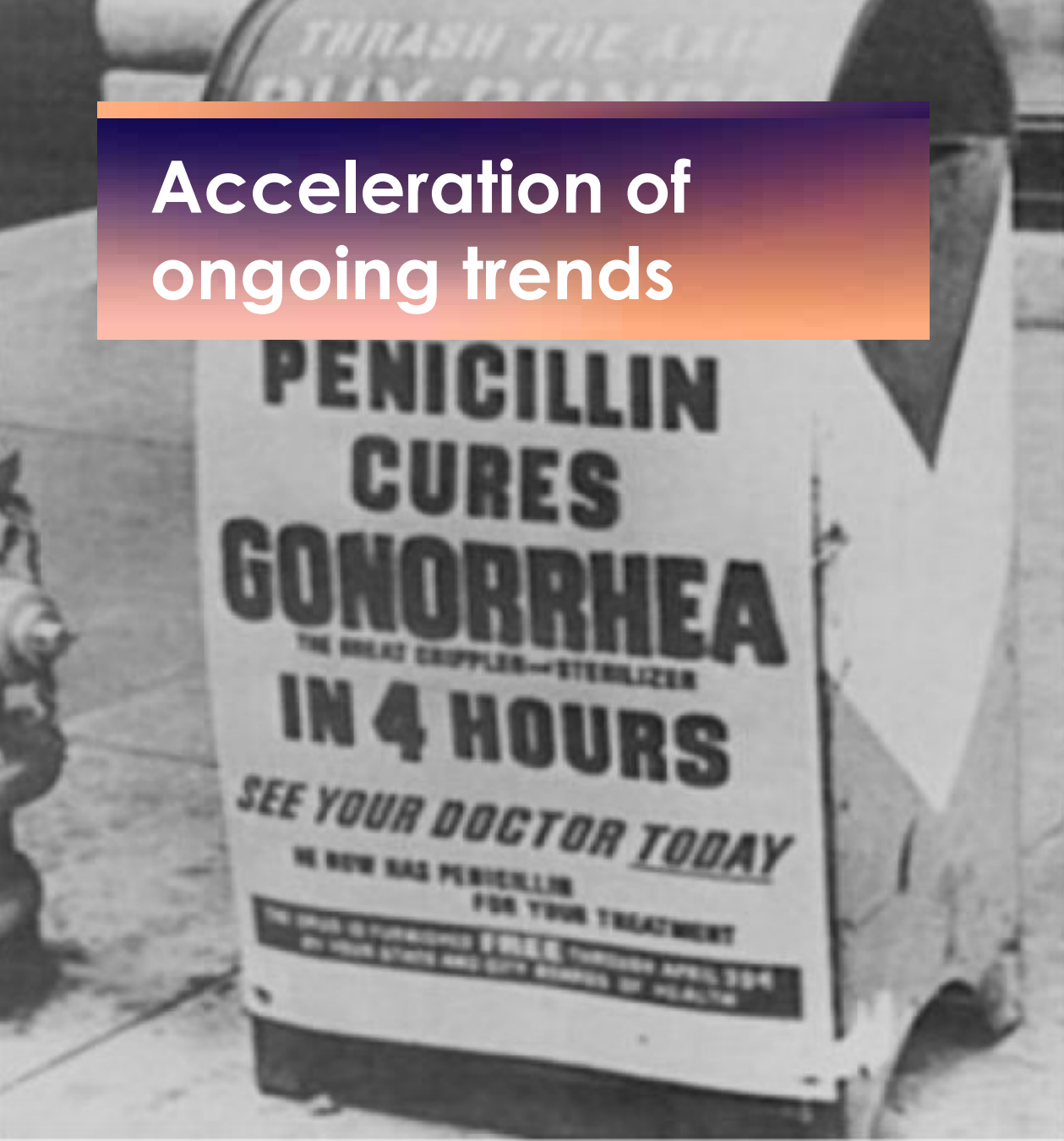


Colleagues



Community

Acceleration of ongoing trends





**Increase in
Empathy**

BBC



... to family reality



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.

New Rules



The Role of Marketing

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 ...



SpencerStuart

Exco Peers Perspective:



Tex Gunning
Leaseplan CEO



Michelle Buck
Hershey CEO



A dense, overlapping collage of numerous small rectangular images. The images depict a wide range of themes: technology (laptops, smartphones, network diagrams, data visualizations), business (charts, graphs, people in professional settings), communication (people talking, social media icons), and general lifestyle (people in various environments). The color palette is dominated by blues, oranges, and reds, with a high-contrast, digital aesthetic. The collage is presented at a slight angle, creating a sense of depth and movement.

A modern, high-tech bathroom at night. The room features a sleek, dark vanity with a large mirror and a freestanding bathtub. A large window offers a view of a city skyline at night. The room is illuminated by blue ambient lighting and a small, glowing digital screen on the right. The floor is covered in a patterned rug, and a small wooden table holds various items near the tub.

...and shiny,
distracting digital toys

Almond Milk NFTs?





Lack of understanding of Marketing & the CMO role

50% of business leaders have low understanding of Marketing's value (IPA)

A photograph of a broken bridge over a blue body of water. The bridge is made of concrete and has a large gap in the middle. On the left side of the bridge, there are several people standing. On the right side, there is a red car. The bridge is supported by concrete pillars. The water is a deep blue color.

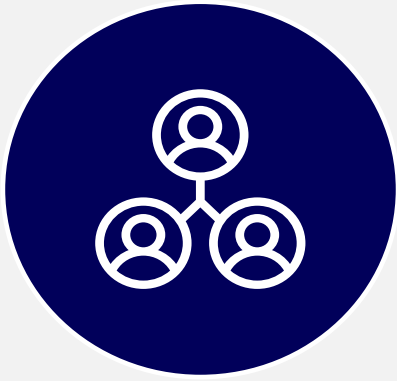
Lack of alignment with the CEO

CMO Opportunity ...

BR Business
Roundtable



Multi-Stakeholder Value Creation



Colleagues



Customers



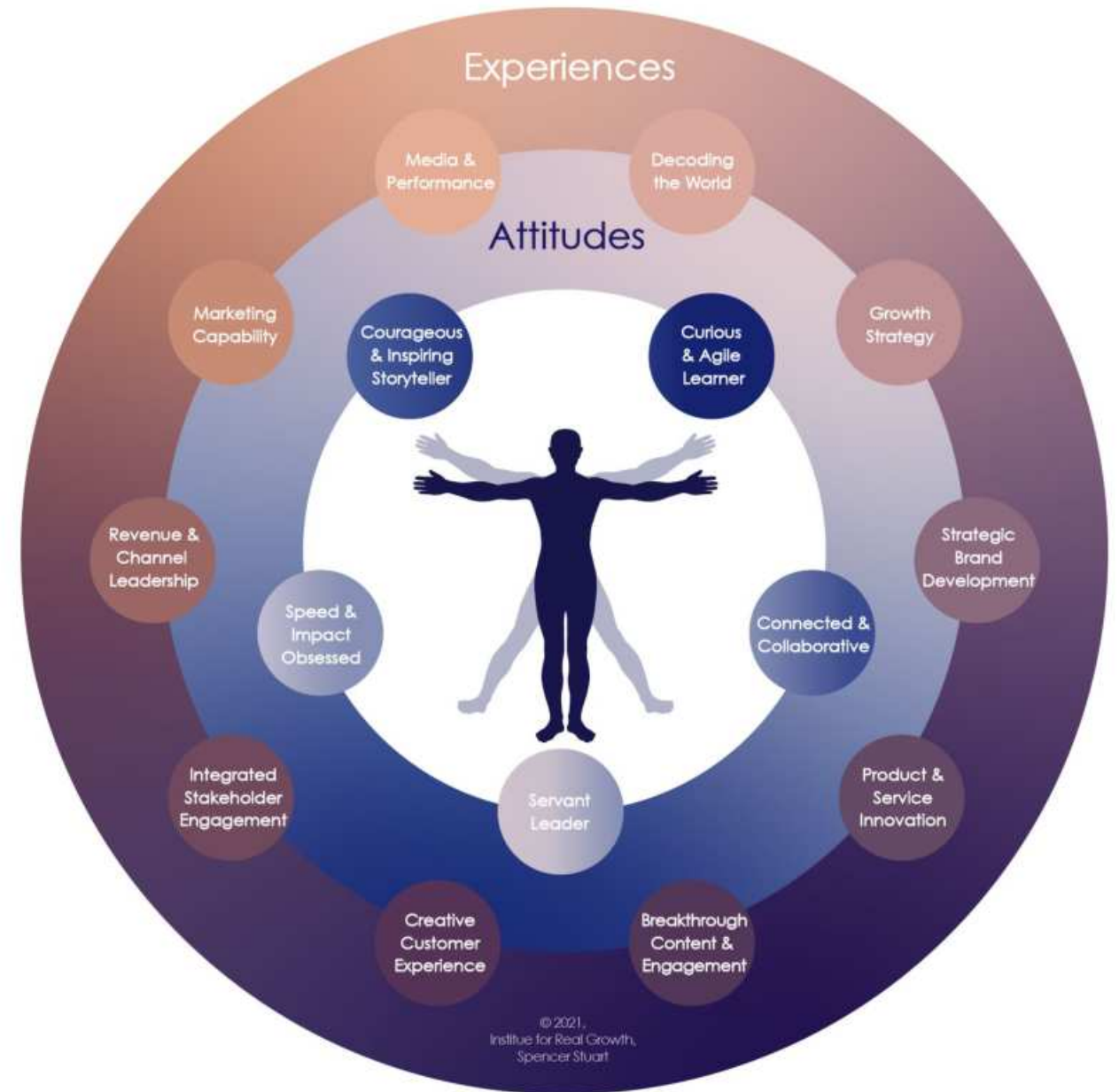
Community



Capital Markets

da Vinci Growth CMO

SpencerStuart





CMOs Stepping Up

Internal

Stakeholder Insights



Purpose Inspiration



Employee Brand



Message Alignment

natura &co



External

Marketing driving Humanized Growth

THINK

FEEL

DO

Marketing driving Humanized Growth

THINK

**Raising
Awareness &
Shifting Mindsets**

FEEL

**Building
a Sense of
Belonging &
Passion**

DO

**Enabling
Behavior Change**

Marketing driving Humanized Growth

THINK

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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





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



PACK

=



DONATION

HELLMANN'S[®]
1913



BELIEVES FOOD IS
TOO GOOD TO BE WASTED.

Marketing driving Humanized Growth

THINK

**Raising
Awareness &
Shifting Mindsets**

FEEL

**Building
a Sense of
Belonging &
Passion**

DO

**Enabling
Behavior Change**



A group of runners are captured in motion on a city street. In the foreground, the lower legs and feet of several runners are visible, wearing colorful athletic shoes. To the left, a man in a bright yellow-green vest and grey shorts runs. In the center, a man in a dark grey long-sleeved shirt and black shorts runs. To the right, a woman in a light grey long-sleeved jacket and black leggings runs. The background shows a city street with parked cars, buildings, and a sign that says "RESTAURANT". The overall atmosphere is energetic and urban.

OUR MISSION

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

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

Marketing driving Humanized Growth

THINK

Raising
Awareness &
Shifting Mindsets

FEEL

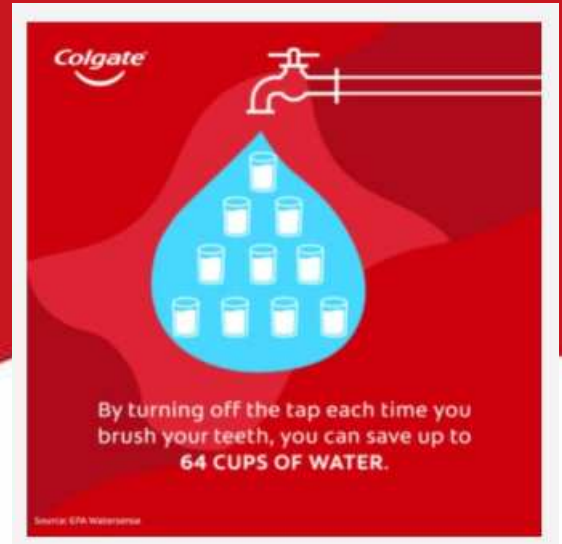
Building
a Sense of
Belonging &
Passion

DO

Enabling
Behavior Change



TURN OFF THE FAUCET WHILE BRUSHING



Get your business
found on Google
for free

Google My Business





Washing at 30°C with Ariel is a great way to make a difference and start saving energy at home...

click here to do a good turn to 30°C

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Marketing driving Humanized Growth

THINK

**Raising
Awareness &
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FEEL

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DO

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Behavior Change**

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Exercise

What can you do to drive more Humanized Growth?

- 1. Internal**
- 2. External**

 **30 Min**

Marketing Ikigai

Marketing Ikigai





**Update:
CMO influence is up**

**Increased CMO
influence on
growth**

65%

11%

If not now ...
WHEN?

if not me ...
WHO?



Thank you