Institute for Real Growth

Role of Business, Brands and the CMO

What does it take to win?

Humanized Growth

HUMANIZED GROWTH

EVOLVING EXPERIENCES

WHOLE-BRAINED

MULTIPLE MODELS

ANTICIPATIVE ORGANIZATION

ABUNDANT MARKETS

OPEN CULTURE

Institute for Real Growth

Humanized Growth?

Multi-Stakeholder Value Creation

Colleagues

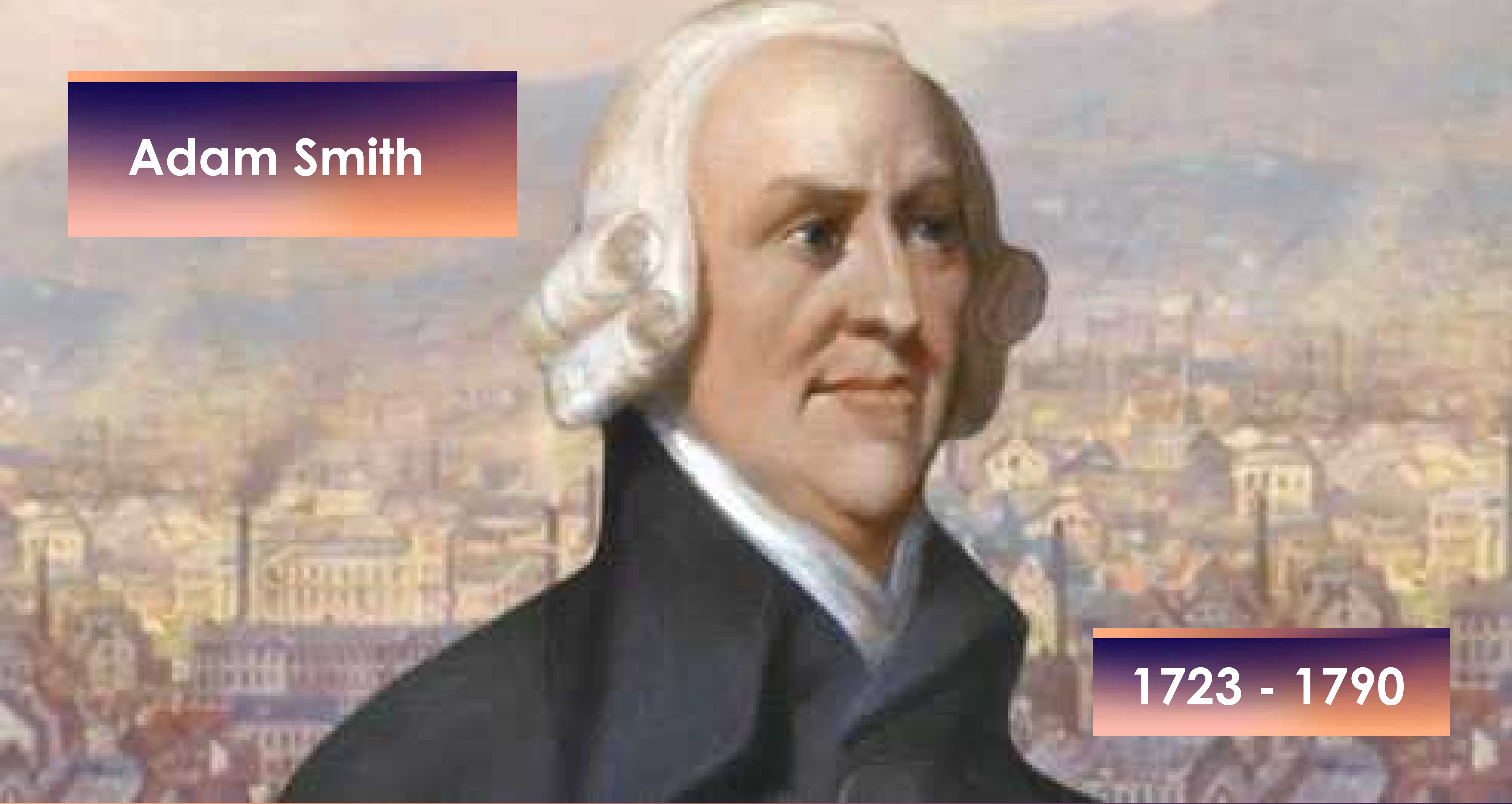
Customers

Community

Capital Markets

The Importance of Taking a Step Back

Adam Smith



1723 - 1790

Nature and Cauſes

OF THE

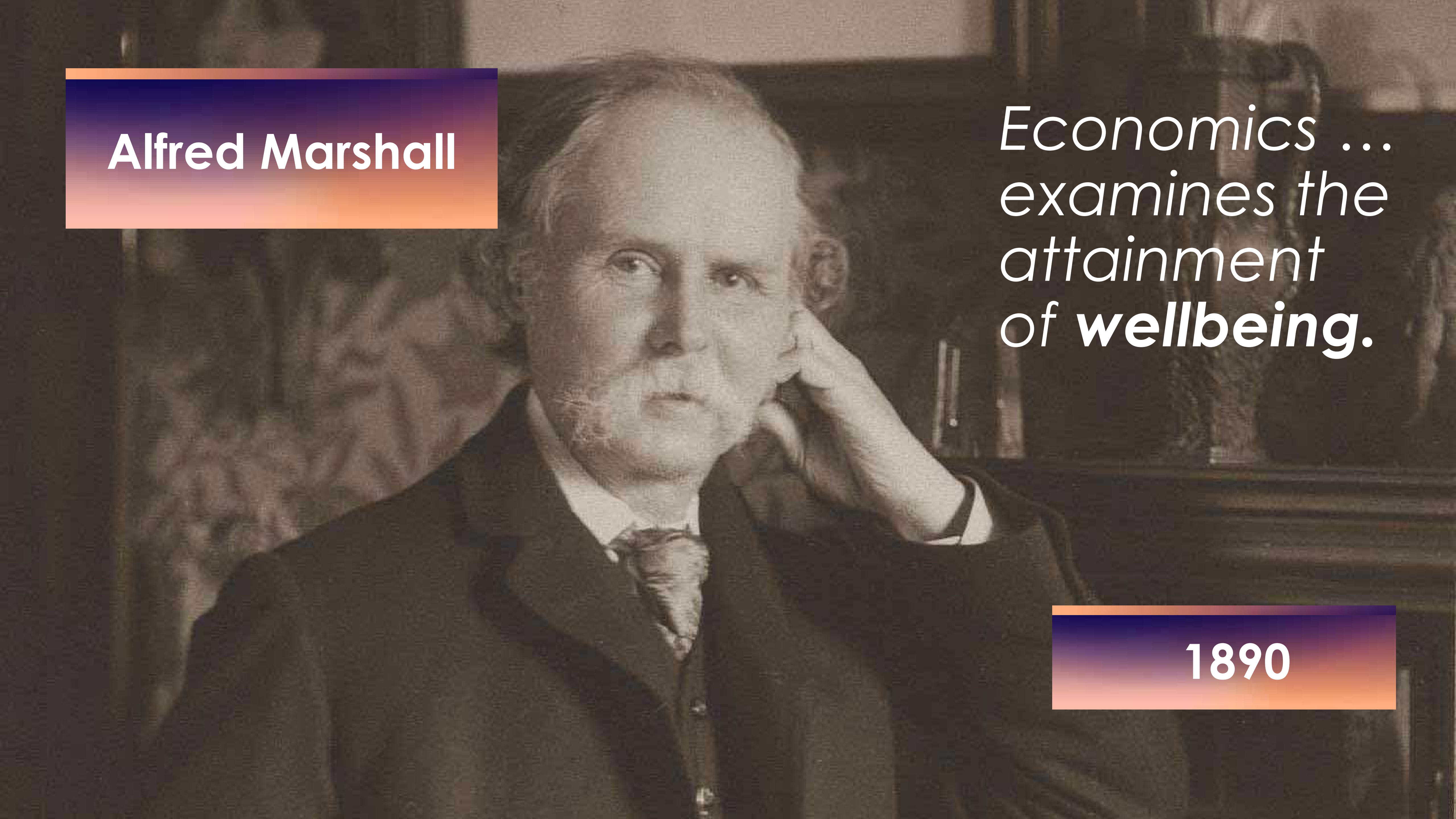
WEALTH OF NATIONS.

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

Formerly Profeſſor of Moral Philoſophy in the Univerſity of

1776

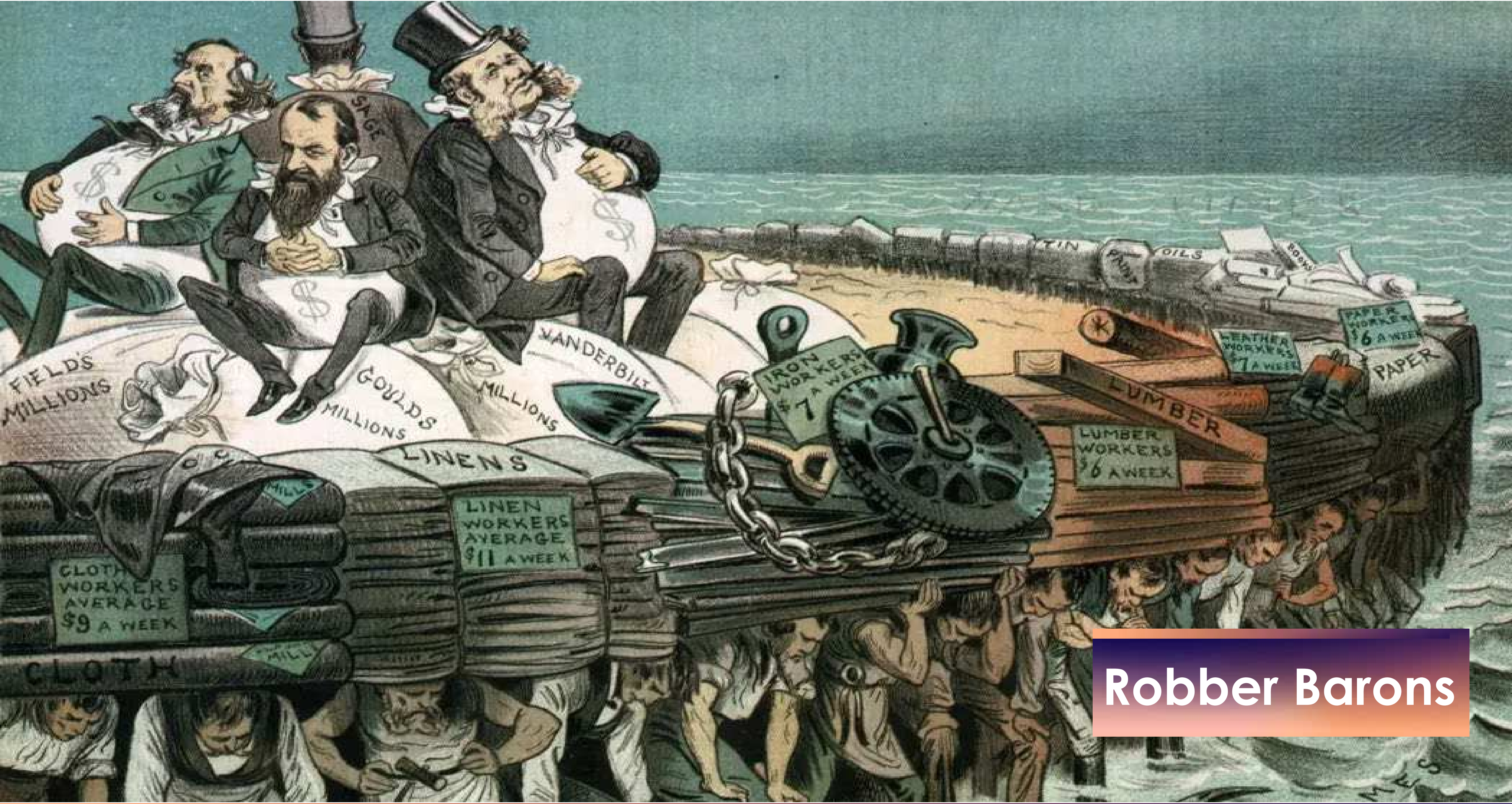
“Individual ambition serves the common good”

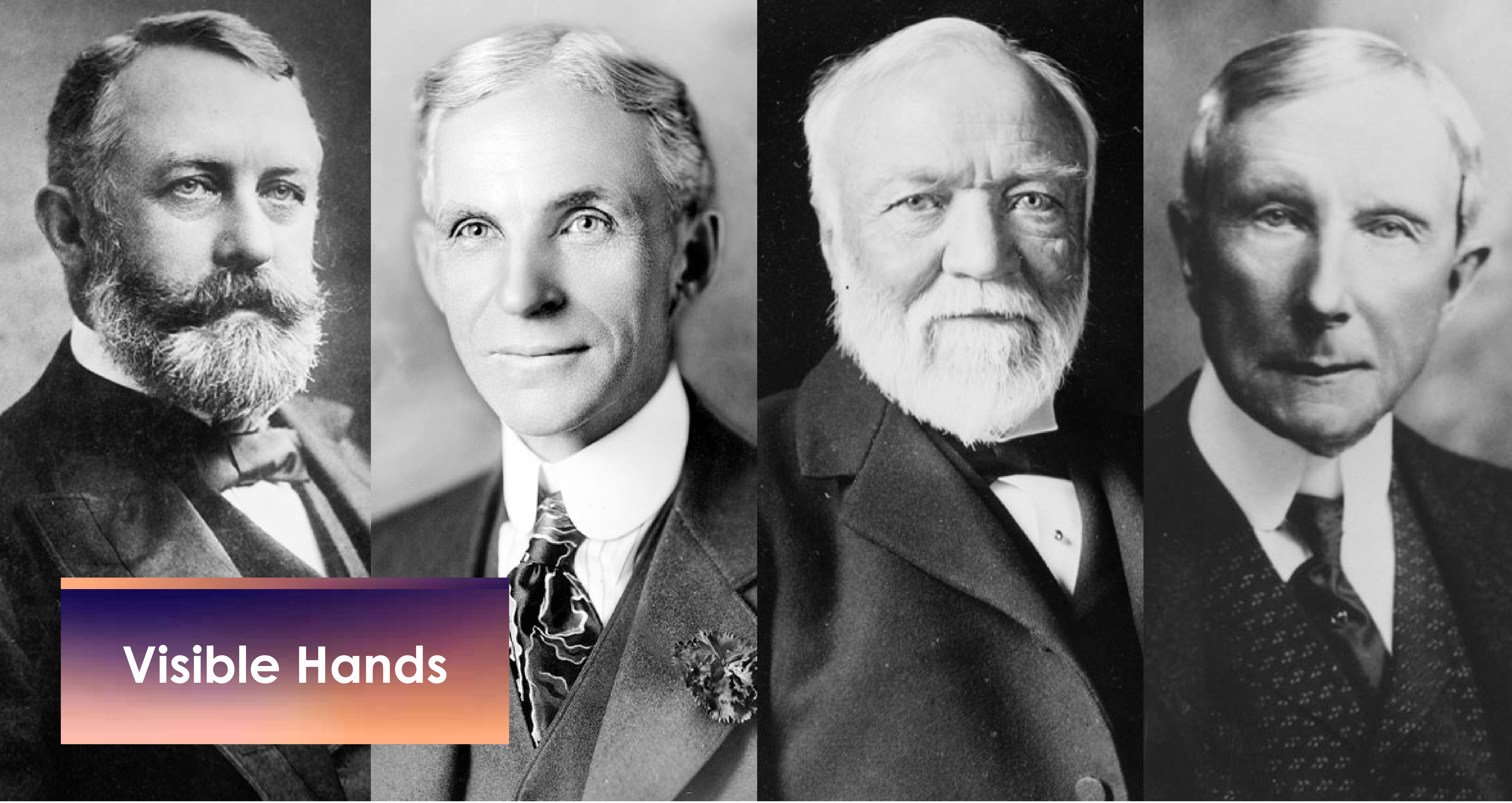

Alfred Marshall
Economics … examines the attainment of **wellbeing.**
1890

Industrial Revolution

Invisible Hand?

Robber Barons



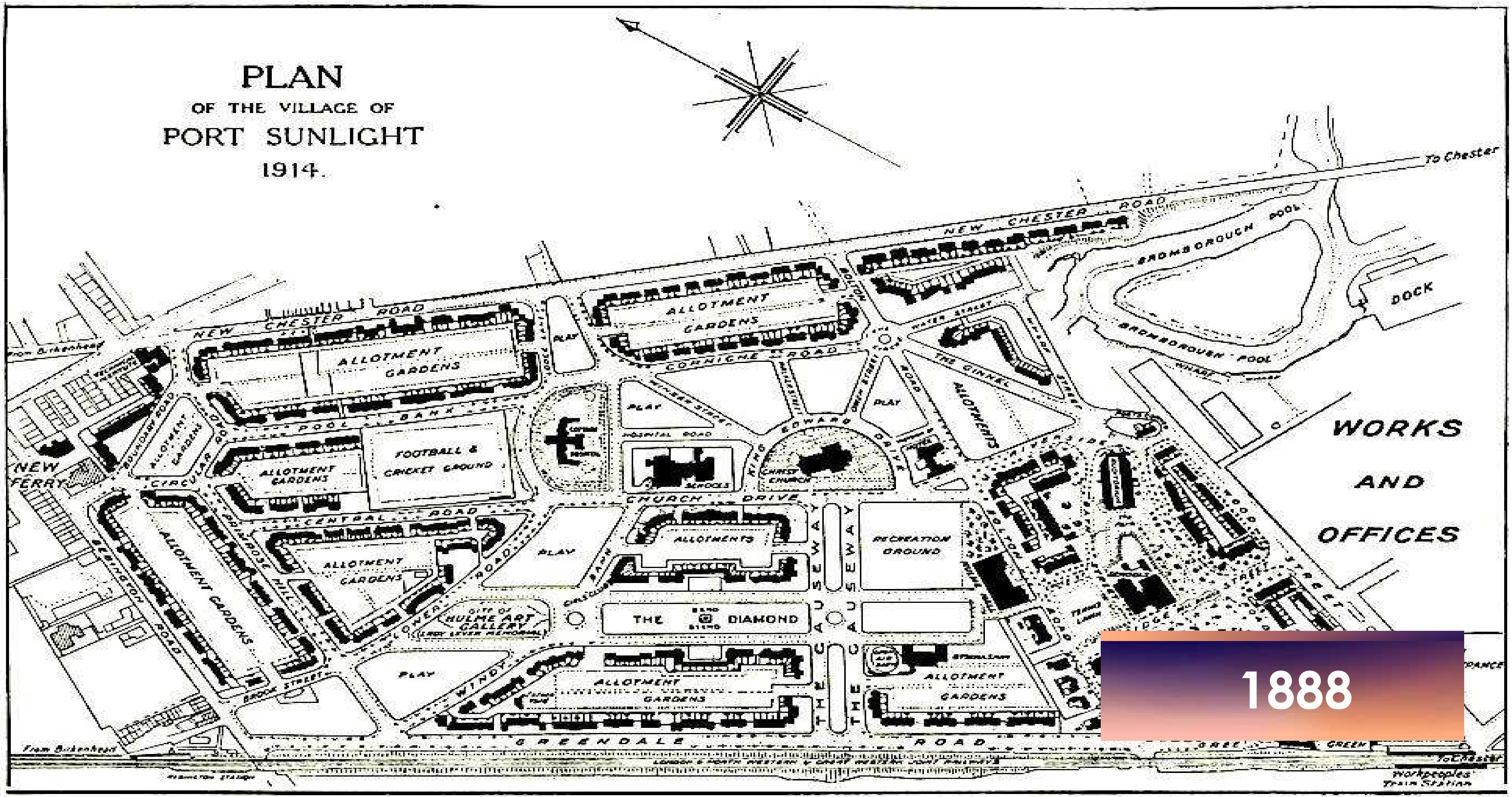


Visible Hands

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

— George Carlin —

[redacted]


PLAN
OF THE VILLAGE OF
PORT SUNLIGHT
1914.
NEW CHESTER ROAD
To Chester
BROMBOROUGH POOL
DOCK
WORKS
AND
OFFICES
ALLOTMENT GARDENS
CORNICHE ROAD
PLAY
FOOTBALL & CRICKET GROUND
CHURCH DRIVE
CHRIST CHURCH
SCHOOLS
ALLOTMENTS
RECREATION GROUND
THE DIAMOND
THE CAUSEWAY
HULME ART GALLERY
CENTRAL ROAD
CIRCULAR ROAD
POOL BANK
PRIMROSE HILL
BEBINGTON ROAD
BROOK STREET
NEW FERRY
GREENDALE ROAD
From Birkenhead
Workpeoples Train Station

1888

1894

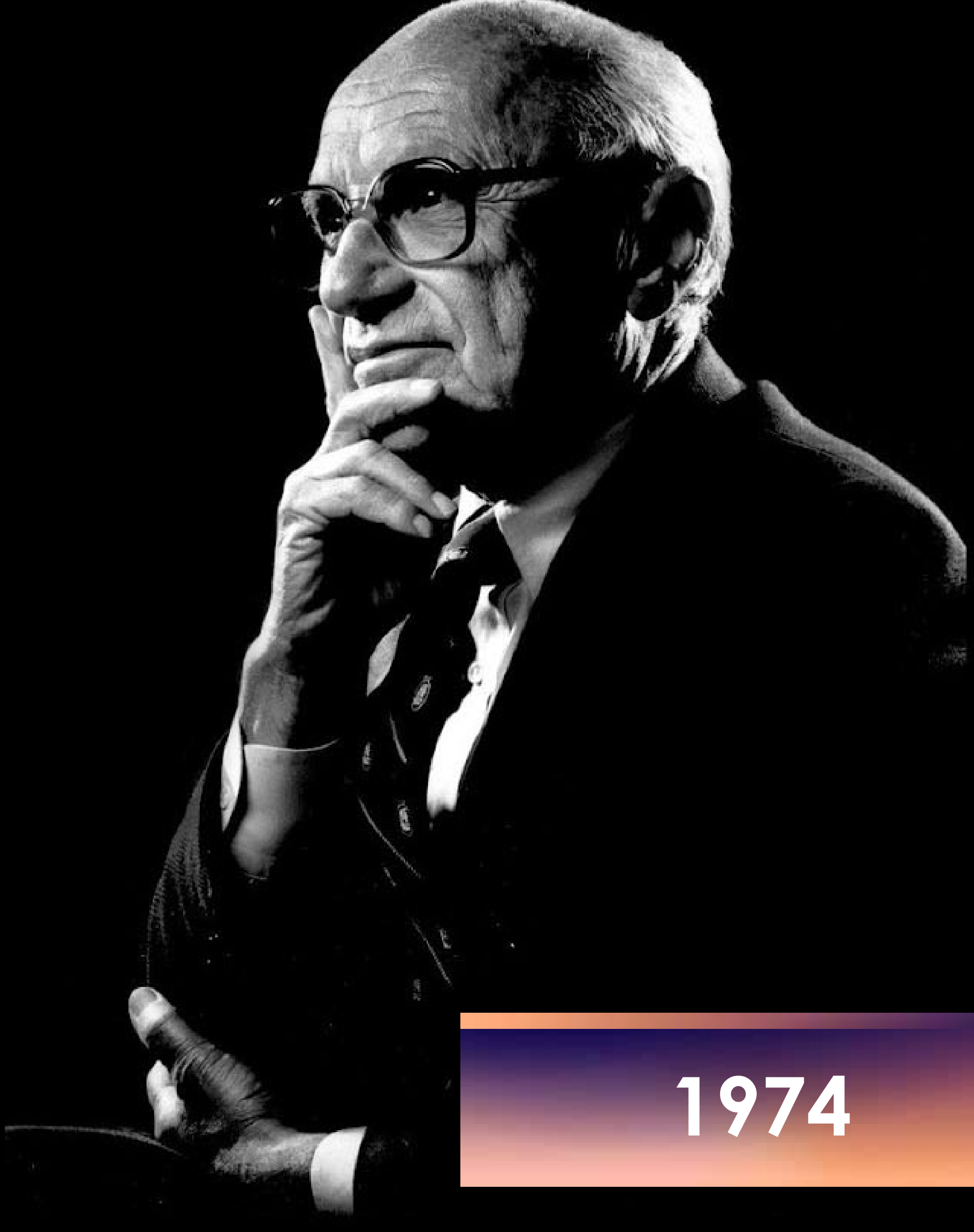

SERIES ON THE ETHICS AND ECONOMICS OF SOCIETY
SOCIAL RESPONSI-
BILITIES OF THE
BUSINESSMAN
HOWARD R. BOWEN
With Commentary by F. Ernest Johnson
HARPER & BROTHERS · ESTABLISHED 1817

1953


FAIR IS FAIR
FAIR IS FAIR
ON STRIKE AFSCME
Huelga
ON STRIKE AFSCME AFL-CIO
AFSCME LOCAL 101 ON STRIKE
SAN JOSE IS THE FEMINIST CAPITOL OF WHAT
WE GOT HAYES FEVER EQUITABLE PAY
I'm A Working Woman
Local 715
CITY WORKER
STRIKE

1960 - 1970

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

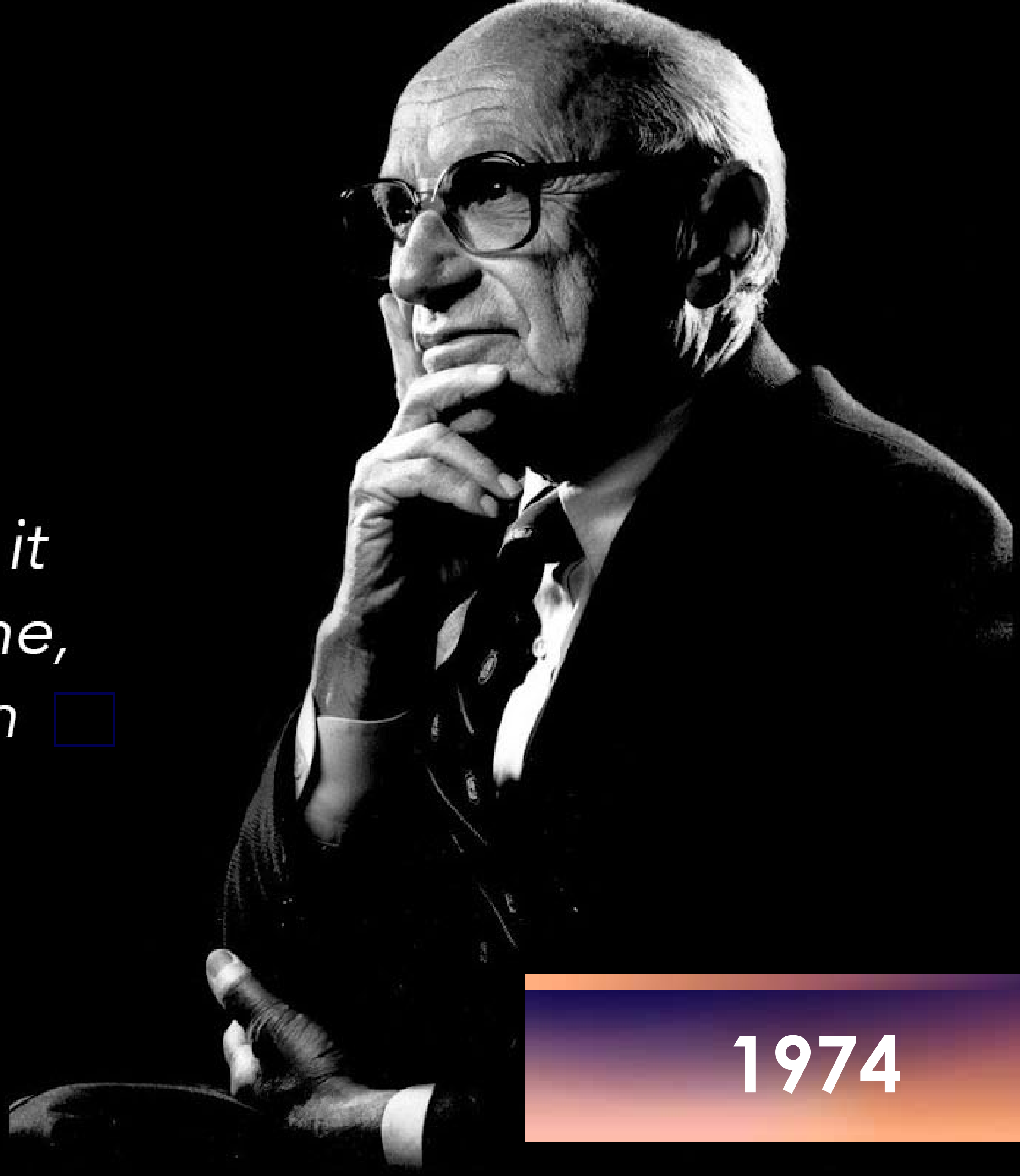


1974

Shareholder Primacy Impact

“Individual ambition serves the common good”

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 Influence

Citizen Influence

Myopic Self-interest


No Lobbyists
Beyond
This Point

The Absurdity of GDP as metric

The Absurdity of GDP

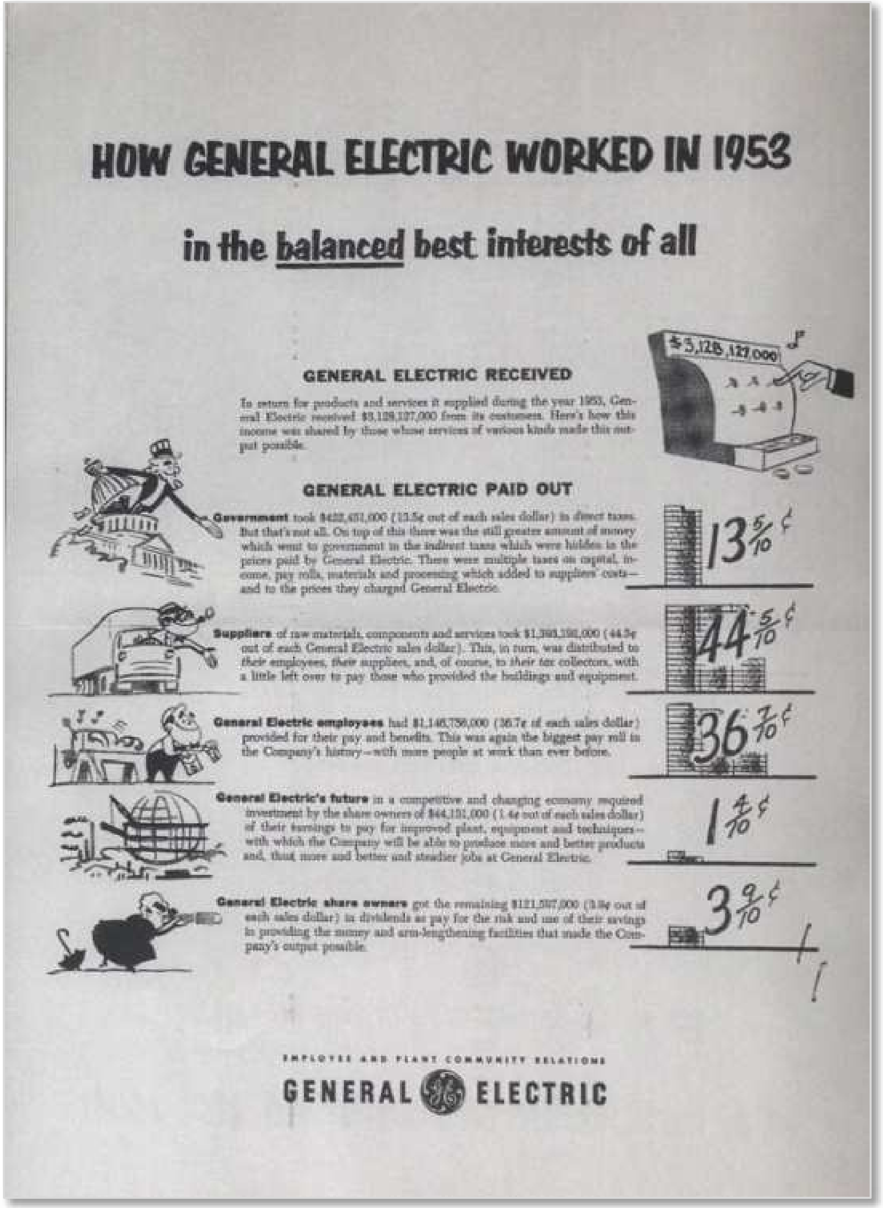
Institute for Real Growth

The Absurdity of GDP

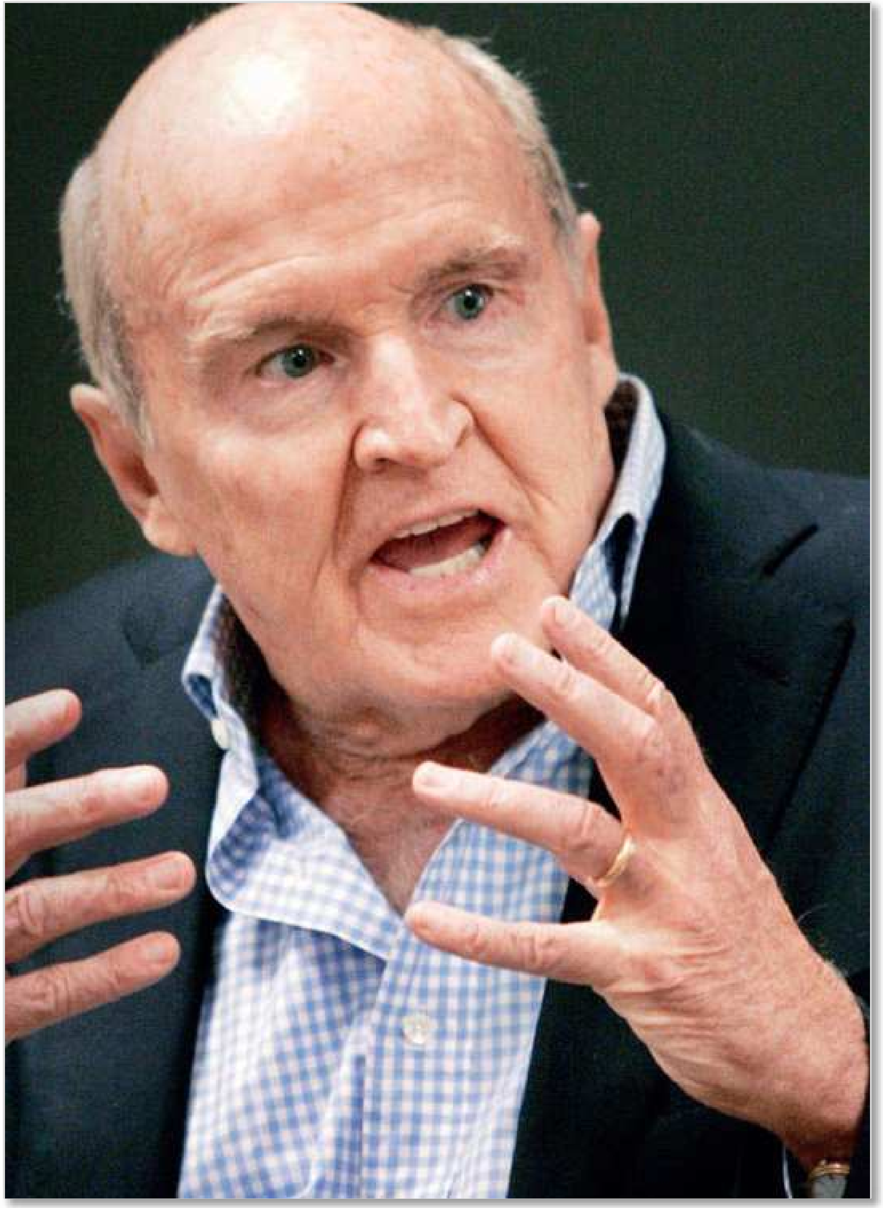
Changing KPIs

SEC proposes new climate disclosure rules for US public companies

From: Corporations Balancing interests



To: Weaponizing Friedman Doctrine



Disparity Increases

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/.

'License to Grow' being challenged


Conscious Capitalism


2008

CREATIVE

CONSCIOUS

COMPASSIONATE

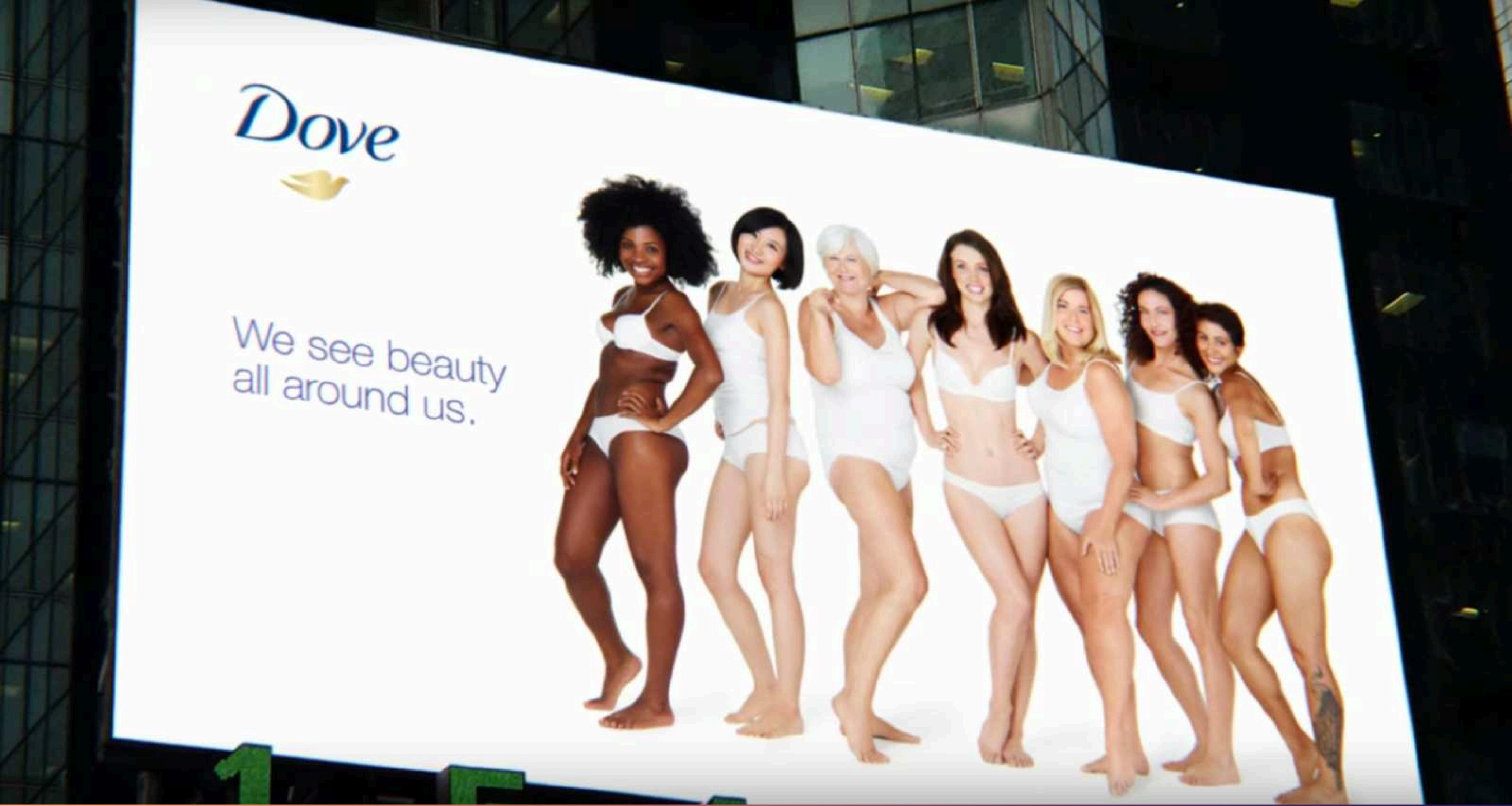
INCLUSIVE

SUSTAINABLE

CAPITALISM


THE
BODY
SHOP

Why Patagonia is Fighting for Public Lands


Dove
We see beauty
all around us.

Creating Shared Value
Michael Porter

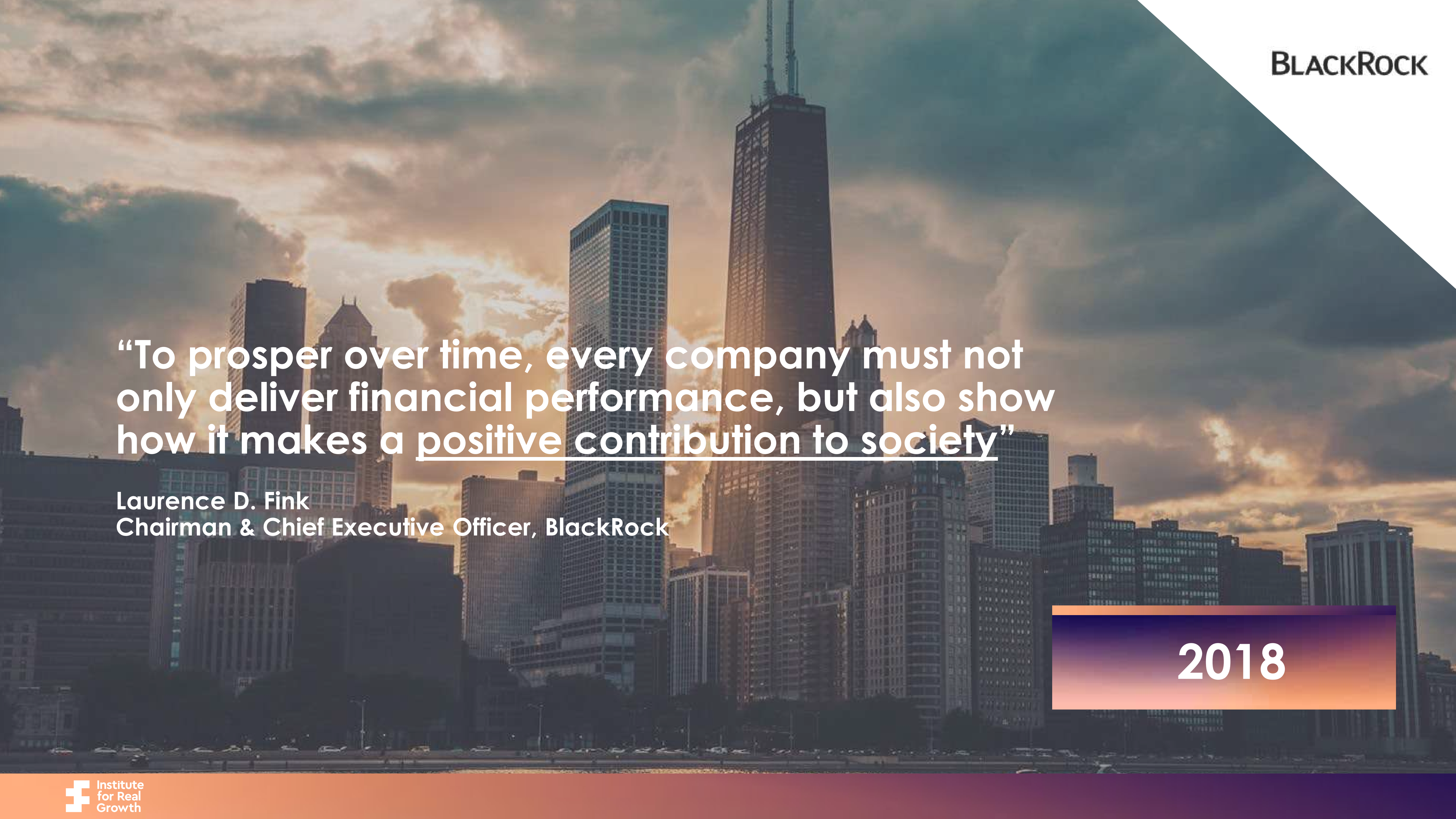
2011

The net zero economy is arriving

Larry Fink's annual letter to CEOs

BlackRock

2018


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
Institute for Real Growth

Business Roundtable

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.

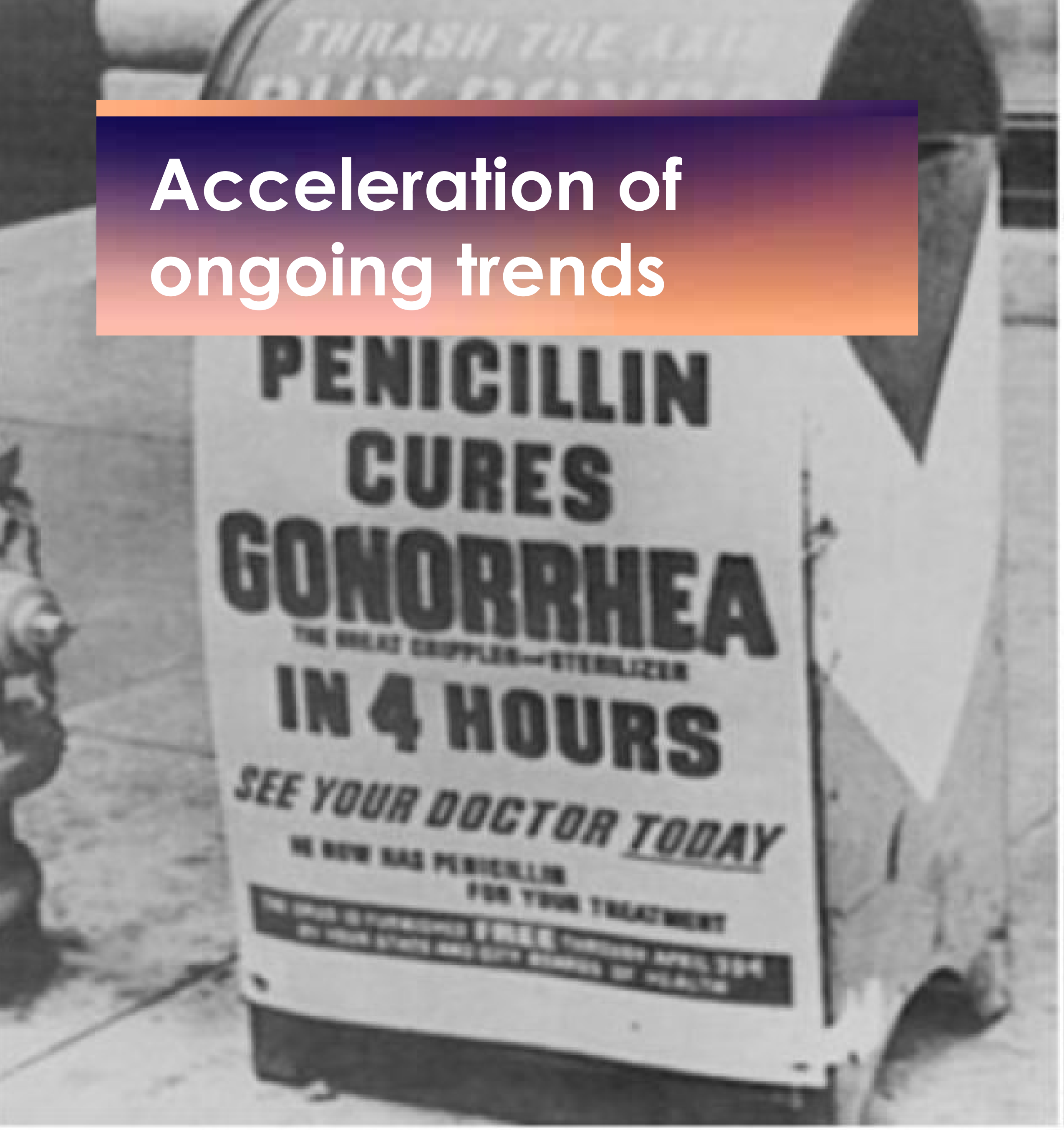
GENERATING LONG-TERM VALUE FOR SHAREHOLDERS, WHO PROVIDE THE CAPITAL THAT ALLOWS COMPANIES TO INVEST, GROW AND INNOVATE. We are committed to transparency and effective engagement with shareholders.

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 BR Business Roundtable

And then COVID-19 struck

Acceleration of ongoing trends



Pre-COVID
Stakeholder Focus

Customers

Capital Markets

COVID
Stakeholder Pivot

Colleagues

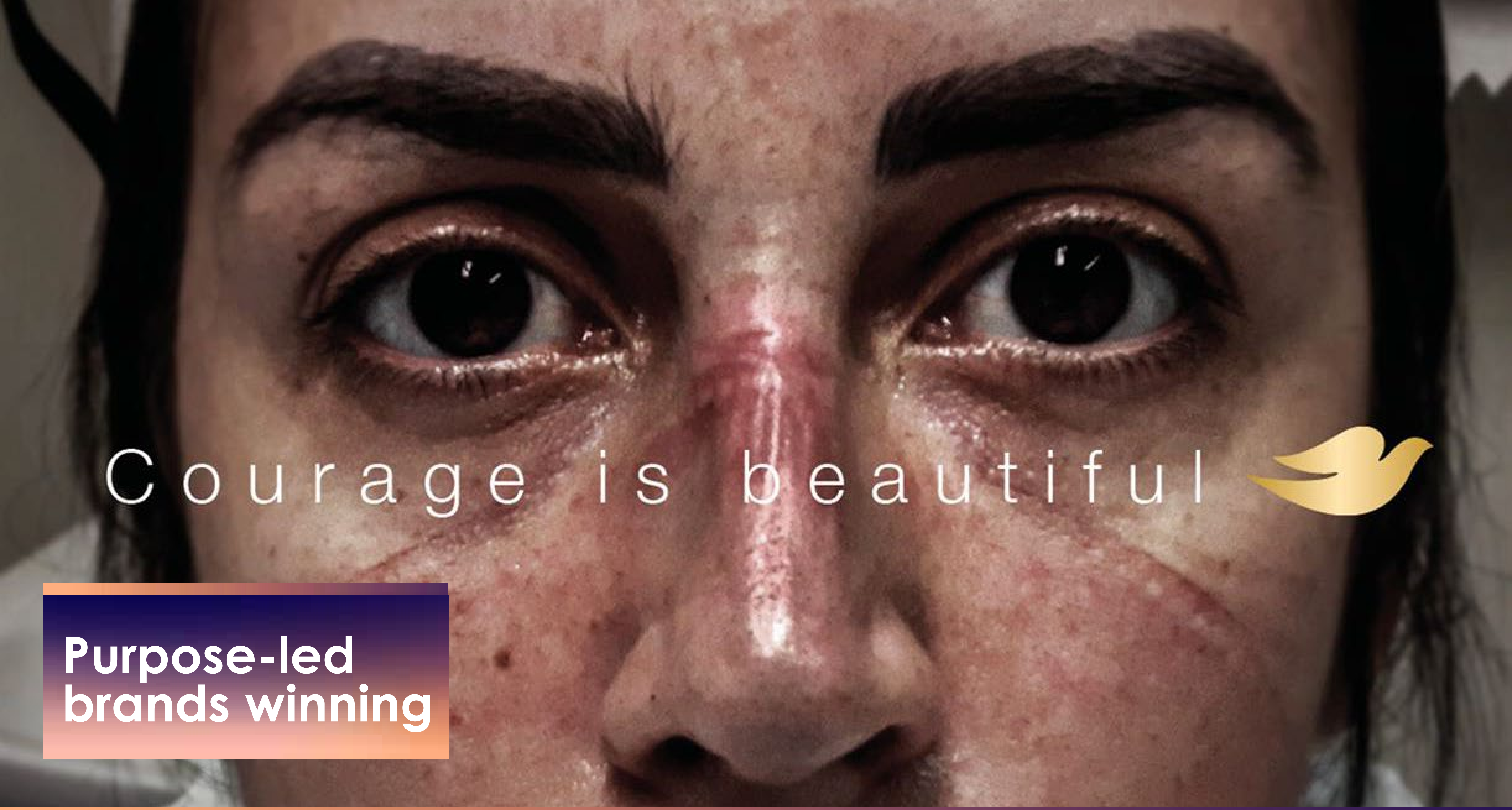
Community

Increase in Empathy


BBC

… to family reality

Purpose-led brands winning



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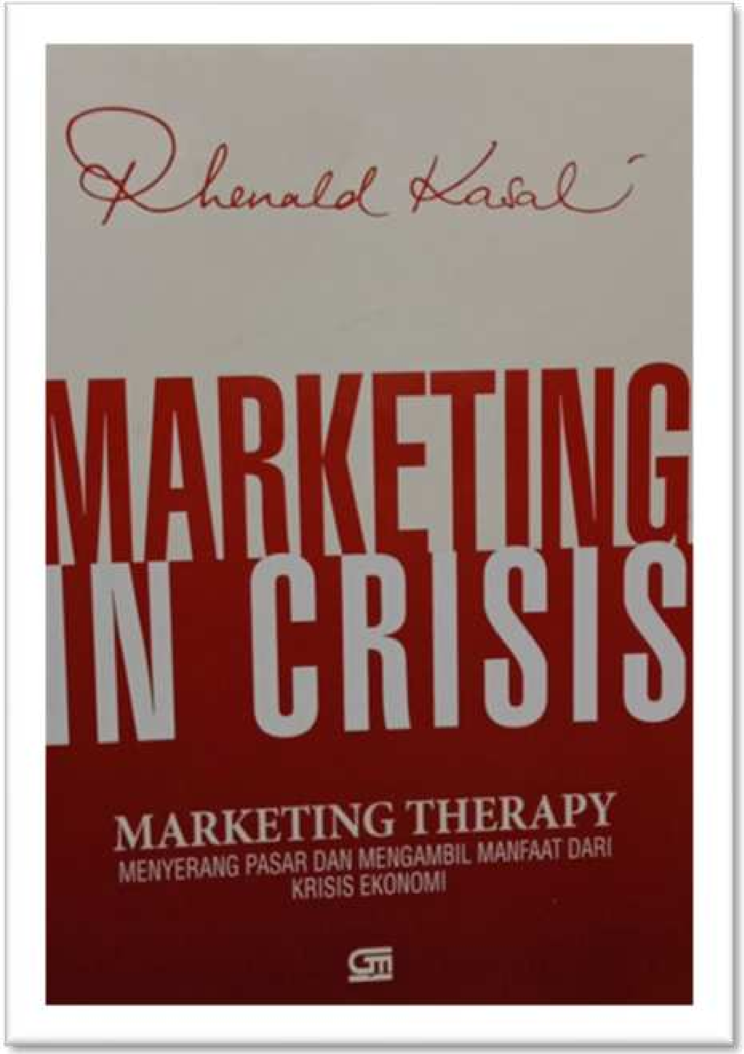
The Role of Marketing

IRG100 January 2023

Decreasing Marketing Influence

Declining Marketing Student Enrolment

Marketing in Crisis?



Institute for Real Growth

The Ikigai of Marketing

Marketing Ikigai

US Business Roundtable

STATEMENT ON THE PURPOSE OF A CORPORATION

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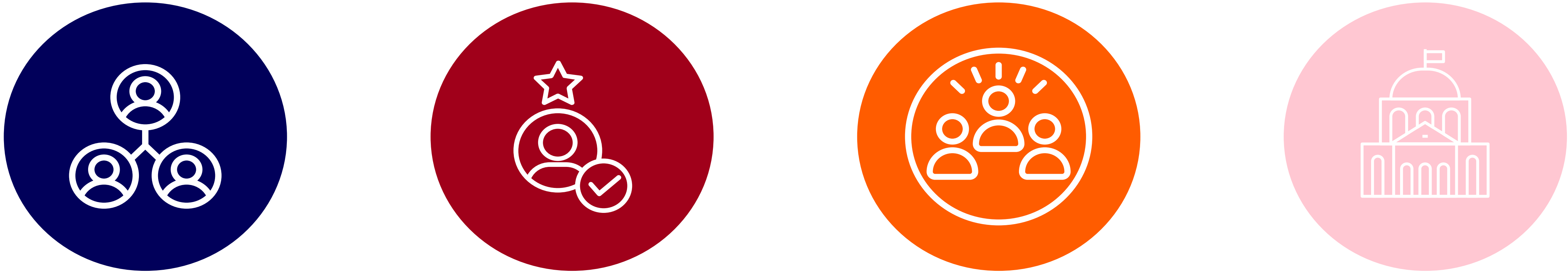
BRT.org/OurCommitment BR Business Roundtable

Multi-Stakeholder Value Creation



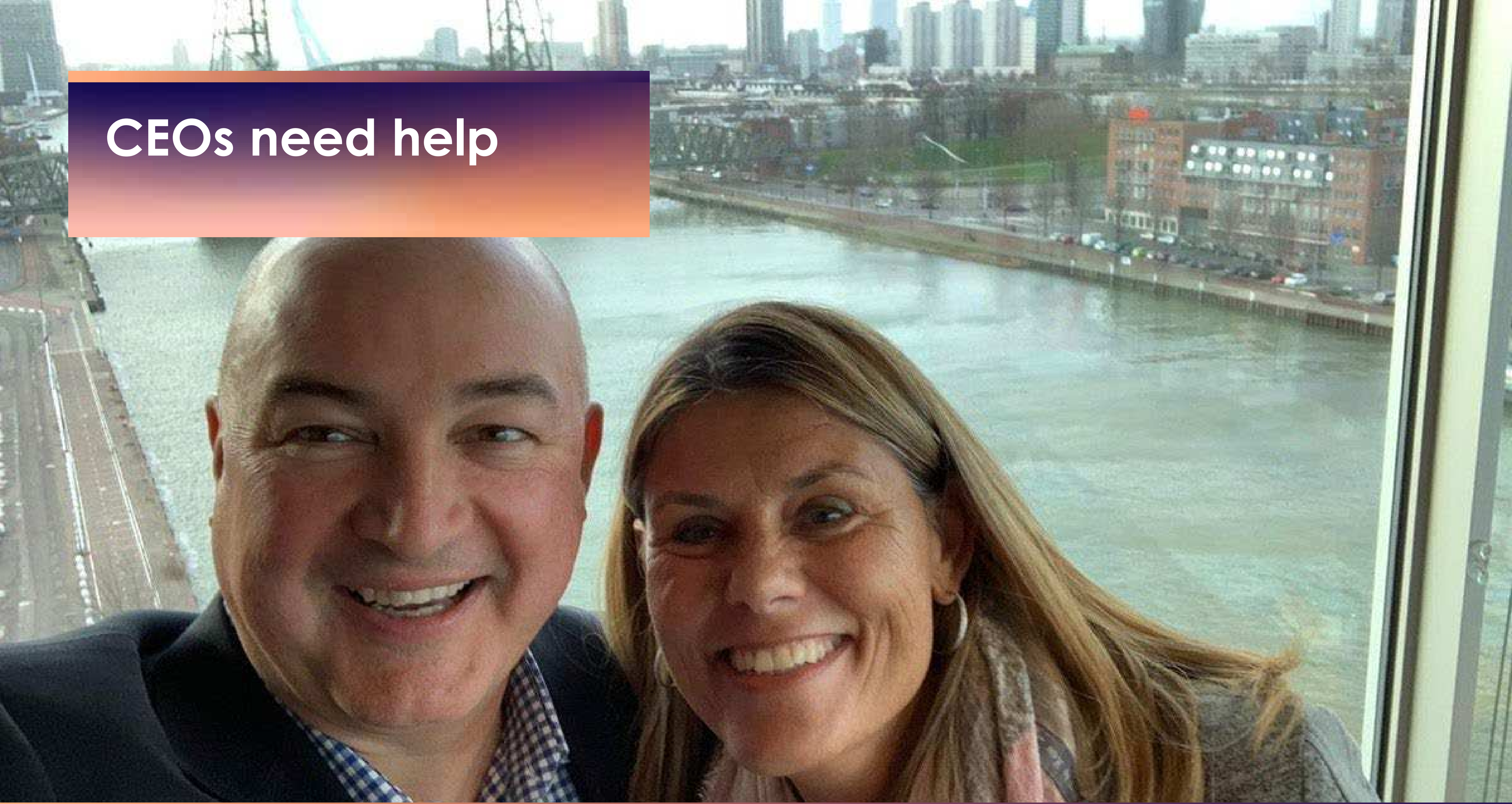
Colleagues

Customers

Community

Capital Markets

CEOs need help




Internal

Window on the World: **Stakeholder Insights**

Meta

Purpose Inspiration

CVS Health®

Community Activation

Employee Value Proposition

Total Stakeholder Message Alignment

natura &co


External

Marketing drives how people …

THINK

FEEL

DO

Driving Multi-Stakeholder Growth

THINK	FEEL	DO
Raising Awareness & Shifting Mindsets	Building a Sense of Belonging & Passion	Enabling Behavior Change


SUSTAINABLE DEVELOPMENT GOALS
1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS
SUSTAINABLE DEVELOPMENT GOALS

Marketing driving Sustainable Growth

THINK	FEEL	DO
Raising Awareness & Shifting Mindsets	Building a Sense of Belonging & Passion	Enabling Behavior Change

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

HELLMANN'S®
1913

BELIEVES FOOD IS
TOO GOOD TO BE WASTED.

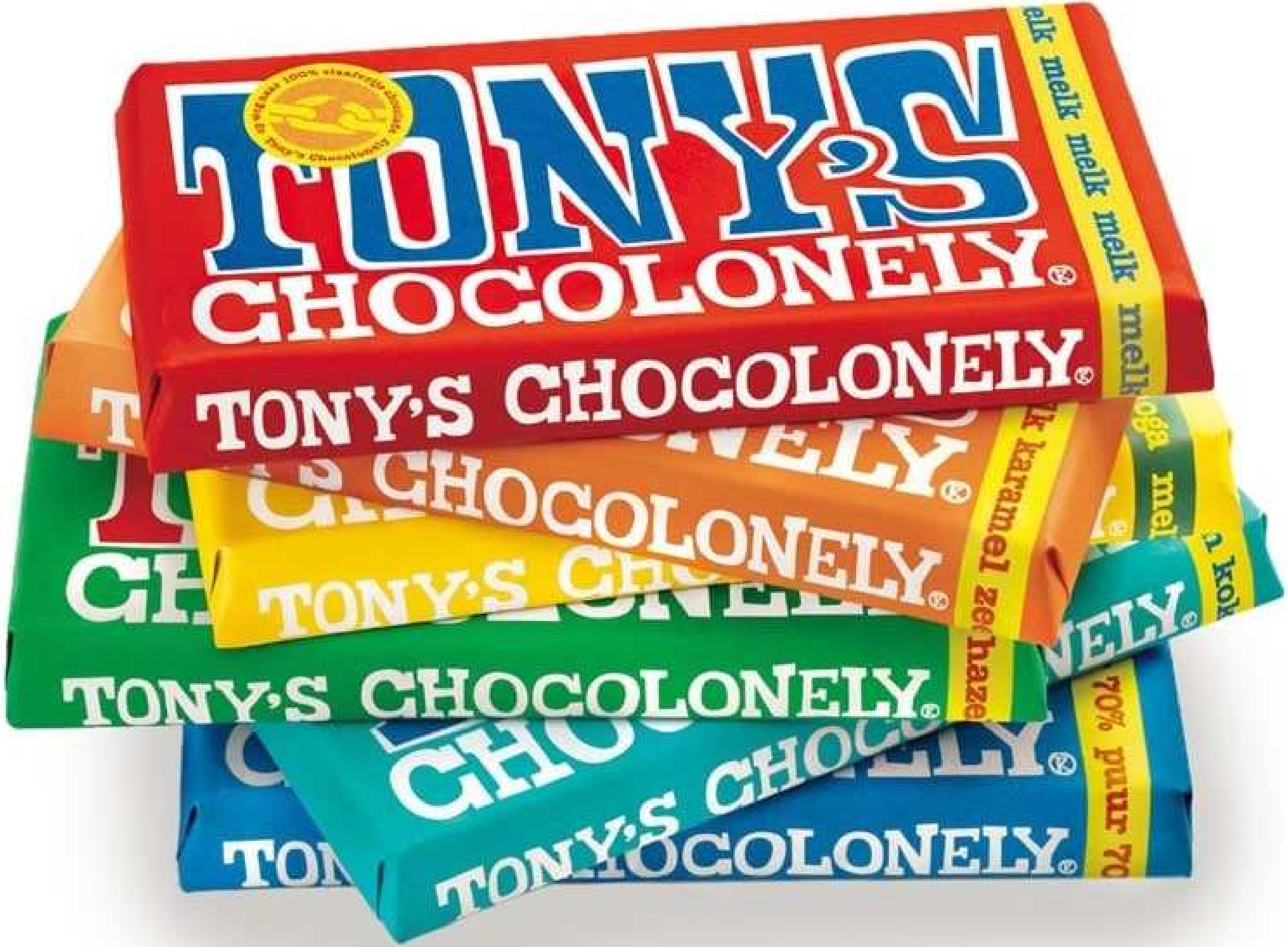
4 QUALITY EDUCATION

Marketing driving Sustainable Growth

THINK	FEEL	DO
Raising Awareness & Shifting Mindsets	Building a Sense of Belonging & Passion	Enabling Behavior Change

10 REDUCED INEQUALITIES

together we'll make chocolate 100% slave free
Tony's Chocolonely

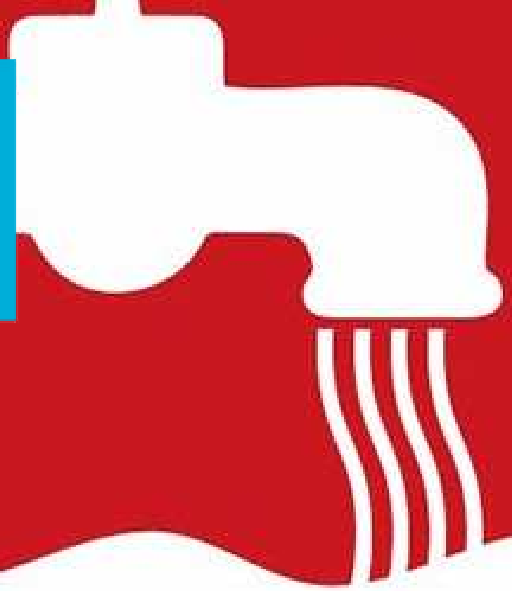


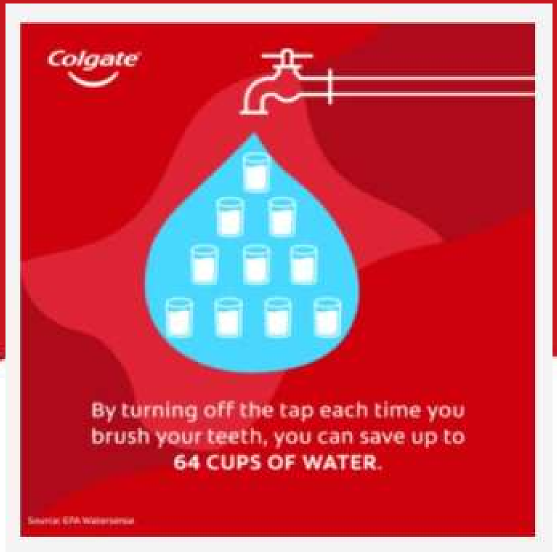

Why Patagonia
is Fighting for
Public Lands
patagonia

Marketing driving Sustainable Growth

THINK	FEEL	DO
Raising Awareness & Shifting Mindsets	Building a Sense of Belonging & Passion	Enabling Behavior Change

6 CLEAN WATER AND SANITATION



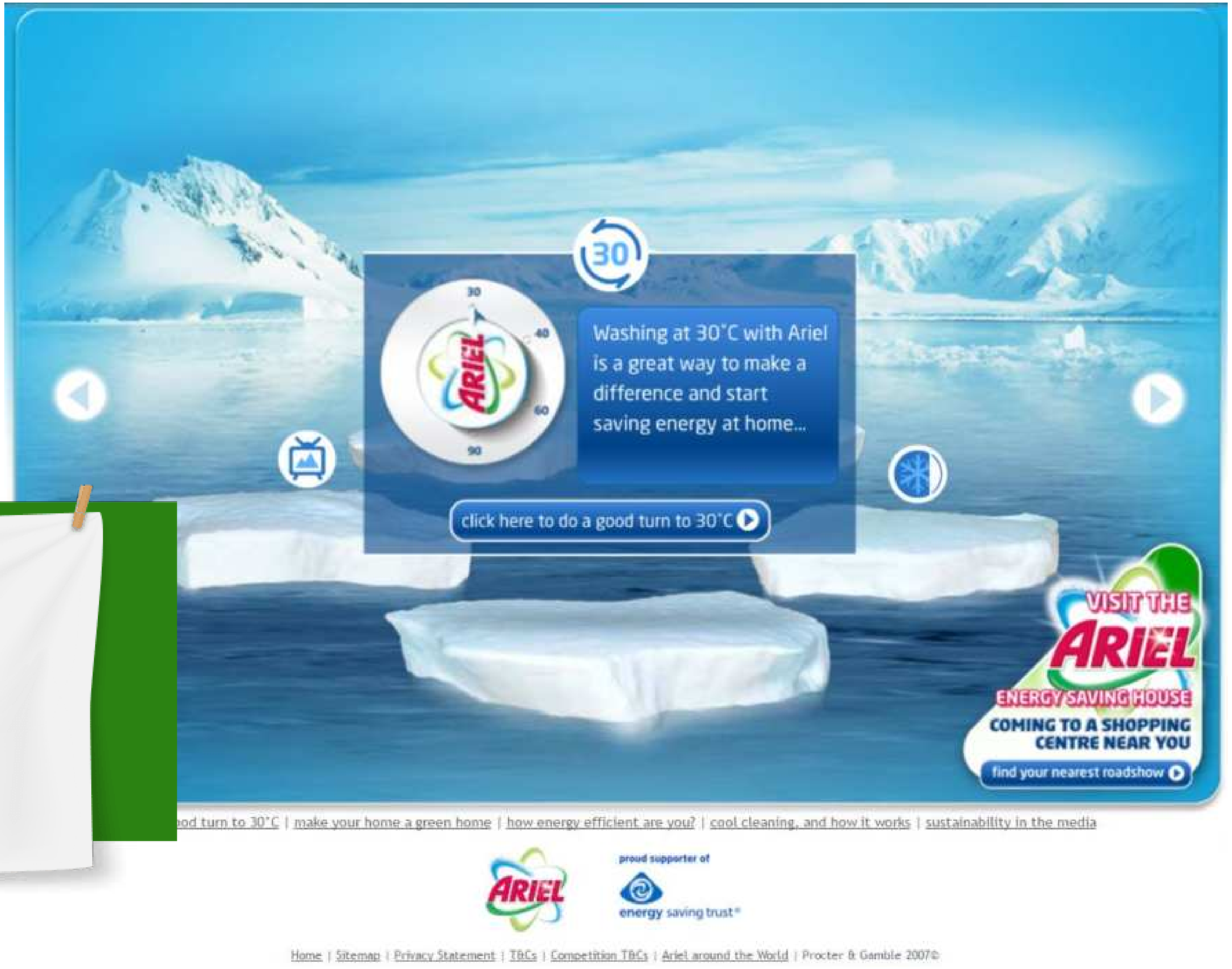


TURN OFF THE FAUCET WHILE BRUSHING

13 CLIMATE ACTION

8 DECENT WORK AND ECONOMIC GROWTH

13 CLIMATE ACTION




11 SUSTAINABLE CITIES AND COMMUNITIES

Driving Multi-Stakeholder Growth

THINK	FEEL	DO
Raising Awareness & Shifting Mindsets	Building a Sense of Belonging & Passion	Enabling Behavior Change

Update:
CMO influence is up

Increased CMO influence on growth

65%

11%

Inspiring Marketing Student Enrolment

Making a difference ...

If not now … WHEN?

if not me … WHO?

Breakout

Take 5 minutes to consider the potential for your business to drive more Humanized Growth.

At your tables, discuss the implications for Brands and the CMO.

20 min

Institute for Real Growth

Achieving Multistakeholder Impact study (AMI)

Business Roundtable

2019

Multi-Stakeholder Value Creation

Colleagues

Customers

Community

Capital Markets

And then COVID-19 struck

DANONE


DANONE'S CEO STEPS DOWN
EMMANUEL FABER OUSTED AFTER ACTIVIST INVESTOR CAMPAIGN
FRANCE 24


UNILEVER (UL)
44.20
+0.35
(+0.80%)
EXTENDED HOURS
ALERT
yahoo! finance
UNILEVER CEO ALAN JOPE
SET TO RETIRE NEXT YEAR


LMS

Topics to Address

1. Definition of Multistakeholder growth
2. Most and the least impactful initiatives
3. Balancing interests, practical learning and pitfalls to avoid
4. Measuring and communicating impact to stakeholders
5. Multistakeholder leadership expectations, attitudes and habits
6. Role of brands and Marketing

Advisory Board

Study Partners

Institute for Real Growth

UNIVERSITY OF OXFORD

Saïd Business School

Oxford Future of Marketing Initiative

SpencerStuart

MORNING CONSULT
INTELLIGENT DATA, INTELLIGENT DECISIONS

ANA GLOBAL CMO GROWTH COUNCIL

WARC

LinkedIn The B2B Institute

Yale SCHOOL OF MANAGEMENT

CKGSB 长江商学院 CHEUNG KONG GRADUATE SCHOOL OF BUSINESS

NYU SCHOOL OF PROFESSIONAL STUDIES

Methodology

- IRG CEO, CFO, CCO, CMO, IR and expert Vision Interviews
- Meta-analysis of multistakeholder growth initiatives and results
- Oxford FOMI AI 'Hypertrend' tool analysis to identify key themes and emerging future trends to augment our research.

Roadmap

KICK-OFF
JAN

Personal Introductions

Connecting to Human Nature

Decoding the World

IRG Growth Study

Role of Business, Brands and the CMO

Da Vinci Growth CMO: Purpose

Da Vinci Growth CMO: Experiences & Attitudes

Humanized Growth Opportunity

Engaging Stakeholders

SESSIONS
FEB - MAY

STAKEHOLDER INTERVIEWS & BENCHMARKING

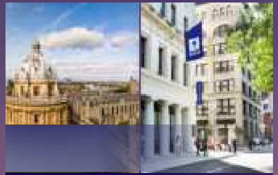
Abundant Markets
Feb 08 (Zoom)

Multiple Models
Feb 22 (Zoom)

Evolving Experiences
Mar 08 (Zoom)

CLOSING
JUN

Roadmap

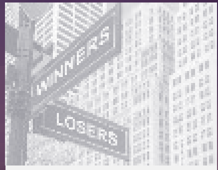


KICK-OFF
JAN

Personal Introductions

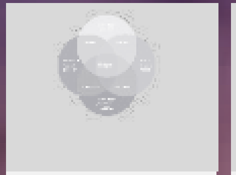
Connecting to Human Nature

Decoding the World

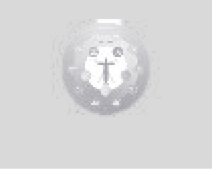


IRG Growth Study

Role of Business, Brands and the CMO



Da Vinci Growth CMO: Purpose



Da Vinci Growth CMO: Experiences & Attitudes

Humanized Growth Opportunity

Engaging Stakeholders

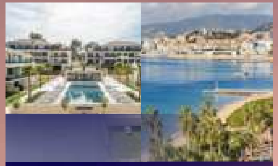
SESSIONS
FEB - MAY

Abundant Markets

Multiple Models

Evolving Experiences

AMI & Validated Growth Opportunity
Mar 22 (Zoom)



CLOSING
JUN

IRG Cannes, June 2023

Institute for Real Growth

Thank you

Dinner
7 pm
Bodleian Library