

Achieving Sustained Value Creation

Interim Findings

Marketing Deep Dive

June 2023



Achieving
Stakeholder
Impact



Decreasing Marketing influence

Losing a seat at the table?



Stakeholders becoming louder



Generational shift



The impact of technology





The role of
Marketing
remains...

Value
CREATION

...but the bar is
raised



Coca-Cola
ZERO SUGAR

From consumers...



...to society

**Keep cap
attached &
recycle
together**

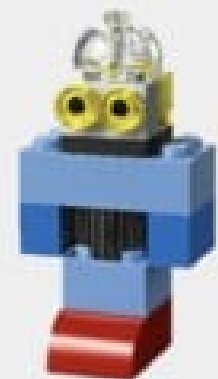
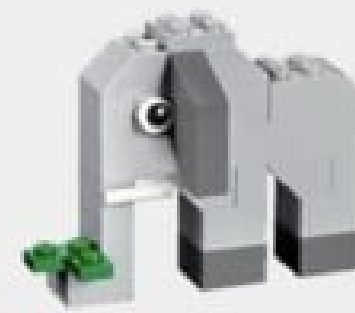


From listening...

BUILD YOUR LEGO® IDEAS LOGO!



...to embracing
future-forward
disruption



Interim Findings

The role of Marketing

**2016: Window on
the world**

DRIVING CUSTOMER-CENTRIC GROWTH

One version of the
truth



In 2023...



CIAO



CTO



CIO



CDO

*link it to shared
utopia/dystopia in
voiceover*



**We need one version
of the future**

LUSH

is becoming

ANTI SOCIAL

Purpose
translation

*link it to
aspirational role
company in
voice-over*

LUSH IS BECOMING ANTI-SOCIAL

**And taking a fresh
approach to social
media with a new
global Anti-Social
Media policy**

Within 12 months of ending cigarette
and tobacco product sales in all
Pharmacy locations:

*link it to
commitment to
change in voice-
over*



Consumers purchased

100M

fewer packs
of cigarettes*

Leveraging the brand as a vehicle for transparency

RAW MATERIAL
ISTANBUL, TURKEY
TIER 5

FIBRE
ISTANBUL, TURKEY
TIER 4

YARN
BESIKTAS, TURKEY
TIER 3

POLYMER
BESIKTAS, TURKEY
TIER 3

LEATHER FINISHING
SUZANO, BRAZIL
TIER 2

LEATHER TANNING
SUZANO, BRAZIL
TIER 3

RAW LEATHER
ARZIGNANO, ITALY
TIER 4

CATTLE HIDE
BERGAMO, ITALY
TIER 5

FOAM
TAOYUAN, TAIWAN
TIER 2

POLYMER FIBER 1
TAOYUAN, TAIWAN
TIER 3

POLYMER FIBER 2
TAOYUAN, TAIWAN
TIER 3

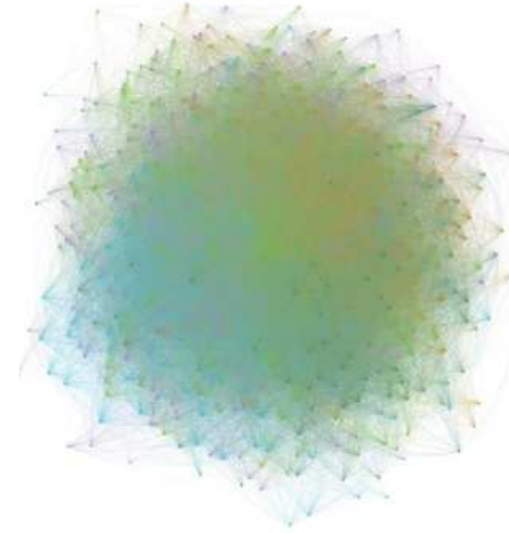
VIRGIN PLASTIC
TAOYUAN, TAIWAN
TIER 4



Integrating the thinking

CEO:

“Stakeholder”

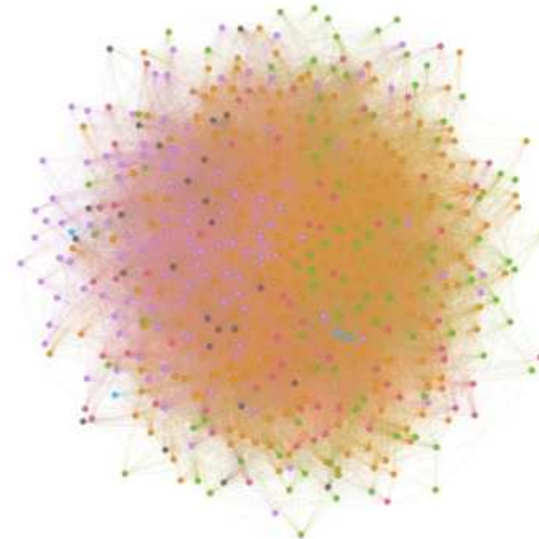


*link it to
integrated
strategy in
voiceover*

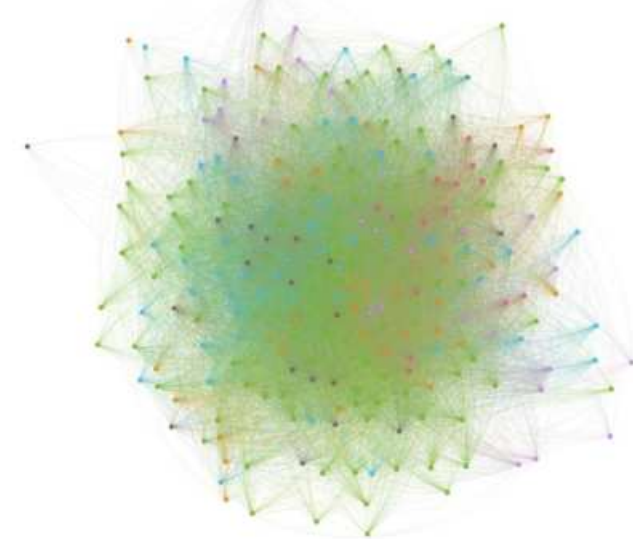


CMO:

“Stakeholder”



“Growth”



Partnering with HR on the employer brand



Employee Advocacy Program



Indeed's CMO & CFO relationship

Bit of a blend
example still

“Trust & close collaboration allows us to be more flexible with our investment approach, so we can fund opportunities in real time and iterate along the way.”

-Sean McSherry, SVP & Head of Finance



Joining forces with
Finance around
storytelling

INTUIT

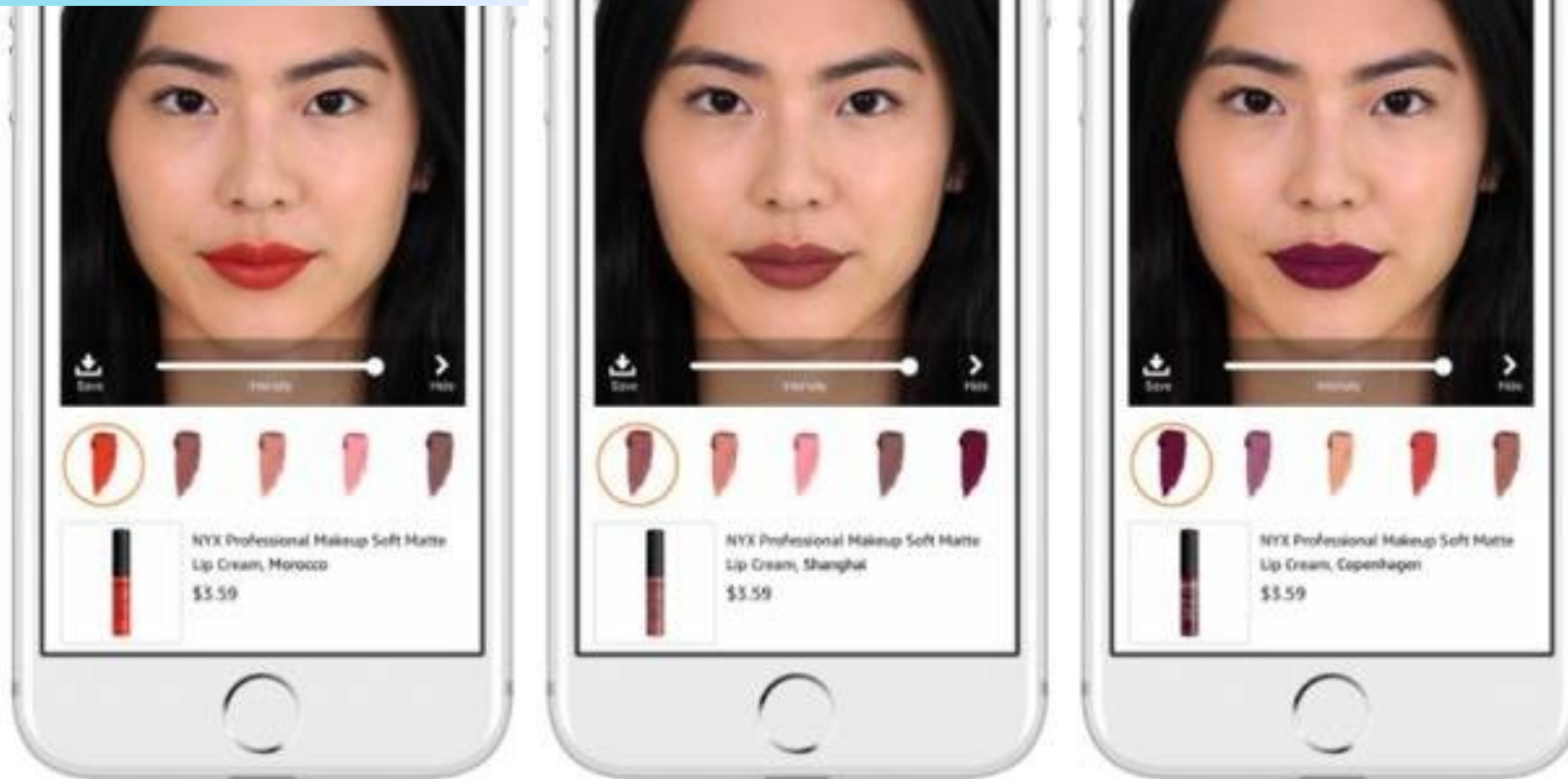
Marc: Kate Metzinger

Adecco example? (Check Eva)

Stakeholder innovation

YALE > marc

Innovating against unmet needs



Driving how people...

THINK

**Raising
awareness**

FEEL

**Building
engagement**

DO

**Enabling
behavior change**



**Volvo educating
children on safety**

THINK

STOP LOOK WAVE

Stop Look Wave is a simple, fun way to teach kids around the world how to stay safe on the roads. Find out more and download the training materials [here](#).



STOP

If you're going to cross the street, stop.



LOOK

Look both ways, and make eye contact with any drivers near you.



WAVE

Wave at the drivers, and wait for a wave back. Then, cross.

Volvo educating industry on safety

THINK

CRASHES DON'T FAVOUR ONE GENDER.
SO WHY DOES CAR SAFETY?

THE **E.V.A.** INITIATIVE
EQUAL VEHICLES FOR ALL

volvocars.com/eva



Oatly engaging
consumers to join the
movement

FEEL

**NEED HELP
TALKING TO DAD
ABOUT MILK?**

Oatly boldly engaging
the industry

FEEL

HEY FOOD
INDUSTRY,
SHOW US YOUR
NUMBERS.





Lush inspiring
consumers to
switch to
shampoo bars

We use Lush twice
now, so we need
another example

...After which the industry quickly followed



DO

Marketing is paramount in all 5 required foundational pillars

1. Utopian Vision of emerging future
2. Aspirational role for the business
3. Holistic Strategy for Value Creation
4. Commitment to real change
5. Safe space

From having
or losing a
seat at the
table...

Johnson + Johnson

**Johnson & Johnson scraps global CMO
role as part of 'streamlined' business
model**

Placeholder of
personal story where
Mkt really made an
impact

**...to becoming a
driving force**



...to becoming a
unifying force

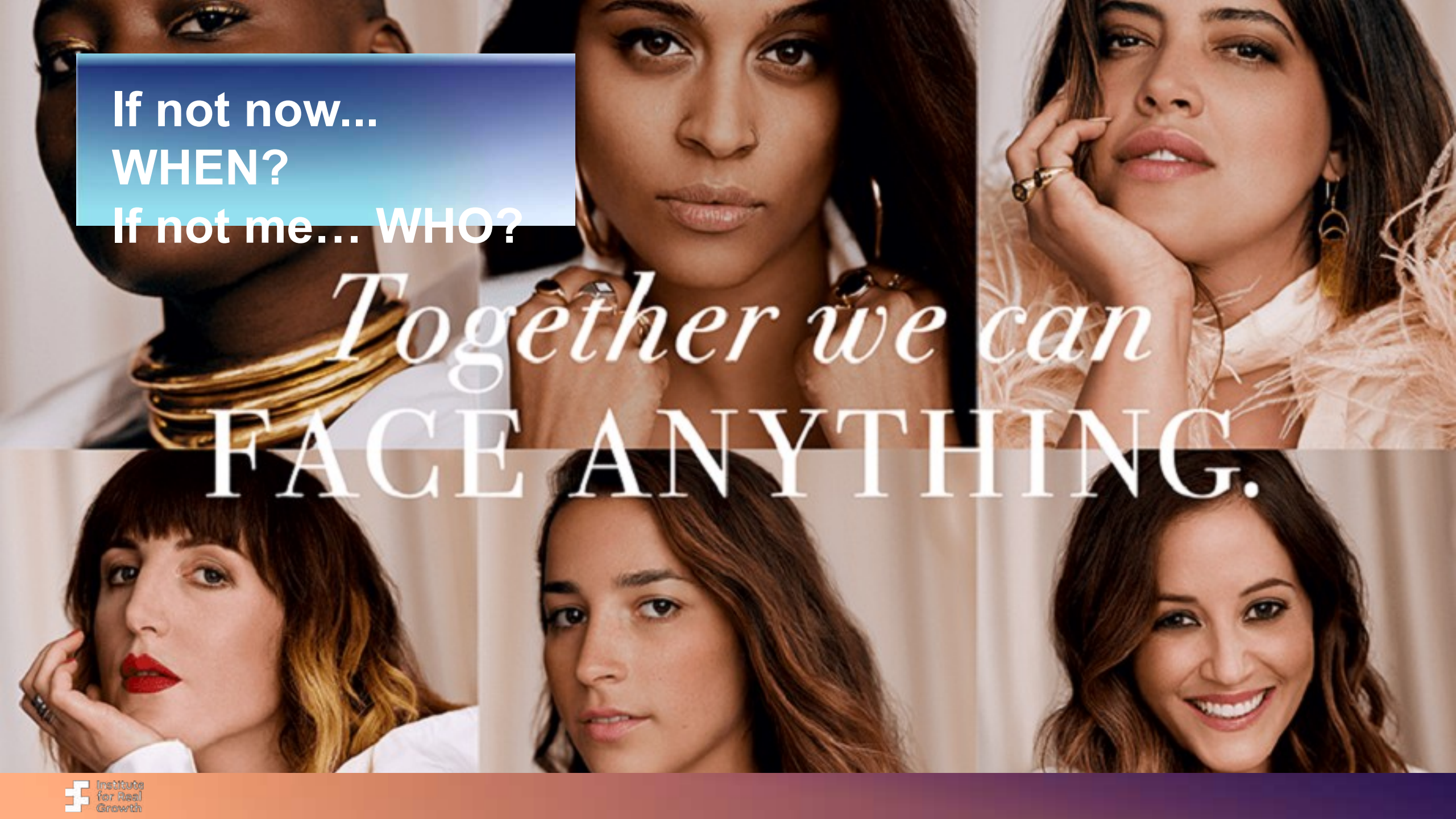
"Unifying CMOs"

- Mutual relationship with C-suite peers
- Budget is better protected
- 48% longer tenure

McKinsey study

Marc you had a specific picture here in mind right? From Meta?

CEO & CMO



If not now...

WHEN?

If not me... WHO?

Together we can
FACE ANYTHING.

Let's rewrite the
stories we tell
ourselves...



Get Involved

Over to you!

Take XX minutes to discuss in groups of 3...

- Stories of interventions where you did this successfully? What were the **critical enablers**?
- Stories of interventions where this didn't work out? What were the **critical barriers**?

Thank you!