

CMO Impact Strategies

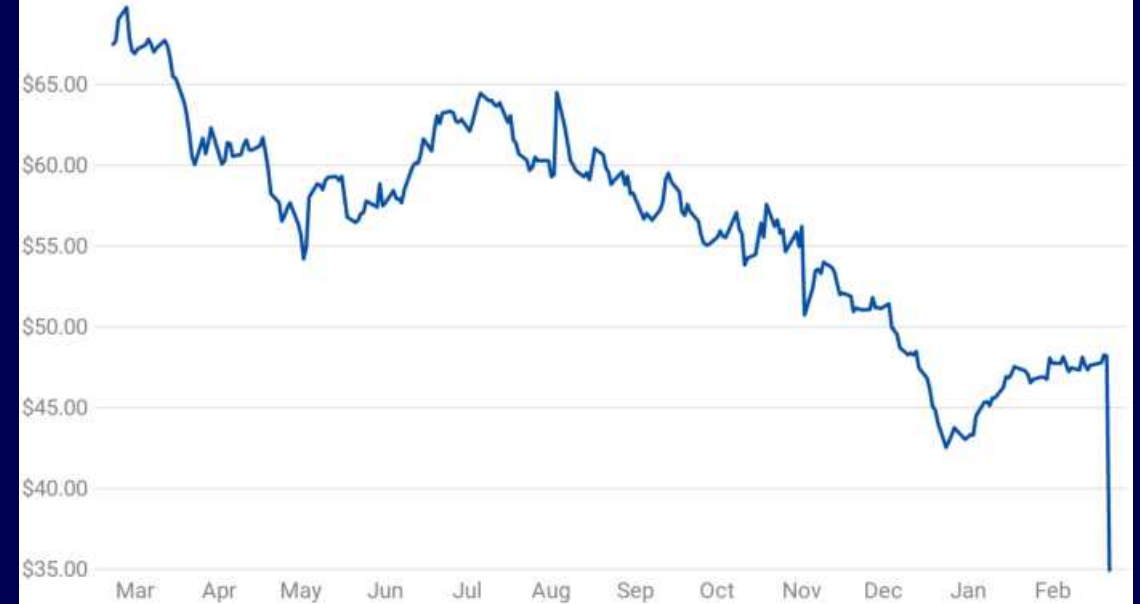
Driving More Humanized Growth

WPP AUSNZ Sydney Preview, November 14, 2023



February 22, 2019

Kraft Heinz (KHC)



Source: FactSet • [Get the data](#) • Created with Datawrapper



BR
Business
Roundtable

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.



Institute for Real Growth

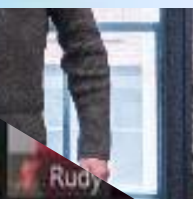


*We help CMOs and other senior growth leaders
drive more humanized growth by connecting them
to peers, experts, and thought leadership*

Global In-Person Leadership Events



IRG100 Program



IRG Partners



Thought Leadership



2010

2014

2017

2019

2023



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Business
Roundtable



Fast Forward 4 years

Accusations of doing too little ...





... or
too much

CLOSED

UNTIL FURTHER

NOTICE



More Demanding Stakeholders



Colleagues



Customers



Community



Capital Markets



Colleagues



Customers



Community



Capital Markets



**NELSON
PELTZ**

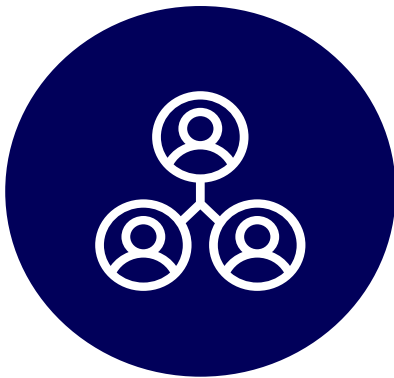
TRIAN FUND MANAGEMENT
FOUNDER & CEO

**SQUAWK ON
THE STREET**

SOAP OPERA AT UNILEVER
PELTZ NAMED TO CO'S. BOARD



More Demanding Stakeholders



Colleagues



Customers



Community

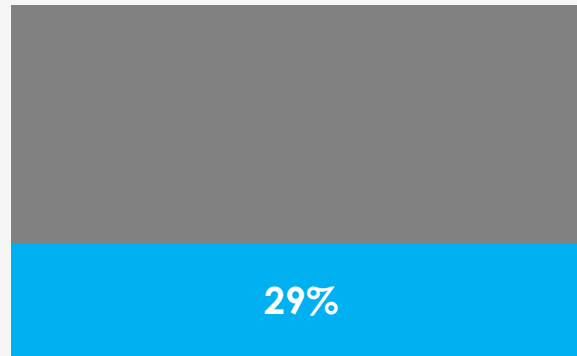
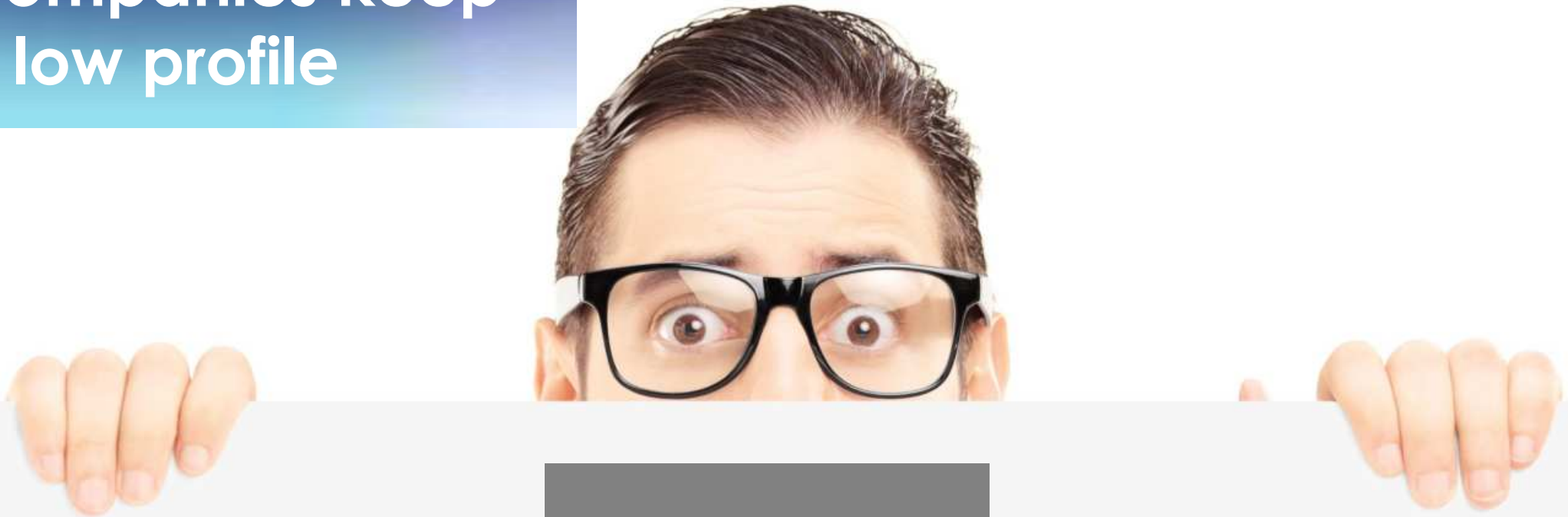


Capital Markets

It's a Minefield



Companies keep a low profile



Limited by fear of being accused of
greenwashing or wokeness

Brand Minefield



Fear of getting caught in Crossfire



Need for a Practical Roadmap



How?

*From shareholder primacy
to value creation for all stakeholders*

IRG Impact Study

Global CMO Growth Council Preview



450+ QUAL
Vision Interviews



750+ QUANT
Online Survey



120K Social AI
Hypertrend Study



Board and
5 C-Suite Functions



52 Markets
7 Country deep-dives

250+ CMO-led C-Suite Interviews



Overperformers vs. Underperformers

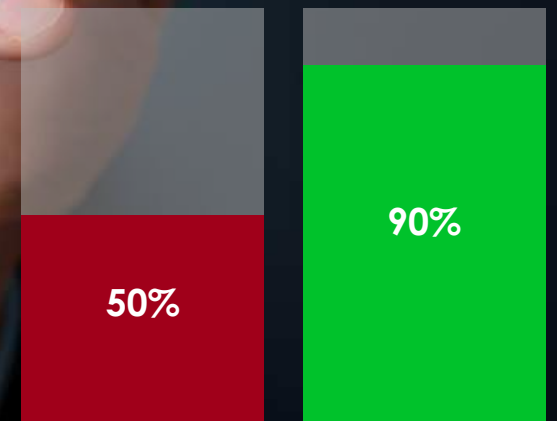
Revenue Growth & Stakeholder Value Creation Correlation

Topline Revenue Growth vs.
direct competitors over the
last 3 years



Value Creation As Opportunity

opportunity



Stakeholder Value Creation as
Opportunity

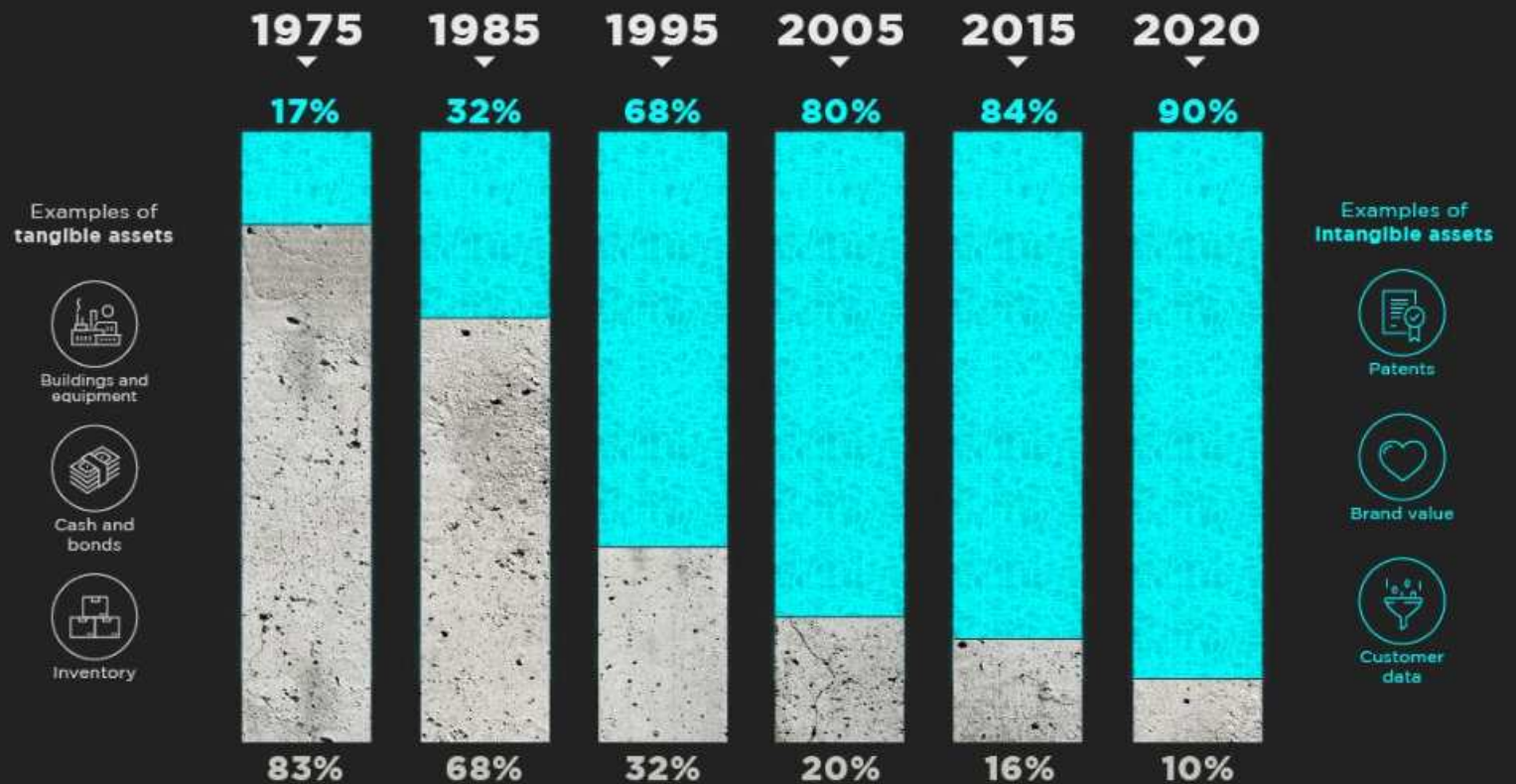
Drivers of Humanized Growth



The CMO Opportunity

Value Creation: Shift to Intangibles

from 17%
to 90%

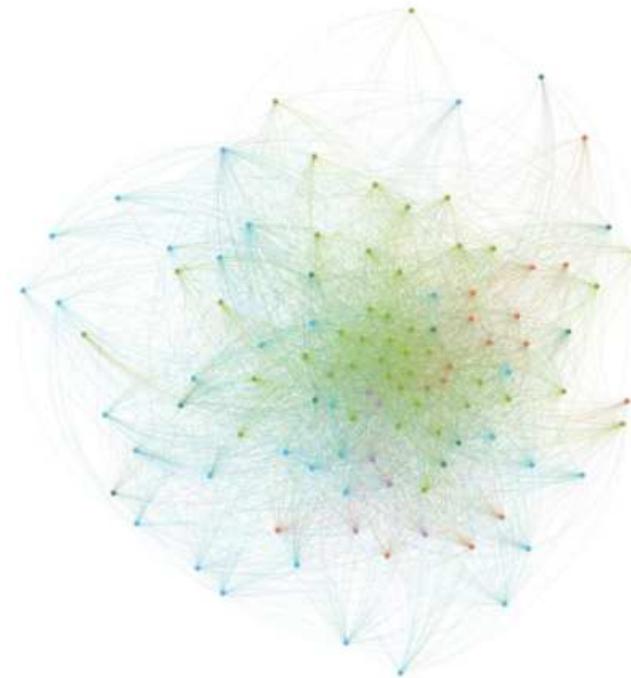


CMO: Growth Orientation

Growth
Stakeholder
Value
Impact
Engagement

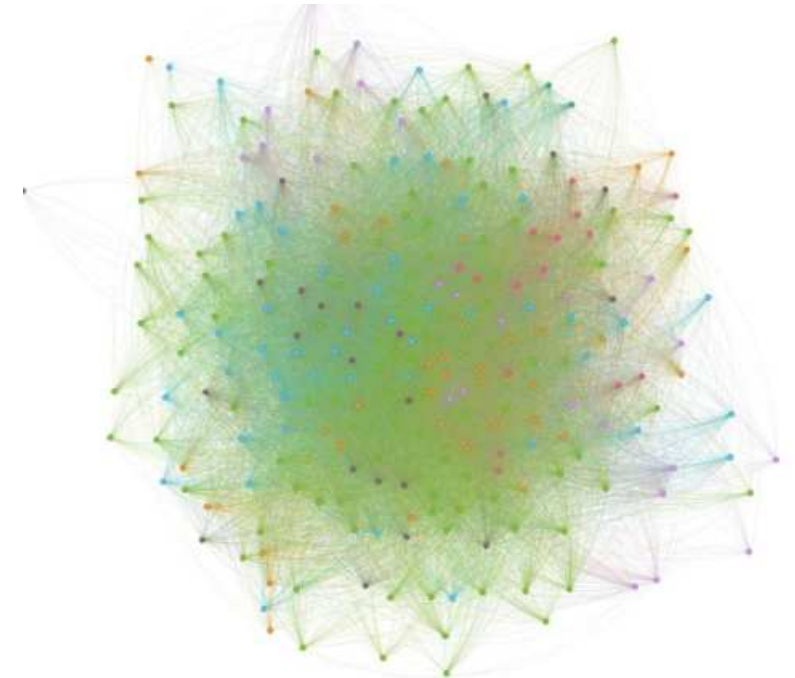
of Classes:

CEO



5

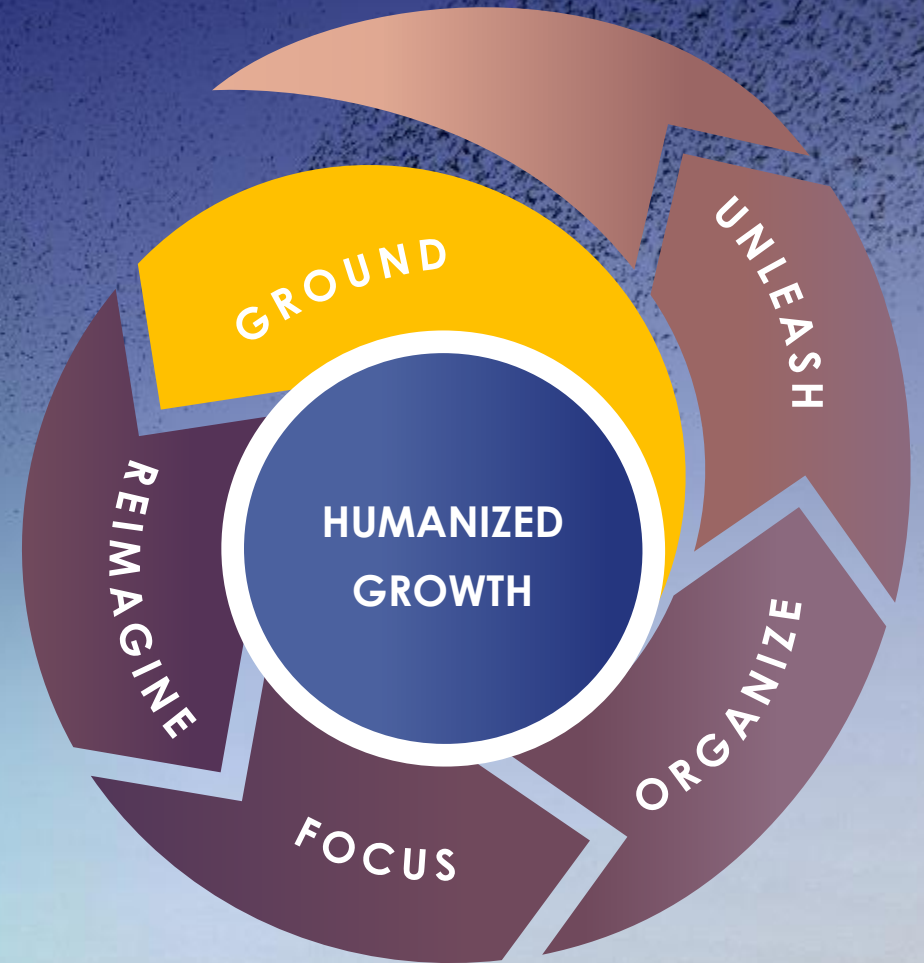
CMO



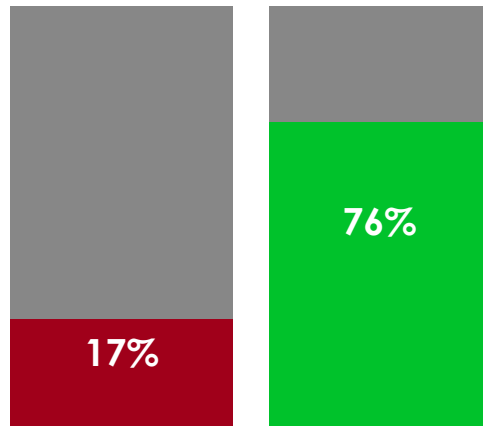
1

Ground

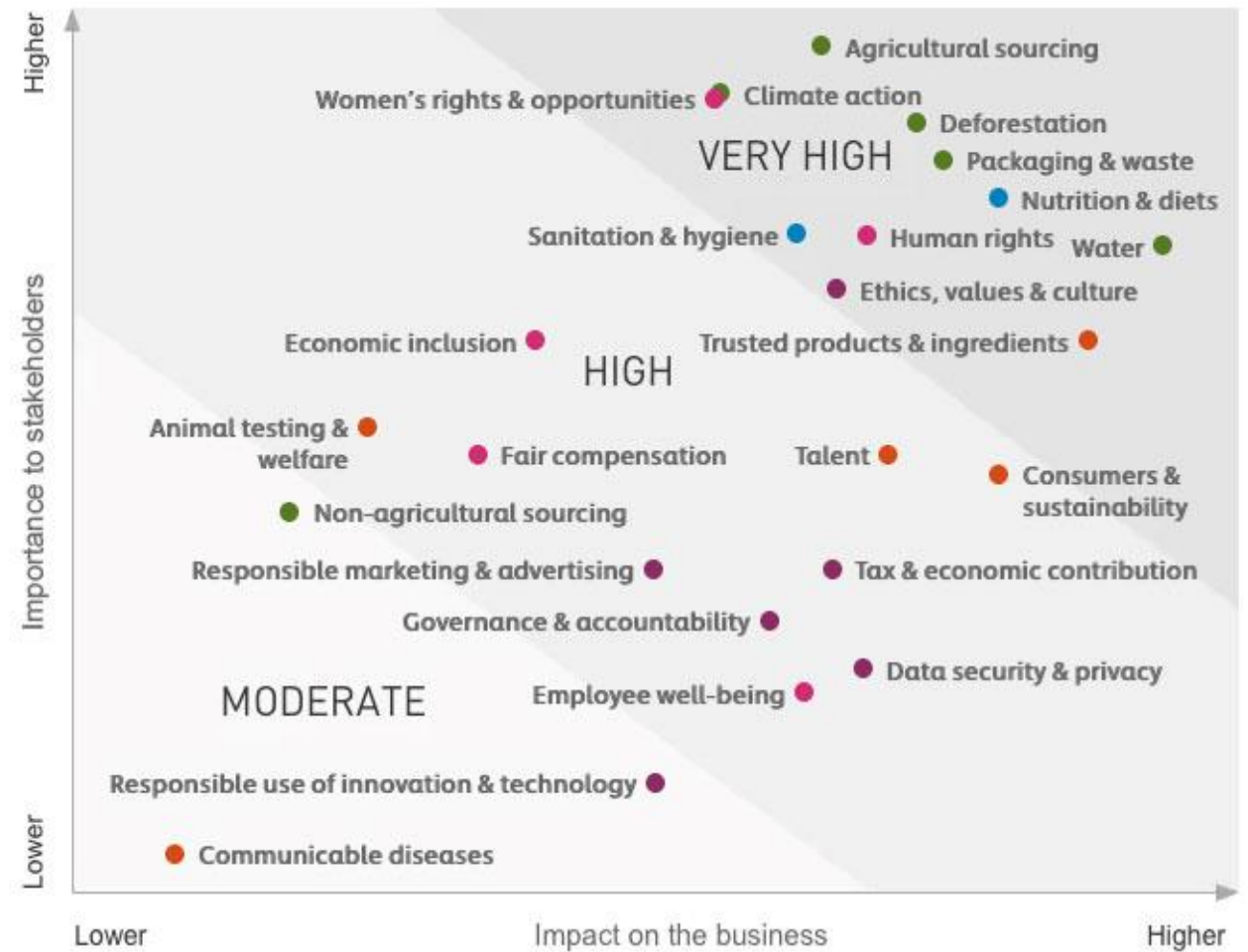
Human First



Stakeholder Understanding



Understanding Stakeholders



Stakeholder Engagement

NEXT SPEAKER

HARGENRADER

ABOUT SEX! INTIMACY AND DIABETES

DEEPTalk



DEEPTalk

64%

9%

Engaging stakeholders

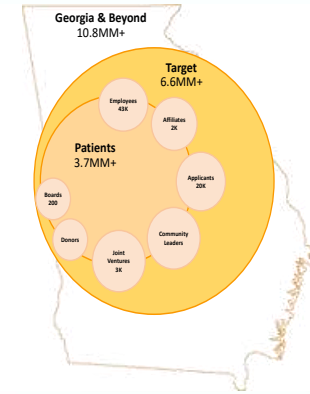
Stakeholder Representation

3%

61%

Represent stakeholders
in decision making

Stakeholder Understanding



* Specific Needs Include:

- Primary Care
- Heart
- Oncology
- Neuro
- Orthopedics
- Delivery
- Mental health

Piedmont
Real change lives here

Douwe Bergsma
Chief Marketing Officer
Piedmont Healthcare

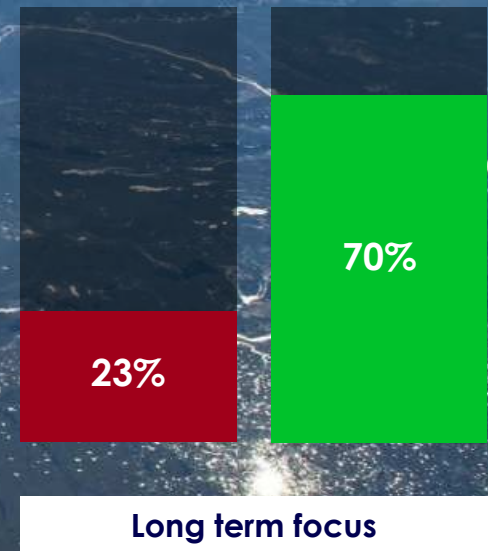
ANA

Reimagine

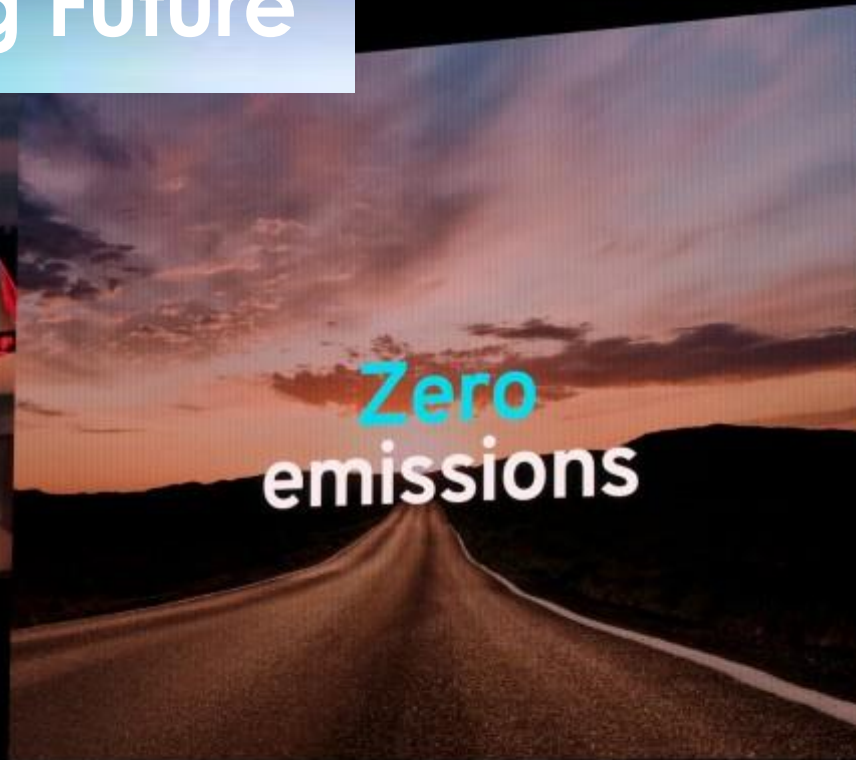
*Future Backward &
Aspirational Role*



Zooming out



Utopian Vision of the Emerging Future



A FUTURE MADE IN AMERICA



Aspirational Role for the Company



26%

90%

I am proud of my
company's purpose



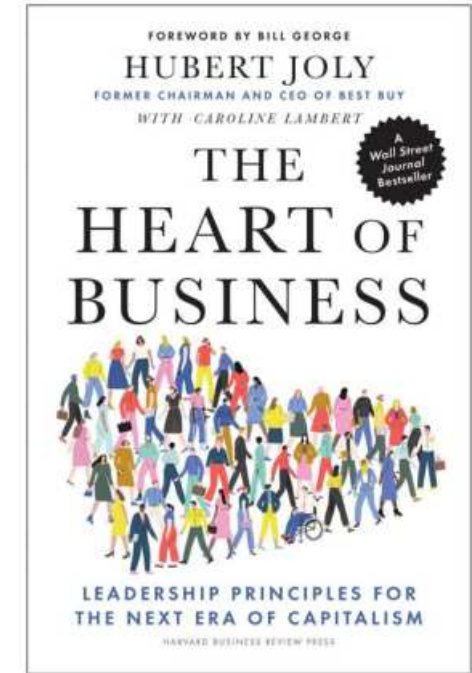
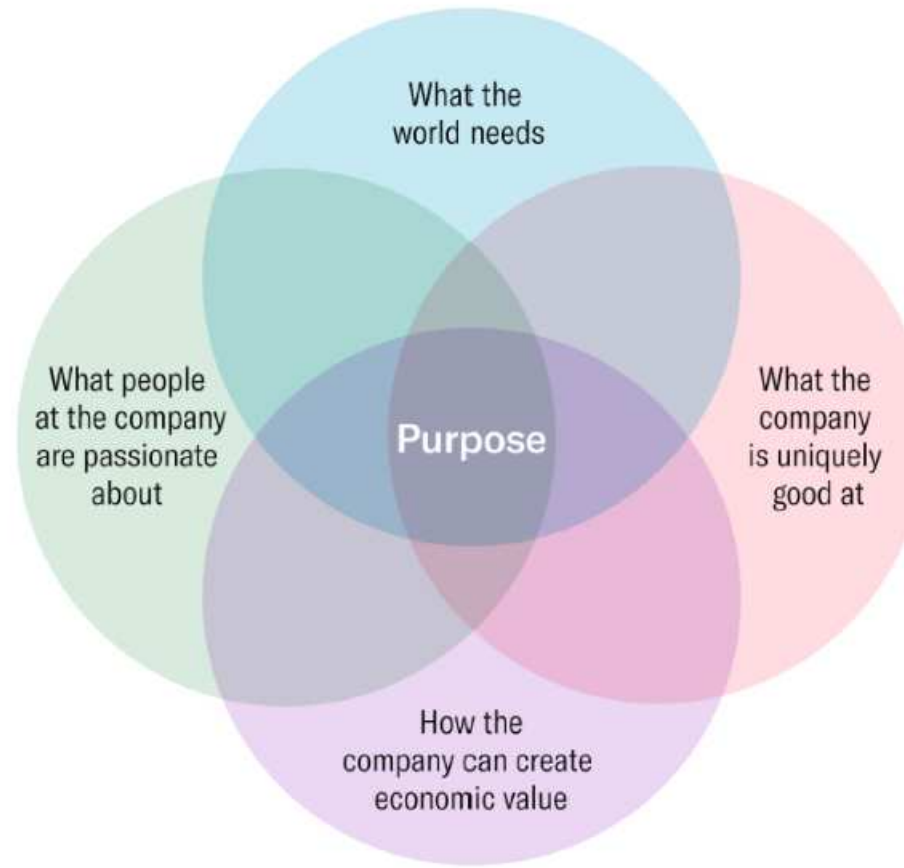
new Dove Firming.
As tested on real curves.

Not just
Brand Purpose

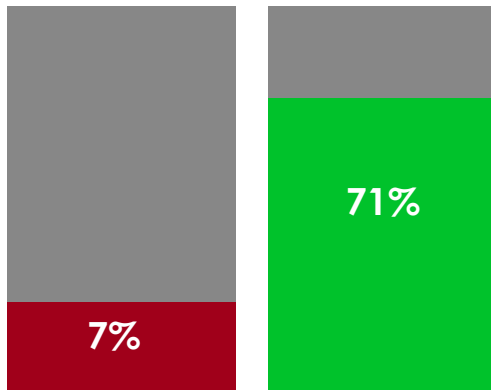


Dove
Firming Range

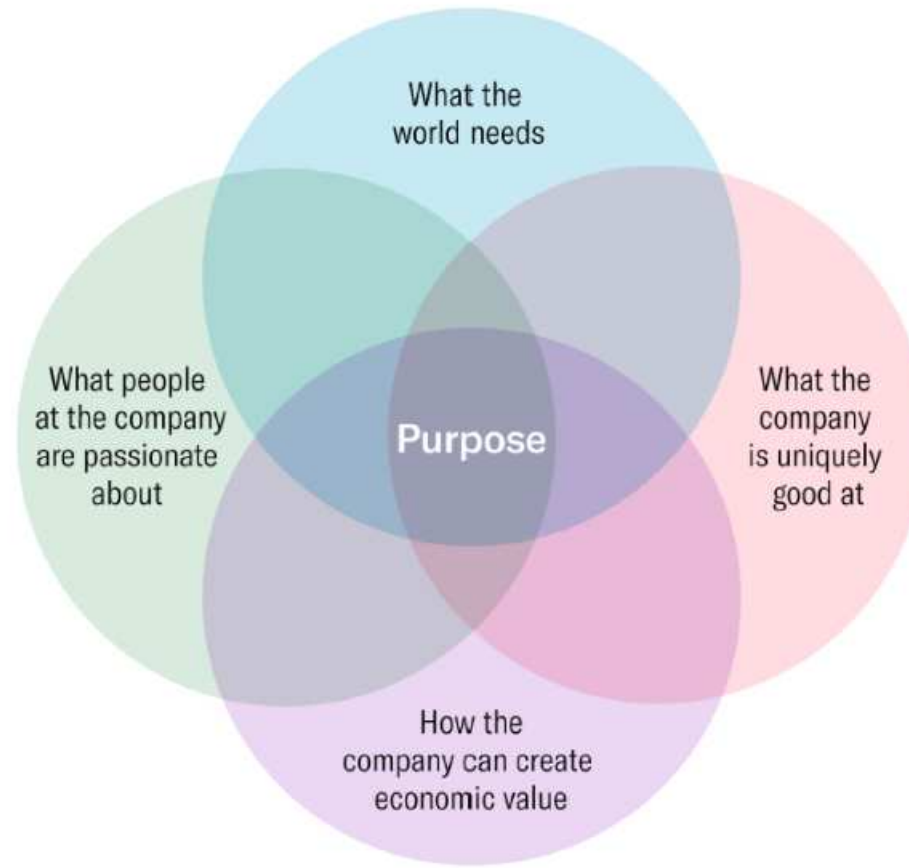
Corporate Purpose



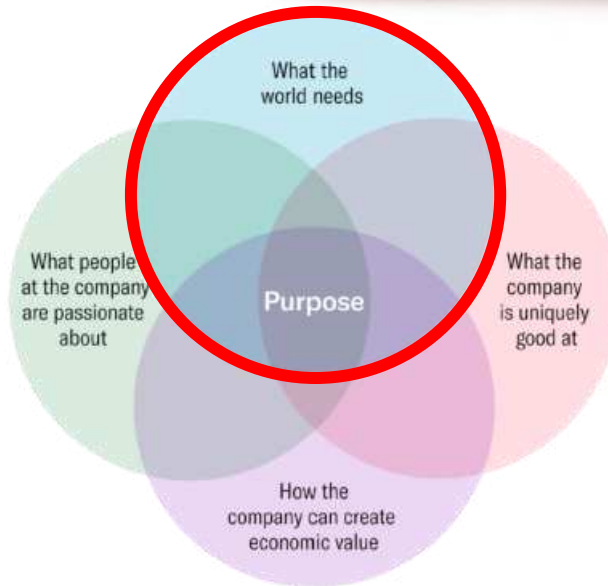
Purpose as Strategic Filter



In my company, the purpose guides all strategic decision-making



Cause Based Purpose



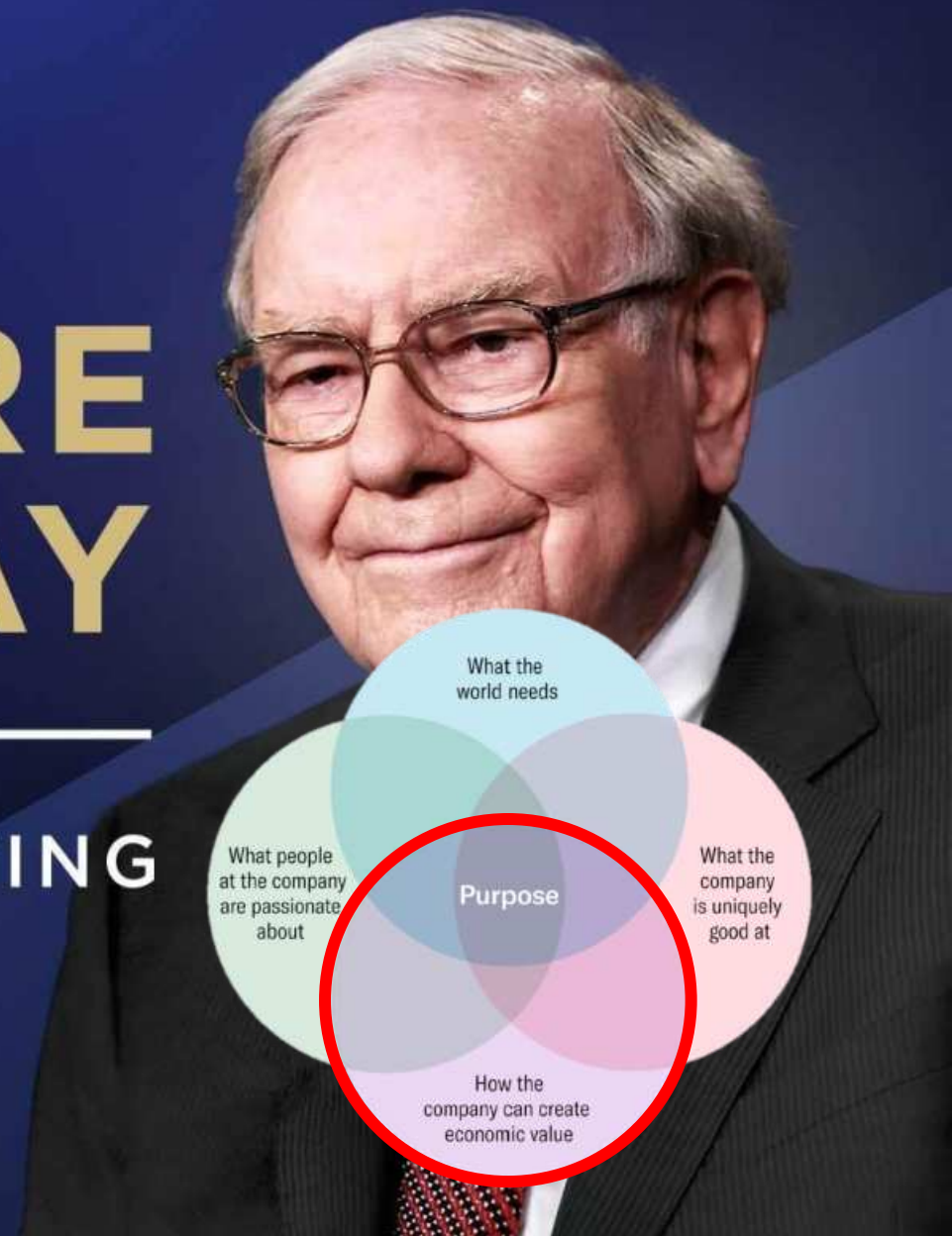
Competency Based Purpose



Economic Value Based Purpose

20 22 | BERKSHIRE HATHAWAY

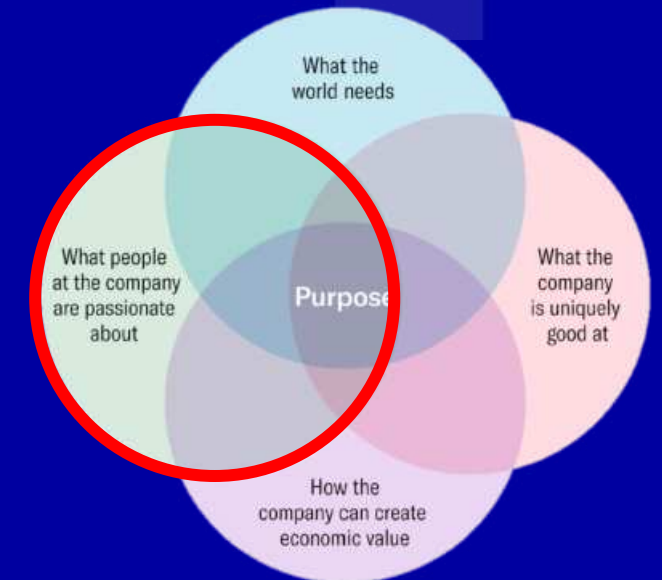
ANNUAL SHAREHOLDERS MEETING



Culture Based Purpose



**The world we
want tomorrow
starts with how we
do business today**
MARS



Connect to deep
Belief Systems



MIND, HEART, WILL

Rooted in Company DNA

Believe in something.
Even if it means sacrificing everything.

 Just do it.





Not just a new Brand Program



... or new
Advertising Campaign

Focus

*Holistic Strategy
& Adaptive Change*





Earth is now our only shareholder.

If we have any hope of a thriving planet—much less a business—it is going to take all of us doing what we can with the resources we have.

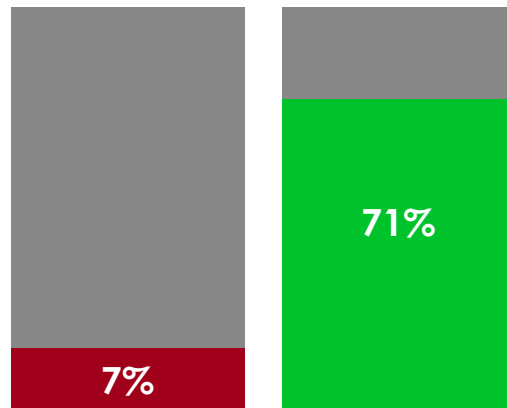
This is what we can do.

By Yvon Chouinard

**Prioritizing
Stakeholders**

Define Value Per Stakeholder

MARS



Value Creation strategy across
all Stakeholders



... and Courage to
define what to STOP



The New York Times

CVS Stores Stop Selling All Tobacco Products

THE WALL STREET JOURNAL

CVS Renames Itself CVS Health as It Ends Sale of Tobacco Products

 **CVS**
Health®

We will travel again.

Address ST issues
in context the LT
growth story

Marriott
INTERNATIONAL



KPIs for Measuring Intangibles



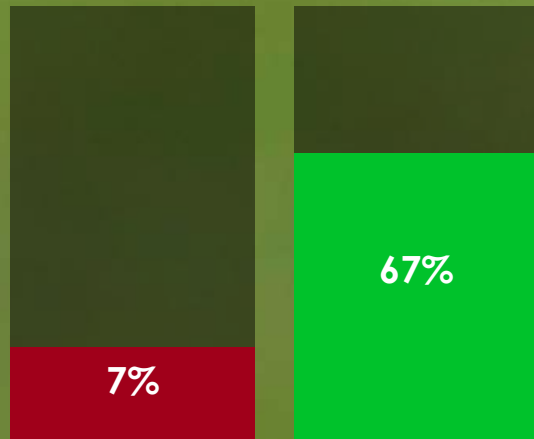
Organize

Interdependence





Recognizing Interdependencies



Working Interdependently

Internally - across functional silos



More Connected across Industry

The Walmart logo is displayed in large, white, three-dimensional letters on the side of a tan-colored building. To the right of the word "Walmart" is the yellow six-pointed star logo.

70%

73%

Industry Collaboration



More Connected with NGOs



Good for People
Good for the Planet

48%

54%

Govt Public Institutions
Collaboration



More Connected with Government

This is a public
service message
from Lifebuoy

48%

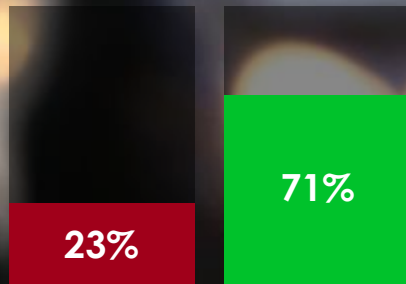
67%

Government & Public Institutions
Collaboration



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

Empowering Closer Colleagues



Colleagues closer to
stakeholders are
empowered to act for the
business



Unleash

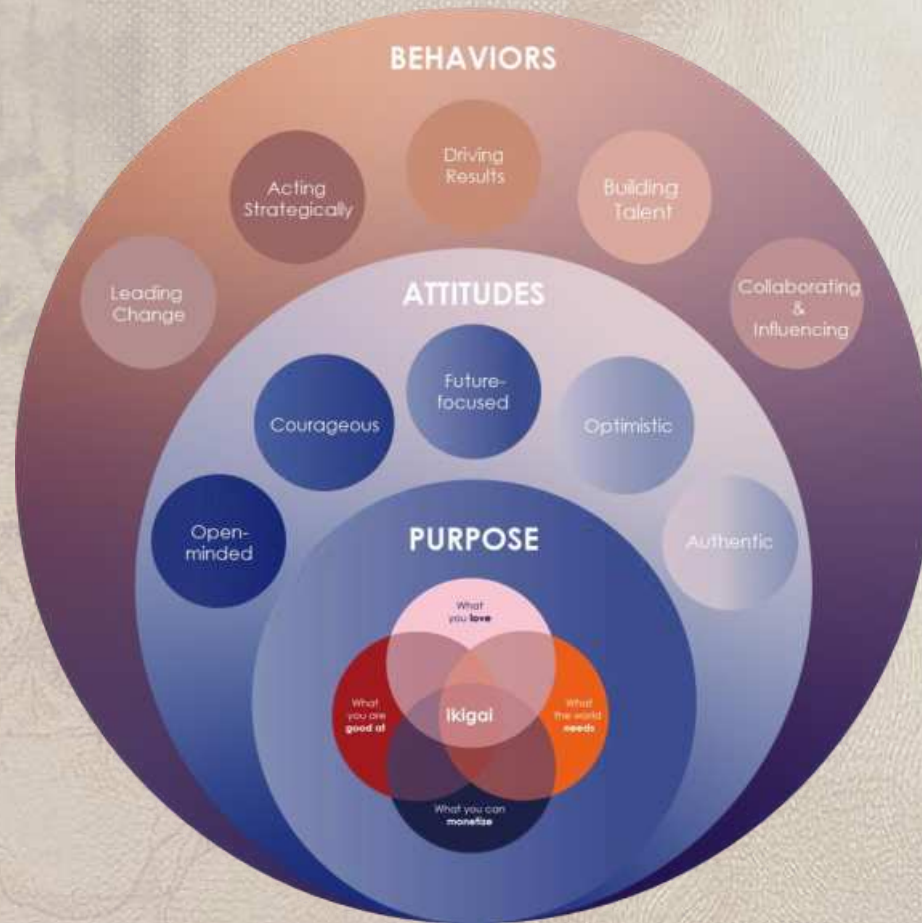
Da Vinci Leadership



Da Vinci Leader Profile

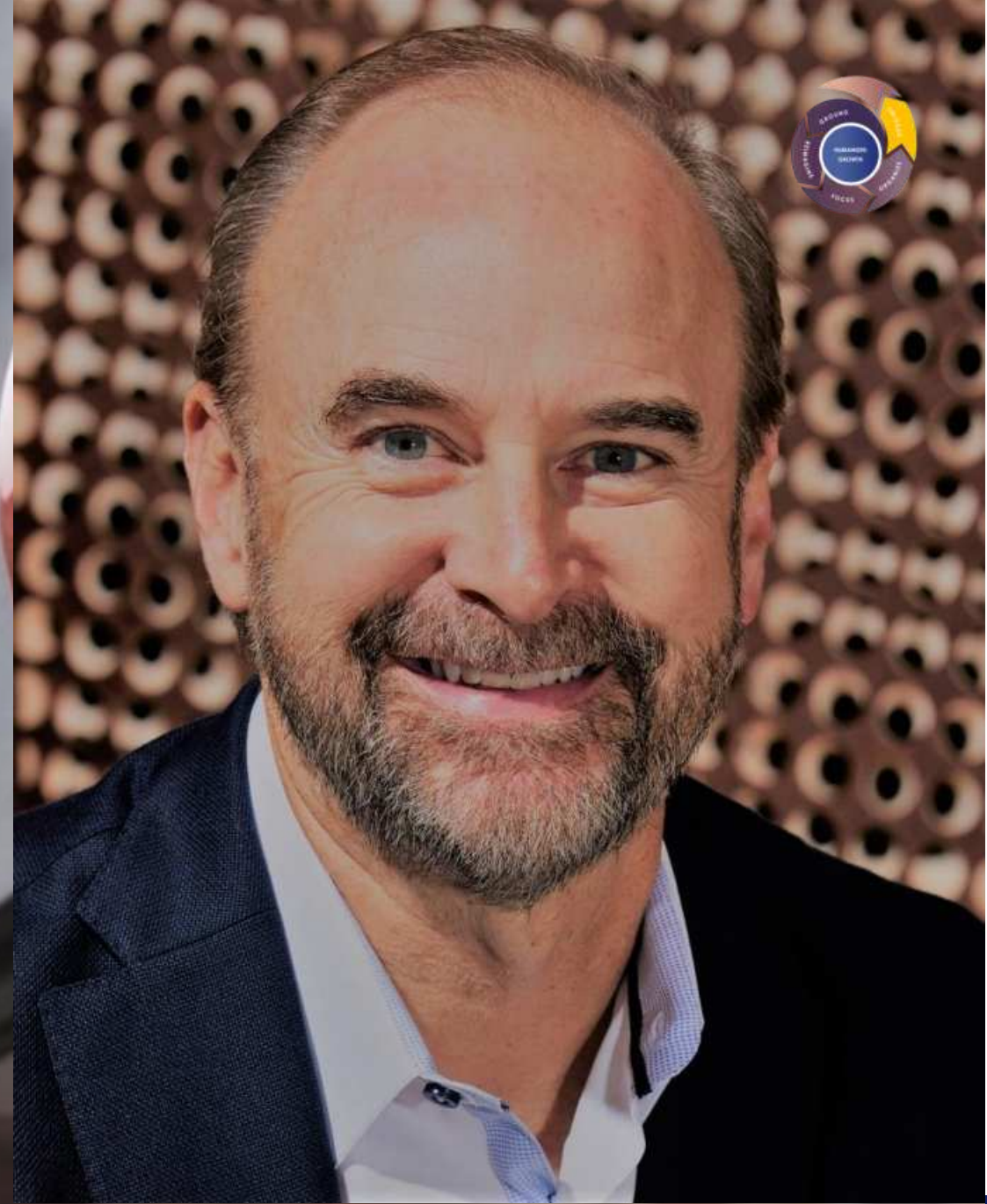
SpencerStuart

THE B TEAM ▶



CMO C-Suite Partnering

C-Suite Partnering



Partner with HR on Employer Brand



Join for a career that
changes *communities*

Stay for the people who make
a difference.



Partner with
Strategy on Vision



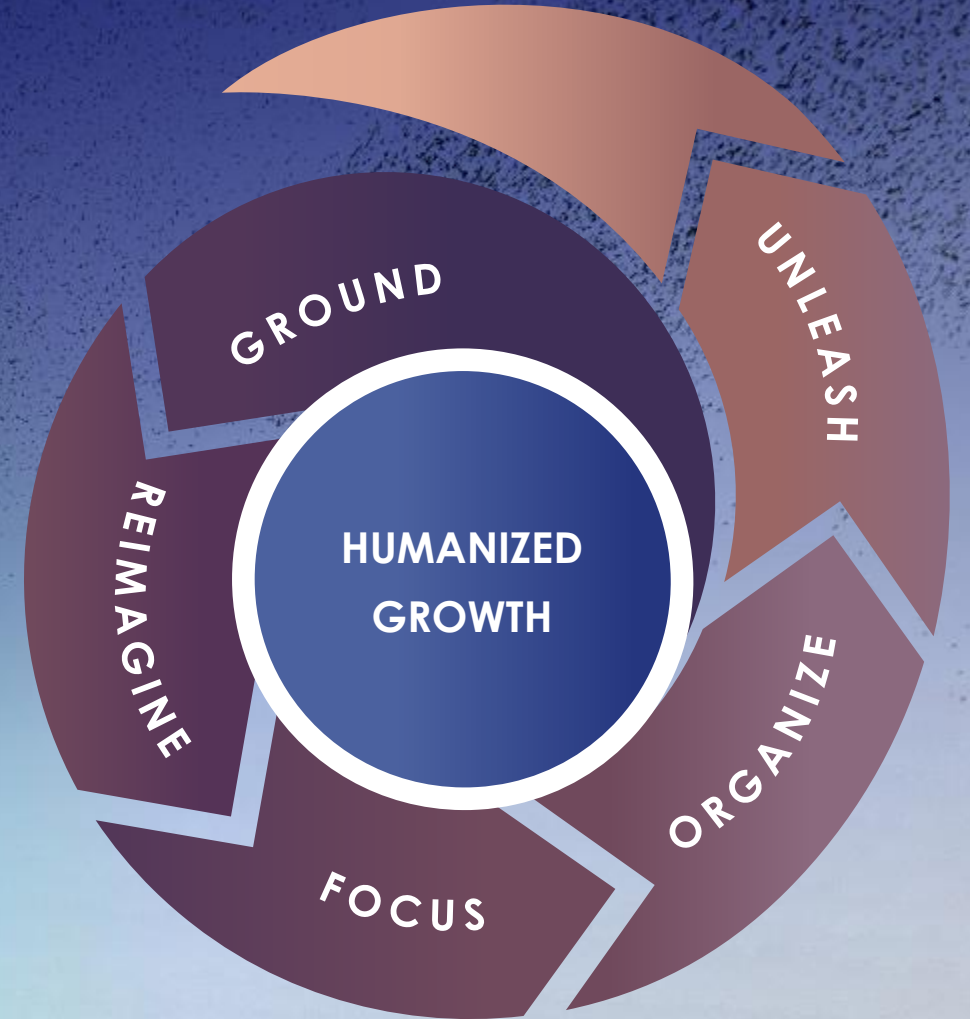
Partnering with IR on Communication



Partner with CEO on IPO / Launch



Drivers of Humanized Growth



In Summary

Increased CMO influence



65%

11%

MARS WRIGLEY

**better
moments**
make the world
smile



Increased CMO
Impact



1989年进入中国
近7,400名中国同事



全球巧克力创新中心
全球口香糖与糖果创新中心



中国
5家工厂



Increased CMO Tenure

verizon✓

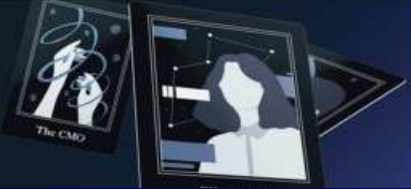
McKinsey
& Company

Marketing & Sales Practice

**Marketing's moment is now:
The C-suite partnership to
deliver on growth**

Is your marketing executive a Uniter, Loner, or Friend? The CMO's support with the C-suite is crucial in establishing marketing's role as a growth driver.

By Aubrey Blumfeld, Marissa Calabrese, Brian Driscoll, Michael Hefner, and David Perini



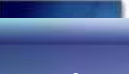
+48%

ANA/Oxford Support

 Institute
for Real
Growth

CMO Leadership Program

IRG100 Leadership Program

Module 1	 IRG & Personal Introductions Session 1: Nov 17	 IRG Growth Study & Business Introductions Session 2: Nov 24	 Da Vinci Growth CMO Session 3: Dec 01	 Personal Growth: Passion & Purpose Session 4: Dec 08	 Networking Session: Growth Hypothesis Session 5: Dec 15		
Module 2	 Decoding the World Session 6: Jan 05	 Humanized Growth Session 7: Jan 12	 Abundant Markets Session 8: Jan 19	 Multiple Models Session 9: Jan 26	 Evolving Experience Session 10: Feb 02	 Personal Growth: Da Vinci Leader Attributes Session 11: Feb 09	 Networking Session: Growth Analytics Session 12: Feb 16
	 Humanized Commerce Session 13: Mar 05	 Marketing & Revenue Session 14: Mar 12	 Leading Transformation Session 15: Mar 19	 Analytics & Creativity Session 16: Mar 26	 Personal Growth: Unlocking Diversity Session 17: Apr 02	 Networking Session: Business Growth Plan Script Session 18: Apr 09	 Personal Growth Plan Session 19: Apr 16
	 Humanized Commerce Session 20: May 04	 Marketing & Revenue Session 21: May 11	 Leading Transformation Session 22: May 18	 Bringing it all together Session 23: May 25	 Personal Growth Plan Session 24: Jun 01	 Networking Session: Business Growth Plan Video Session 25: Jun 08	

Benchmarking & in-Company Programs

In-person events & Conferences

Thank You

Email:

impactstudy@instituteforrealgrowth.com

