

AMI - Spaghetti Session

April 17th & 18th

Welcome!

As we approach the two thirds mark of the Achieving Multistakeholder Study research phase, we are excited to welcome you to the **Spaghetti Session**.

The session is hosted at the IRG offices in Amsterdam & Zoom over April 17th & 18th.

For those coming in person, we will end the session on April 17th with a light dinner at Café Vrijdag at 6:00 p.m. CET. The venue is a short five-minute walk from the IRG office.

In this welcome pack you will find some materials for preparation, including: the study partners, the general agenda for the day and a link to a podcast that sets the context for the day.

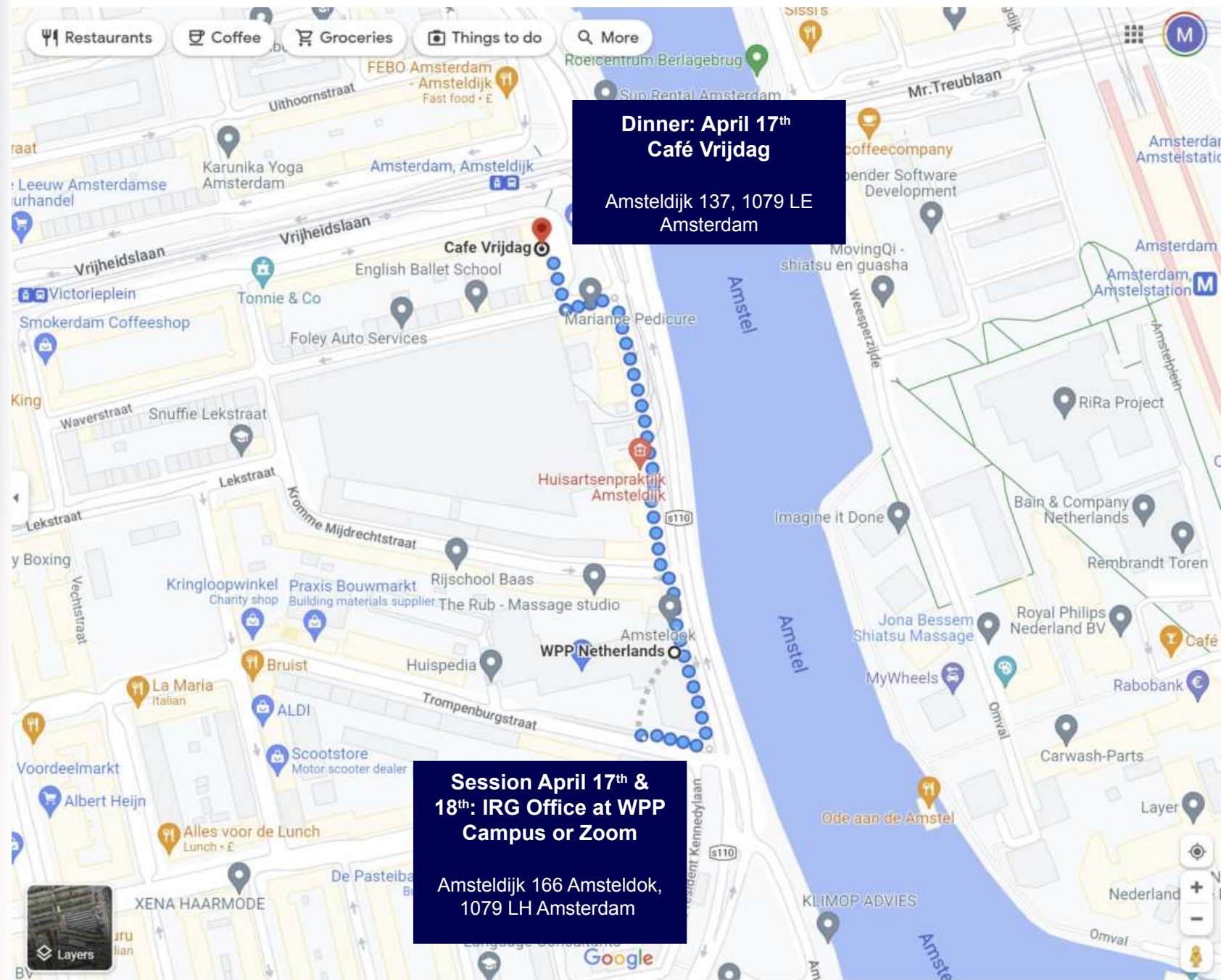
We look forward to your participation and please don't hesitate to reach out to the MC for the day, meg@instituteforrealgrowth.com with any additional questions.

Our best, on behalf of the AMI Study Partners,

Andrew Stephen
Frank van den Driest
Marc de Swaan Arons

On arrival at the IRG
office @WPP Campus,
Leanne will meet you at
reception

Leanne can be reached
on
+ 31 6 39 23 11 76



Preparations

Please come with an open mind and prepare by reviewing these two

1. HBR: <https://hbr.org/podcast/2022/10/4-business-ideas-that-changed-the-world-shareholder-value> (45 Min)
2. IRG Spaghetti Session Context and background (30 Minute Presentation to be sent to you by Marc on Friday)

Spaghetti Agenda

April 17

All times are CET.
For the UK, please
deduct 1 hour and
for EST deduct 6
hrs

14:00 – 14:15

Welcome, Objective, Approach & Agenda

14:15 – 15:15

Preliminary IRG Learnings & Discussion

15:15 – 15:45

Preliminary Yale Learnings & Discussion

15:45 - 16:15

BREAK

16:15 – 16:45

Preliminary CKGSB China Insights

16:45 – 17:15

Preliminary K&F CHRO Insights

17:15 – 17:30

Closing & Prep for Day 2

April 18

All times are CET.
For the UK, please
deduct 1 hour and
for EST deduct 6
hrs

13:00 – 13:45

Opening and Reflections on Learnings from Day 1

13:45 – 14:45

Preliminary Spencer Stuart CEO Profile Learnings & Discussion

14:50 – 15:10

BREAK

15:10 – 16:00

Review Additional Key Learnings per Survey Question

16:00 – 16:50

Additional Data / Research / Focus to be gathered

16:50 – 17:00

Closing & Next Steps

Study Partners

Study Partners



Aljan de Boer

IRG

Aljan is the Community Director at the Institute for Real Growth, and Head of Inspiration at insights company TrendsActive.

At the IRG, he is proudly responsible for managing a community of +450 global CMOs and other growth leaders. As the eyes and ears of the community, he inspires them with relevant content and connect them to their peers.



Aditya Kishore

WARC

Global marketing and insight executive with range of skillsets: Experience includes brand strategy and marcom, advertising, editorial, research/insights and strategic advisory services

20+ years of experience providing client insights; identifying industry-critical topics, defining research agendas and delivering market-leading analysis and strategic advice across a wide range of methodologies

WARC



Adria Boyle

Yale

I am a change agent that unlocks potential in people, products and markets.

In my 15 years as a professional, the most impactful contributions I've made for the companies I've been privileged to work for can be attributed to my unique ability to apply both analytical and creative thinking to solve business problems. I thrive in these crossroads because it's where the interesting stuff happens. These are whitespace worlds where there are a lot of unknowns, firsts and uncertainties. By applying my emotional intelligence, analytical rigor, and strong communication skills, I can find new markets, innovate products, and uncover deeper ways to engage with customers.

Yale *Program on Stakeholder Innovation
and Management*



Andrew Stephen, Oxford University, Saïd Business School

Professor Andrew Stephen is a leading academic voice on the technology-centric future of the marketing, media, and advertising industries. He has a particular interest in issues that lie at the intersections of marketing, consumer behaviour, and technology, and is a strong proponent of the use of data-driven, analytics-focused approaches to marketing. His research over the last decade has made significant contributions to our understandings of digital marketing and advertising, and especially how social media works for marketers and how consumers behave on social platforms.

As a prolific researcher in marketing, Andrew has published in all of the leading academic journals in marketing, as well as in professional outlets such as Harvard Business Review and MIT Sloan Management Review. He recently served as Co-Editor of the International Journal of Research in Marketing, and is now Editor at the Journal of Consumer Research. He is also on the editorial boards of the Journal of Marketing, Journal of Marketing Research, and Journal of Consumer Psychology.



Audrey Pillsbury Spencer Stuart

Currently working at Spencer Stuart, the preeminent global leadership advisory and executive search firm and pursuing my M.S in Organizational Psychology from the University of Southern California.

On a quest to help individuals, teams, and organizations thrive. I aspire to combine business and strategy with a generous measure of empathy and meaning. I am at my best when working with great people and engaging in work with far-reaching impact.

SpencerStuart



Carolyn Murphy

WARC

Proven track record of generating revenue by strategically leading and developing client services teams delivering high customer retention rates and high team engagement.

Expertise in digital advertising and social marketing campaigns, creatively solving client concerns, working with internal teams to enhance product needs, and developing strong and lasting customer relationships.

WARC



Chris DeRose Spencer Stuart

Based in Chicago, Chris DeRose is a member of Spencer Stuart's Leadership Advisory Services and has 25 years of experience as a strategic leadership consultant. Chris has helped business leaders across a range of industries improve the growth and profitability of their organizations and develop the next generation of leadership.

He has designed and led leadership development and assessment programs for clients that have been instrumental in identifying next generation talent and CEO succession candidates. Chris has consulted with some of the largest Fortune 500 firms, while also assisting fast-growth, entrepreneurial companies and large nonprofit and government organizations.

SpencerStuart



Chris Burggraeve

Vicomte

With 34+ years of experience, Chris is a multiple award winning, world-class corporate marketer turned entrepreneur, advisor, investor, public and private board member, academic, author, and speaker.

His corporate marketing career spanned 23 years working for global CPG leaders like Procter & Gamble, The Coca-Cola Company, and Anheuser-Busch InBev (their first successful Global CMO from 07-12). Since 2013 he runs his own marketing advisory and micro-ventures firm Vicomte, serving corporate leadership, founders, and their boards, to (re)design and (re)build superior marketing capability fit for the next phase of growth.

The resulting strong brand (portfolio) forms the basis for category leadership and sustainable returns to all stakeholders (consumers, shareholders, employees and society at large).



David Tiltman

WARC

David Tiltman is SVP Content at WARC.

He has been writing about media and marketing for more than two decades, including six years at Haymarket Media Group. There he was features editor on Marketing magazine, based in London, before moving to the Hong Kong Office to become Managing Editor of Haymarket's Media magazine (now Campaign Asia), covering marketing and media across Asia-Pacific.

WARC



Eliot Mizrachi

Page Society

Vice President & Content Strategy at Page Society.

The Page Society is the world's premier membership organization for the chief communications officers (CCOs) of Fortune 500 and Global 500 companies, non-profit charities, public interest organizations and government agencies; the CEOs of public relations firms that advise major corporations; and educators who research and teach corporate communications at leading business and communications schools.

The mission of Page is to strengthen the enterprise leadership role of the chief communications officer by embracing the highest professional standards; by advancing the way communications is understood, practiced and taught; and by providing a collegial and dynamic learning environment.



ARTHUR W. PAGE SOCIETY



Eva Linderborg

IRG

Eva is a content director at the Institute for Real Growth, a not-for-profit organization that aims to help CMOs and other growth leaders drive more humanized growth by connecting them to peers and experts through live-action programs inspired by thought leadership.

She is a free thinker, team builder, glass half full, action oriented, idealist.



Fleur Elverding

IRG

Fleur is a content director at the Institute for Real Growth, a not-for-profit organization that aims to help CMOs and other growth leaders drive more humanized growth by connecting them to peers and experts through live-action programs inspired by thought leadership.

She loves to make things simple in organizational and brand development.



Frank van den Brink

Kennedy Fitch

Frank is a technical, entrepreneurial and comprehensive HR leader with a progressive career in Financial Services and a clear focus on people, business and organization transformation expressing a creative growth mindset with strong business acumen.

As Chief Employee Experience Officer / CHRO he has made a critical contribution to Global HR, business transformation and the future of work. He can act both as change leader and operational leader with a strong focus on execution and delivery.

In addition, he is advising HR Tech start ups / VC's on their business strategy, product roadmap and supports them in business development.



KENNEDYFITCH



Frank Van Den Driest

IRG

Frank van den Driest is a passionate, pragmatic and highly results-oriented. He is a well-known thought leader and former consultant in the space of global brand marketing strategy development and implementation.

In 2019, Frank co-founded the Institute for Real Growth, a not-for-profit organization that aims to help CMOs and other growth leaders drive more humanized growth by connecting them to peers and experts through live-action programs inspired by thought leadership.

Frank has co-authored two cover articles in the Harvard Business Review – ‘Building an Insights Engine’ in 2016 and ‘The Ultimate Marketing Machine’ in 2014, of which the latter made the best-selling issue in the entire history of HBR.



Gregory Clark, Oxford University, Saïd Business

My strengths include implementing ongoing pure and applied mathematics research, undergraduate/graduate teaching expertise, and interdisciplinary background to create research opportunities for students and educational institutions. I continually champion effectiveness of mathematics graduates in building value for global companies while building partnerships between academia and global corporations.

This includes applying mathematics to analyze and evaluate social networks and echo chambers, trend forecasting, multi-touch attribution, social evaluations, artificial intelligence, diversity and inclusion, and digital migration. My research spans Spectral Hypergraph theory, graph statistics, computational algebra, pseudorandomness, k -planar crossing numbers, and additive combinatorics.



Halla Tomasdottir

B Team

I am the CEO and Chief Change Catalyst for The B Team, where global business and civil society leaders work together on confronting our crisis of conformity in leadership.

I have long been on a quest to inspire and empower leaders to embrace purpose-driven, gender-balanced and principled leadership. I have passionately pursued this purpose as a business leader in Corporate America with M&M and Pepsi Cola, as the first female CEO of Iceland's Chamber of commerce and as an executive and non-executive director for diverse businesses.

In 2007 I co-founded an investment firm with the vision to incorporate feminine values and ESG metrics into finance. The company made international headlines when it successfully survived Iceland's infamous economic meltdown. In 2016, I ran for President as an independent candidate with no prior political experience and surprised everyone as I emerged from an initial 1% in the polls to becoming the runner-up with nearly 30% of the vote.

THE B TEAM ▶



Joan Betts Kennedy Fitch

I have 20 years of HR experience within leading organizations in various industries, including Saudi Aramco, The Adecco Group and Givaudan. I have worked and lived in Europe, Asia and the Middle East in roles that have focused on HR Strategy, Change and Transformation. Combining an MBA degree from IMD with Coaching skills gained at HEC, I always strive to balance both the business and human perspectives in the work that I do. I believe that the way for HR to create value is by becoming more human-focused, not less. It's about answering the question – what do you need to be your best self?



KENNEDYFITCH



Jon Iwata

Yale

Jon Iwata is a founder and the Practice Leader of the Yale Program on Stakeholder Innovation and Management at Yale School of Management, where he is an Executive Fellow and Lecturer. The program was established in 2022 to help leaders more effectively create economic and societal value.

Over a 35-year career at IBM, he held multiple leadership roles, including Senior Vice President, Chief Brand Officer, and leader of the company's global marketing, communications and corporate citizenship organization. According to Interbrand, IBM became the second most valuable brand in the world during Jon's tenure as CMO. He reported to three IBM CEOs during two decades of significant transformation. He was chairman of IBM's corporate strategy committee and established the company's values and policy committee.

Yale *Program on Stakeholder Innovation
and Management*



Juliet Zhu

CKGSB

Director with over 16 years experience in B2B marketing and communications across Europe and Asia.

Specializing in integrated marketing strategies APAC regional communications, and cross-cultural and cross-functional product and branding campaign implementations.

Track record of establishment, growth and P&L of regional offices in Singapore and Shanghai.

Focus industries: biopharma, life sciences, industrial manufacturing



Laurens Hoekstra

Vim Group

I'm a driven brand management & brand change expert and board room advisor on the cutting edge of marketing, communications & branding. Capable of leading organisations - big and small - towards effective brand strategies and digital brand transformation.



Leanne Rathore

IRG

Leanne is the Program Manager at the Institute for Real Growth, a not-for-profit organization that aims to help CMOs and other growth leaders drive more humanized growth by connecting them to peers and experts through live-action programs inspired by thought leadership.



Lena Roland

WARC

WARC provides the latest evidence, expertise and guidance to make marketers more effective. As managing editor, WARC.com, I drive the core content agenda for WARC.com, including the agenda for the monthly WARC Guide reports. I also oversee WARC's Spotlight content series in the US and APAC, as well as case studies and knowledge partnerships.

WARC



Marc Cloosterman

Vim Group

With the current shift from shareholder- to stakeholder capitalism, brands are increasingly relevant to drive business performance.

My ambition is to increase the recognition of brand as an organisation's most valuable asset and I thrive on spending time with senior executives interested in the intangible relationship between a brand and its audiences – customers, consumers, staff, suppliers or the financial community.

I am CEO of VIM Group and have held a number of non-executive director and supervisory roles (BrandFinance - a London-based brand valuation firm; Careyn - a large Dutch elderly care institution; and SVB Media - a Swiss Publigroupe owned agency).



Marc de Swaan Arons

IRG

Marc is an acknowledged practitioner, thought leader, consultant and now teacher in the area of global marketing leadership. After a successful 14-year career with Unilever working in The Netherlands and New York and founding the Interactive Brand Center in 1998 - Unilever's first global internet marketing innovation center.

Marc co-founded EffectiveBrands in 2001, building the global marketing leadership consultancy to 5 global offices with 75 consultants and ultimately integrating the business into WPP in 2014. In 2019 Marc founded the Institute for Real Growth (IRG) a not-for-profit organization focused on supporting CMOs and other growth leaders drive more humanized growth by connecting them to peers and experts through live-action programs inspired by thought leadership. By mid-2022, over 400 CMOs and other growth leaders have participated in IRG programs.



Marcel Bucsescu

NACD

Marcel Bucsescu is the senior director of credentialing and strategic engagement for NACD, leading NACD's Directorship Certification® program, NACD Fellowship®, NACD's Fortune 500 Advisory Councils, and NACD's engagements with key partners and stakeholders.

Prior to joining NACD, Bucsescu served as Co-Program Director of The Conference Board Chief Legal Officers Council 12 years and has also served Executive Director of the Ira M. Millstein Center for Global Markets and Corporate Ownership at Columbia Law School. He has also led strategic initiatives for the Office of the CEO at LRN Corporation. Bucsescu began his career at The Conference Board, having held positions in their Councils program, Sustainability Center, and Governance Center. For the last decade, his work has addressed environmental, social, and governance issues; risk management; cybersecurity; shareholder activism; and corporate governance with boards and members of the C-suite.



Maria Neicu Kennedy Fitch

Consultant at KennedyFitch, A boutique management consulting firm.

We support chief human resource officers, people experience leaders and senior human resources executives to create sustainable business value with Employee Experience and develop an employee-centric culture in HR. I work in both executive recruitment & consulting, with a focus on EX. I am also a trainer for our Ex-Practitioner Certification Courses and created our EX Essentials online course



KENNEDYFITCH



Mariana Peneva

IRG

Mariana is a content director at the Institute for Real Growth, a not-for-profit organization that aims to help CMOs and other growth leaders drive more humanized growth by connecting them to peers and experts through live-action programs inspired by thought leadership.

She is passionate about the positive impact Brands & Businesses can deliver to further the UN SDGs. Inspired by the art & science of Brand Purpose. Strong believer in diversity of thought. Thrives in multicultural teams. Motivated by a fast-paced environment. Whole-brain thinker.



Meghna Jain

IRG

Meg is a content director at the Institute for Real Growth, a not-for-profit organization that aims to help CMOs and other growth leaders drive more humanized growth by connecting them to peers and experts through live-action programs inspired by thought leadership.

She is a results-driven professional, whose passion lies in creating sustainable impact for businesses and leaders alike.



Mark Murray

IRG

In August 2015, Mark established Mesa, an independent brand consultancy with a particular focus on developing evidence-based marketing strategies to drive brand growth in the constantly evolving marketplace.

Prior to that (May 2010 to July 2015) Mark was based in London as the Global Head of Consumer planning at Diageo, the world's leading premium drinks company. In this role he led a team of 130 planners globally to ensure that Diageo remained at the forefront of consumer and shopper understanding. During this time the team won multiple awards for creativity and effectiveness, including the MRS Client of the Year in 2012.



Nadine Apelian Dobbs

B Team

Nadine has over 15 years of experience devising strategies and programs that translate some of the world's most complex policy issues for a global audience. She discovered her passion for foreign policy and social justice issues in the post-9/11 era at the ACLU. Since then, she has worked at the intersection of media and policy for institutions such as PBS, the Council on Foreign Relations, and Chicago Ideas—where she was COO.

Nadine currently oversees a new global communications strategy for The B Team, a collective of business and civil society leaders working to redefine the culture of accountability in business, co-founded by Richard Branson and Jochen Zeitz. In her role, she brings together the organization's advocacy, campaign, and thought leadership efforts. She resides in Santa Monica with her husband and two kids.

THE B TEAM ▶



Nick Primola

ANA

Nick Primola, is Executive Vice President, head of industry leadership and the chief marketing officer practice for the Association of National Advertisers. In this role, he leads the ongoing effort to align ANA's industry leadership initiatives with the collective actions of the global community of CMOs.

Nick is the primary lead for the Global CMO Growth Council, in partnership with Cannes Lions, that coordinates the efforts of the world's top CMOs to drive outcomes that impact the industry. Also while at ANA, Nick has led multiple business units including the ANA School of Marketing, the ANA's Member Relations Team, the Alliance for Family Entertainment (#SeeHer) and has also served as a director on the Marketing Accountability and Standards Board.



Rachel Letham

Marketing Society

I have over 13 years as an accomplished business leader with extensive experience in leading and executing projects, implementing robust strategies, improving operational functions, generating revenue, and expanding businesses on an international level.

I bring both my vision board and coaching knowledge alongside my corporate experience, learnings and understanding to help you get clear on your goals, deliver strategy and meet your vision.



Ruth Jones

B Team

Senior professional with 20 years of both agency and in-house communications and stakeholder relations experience gained in the UK, the US and internationally. Skilled in project-managing the delivery of top-tier international events, from devising content to sourcing speakers, working with global business, thought and government leaders such as David Cameron, John Kerry, Ban Ki-moon, Tony Blair, Prince Albert II of Monaco, Apple CEO Tim Cook and members of the UAE Royal family.

Effective and confident relationship-builder, having the gravitas, diplomacy and tact to develop and manage senior-level, multi-stakeholder partnerships across borders and functions; proven track-record in identifying and cultivating strategic collaborations with organisations such as the World Bank, UN agencies, governments including the US State Department and corporates such as IKEA, Swiss Re, BMW, BT and Philips.

THE B TEAM ▶



Simon Kittle, Oxford Saïd Business School

Simon is a freelance proofreading and copyediting services to academic writers, including the proofreading of Masters and PhD dissertations.

He offers consultancy services on philosophical and ethical topics, including the drafting or reviewing of white papers, reports, and other business documents on ethics.



Sophie Devonshire

Marketing Society

I've worked inside and with a number of global organisations, as a client and as an advisor. My career began in brand management with Procter & Gamble and Coca-Cola before I worked consultancy/agency side with Interbrand, Leo Burnett and The Caffeine Partnership as well as founding, growing and selling my own e-commerce business.

I believe that marketing and business can play a positive role in the world, society and people's lives, particularly when they're accompanied by brave, brilliant leadership. I've seen that the smartest leaders in business understand that building connections and sharing stories and ideas with peers can be energising and a powerful accelerator to success.

So that's why I'm completely delighted to have been asked to be the global CEO of The Marketing Society, the prestigious, progressive global community of senior marketers.

