

# Increasing CMO Impact

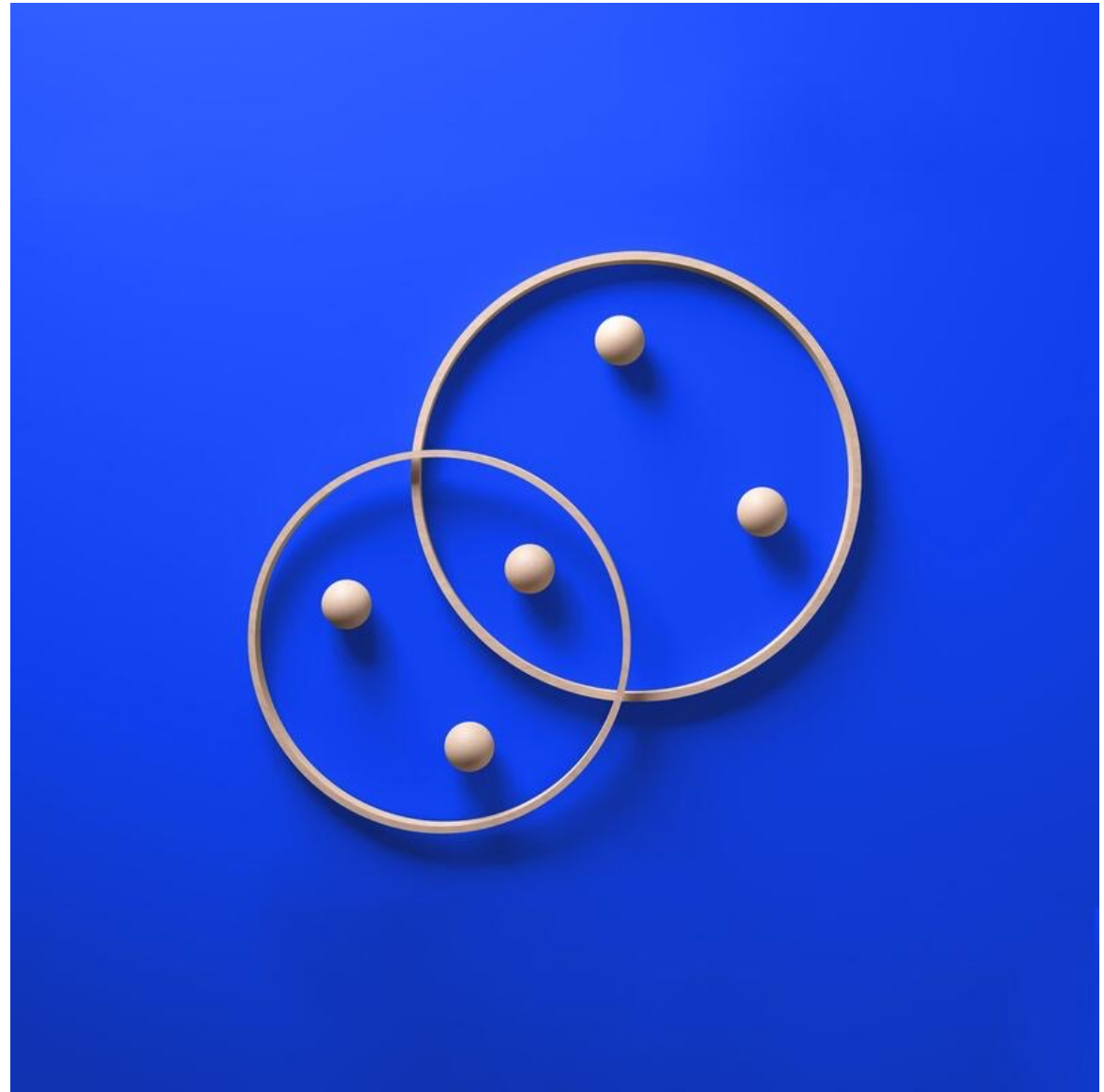
*Driving More Humanized Growth*

CMO Collaborative Preview, November 14, 2023

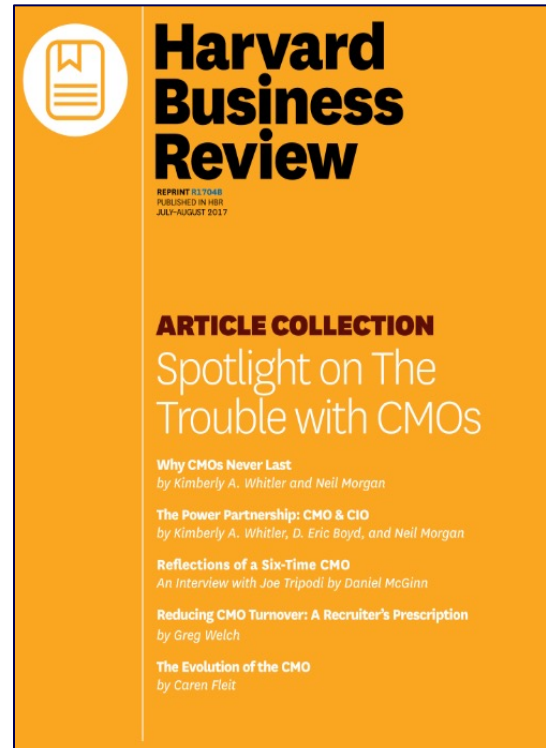
# CMO Crisis?



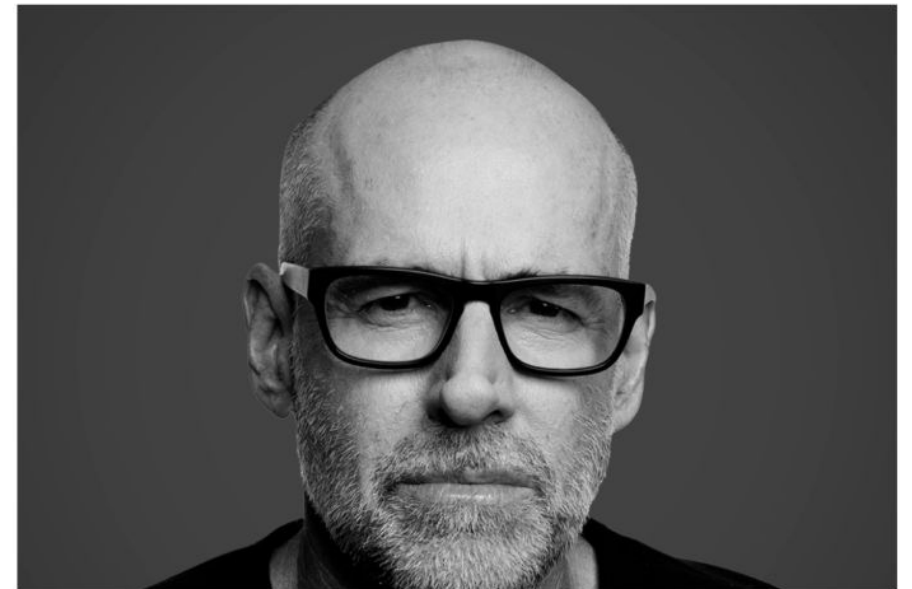
# McKinsey CMO Report



# A Popular Evergreen Topic



"YOU'RE DEAD IN 18  
MONTHS OR LESS": SCOTT  
GALLOWAY ON THE FUTURE  
OF CMOs





# Overly focused on Communication



# Insufficiently Commercial





# Not Enough C-Suite Partnering







# CMO Opportunity





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

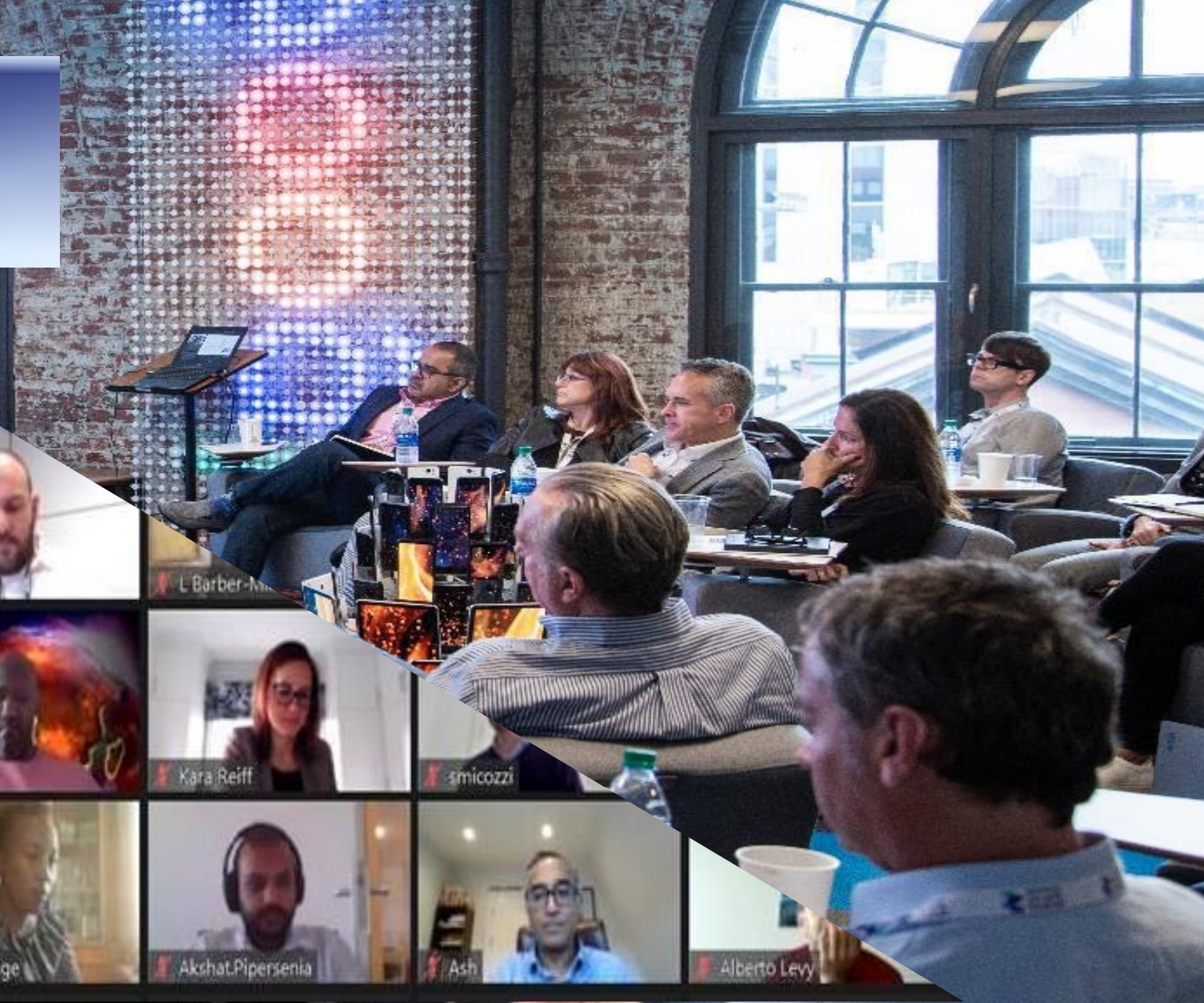




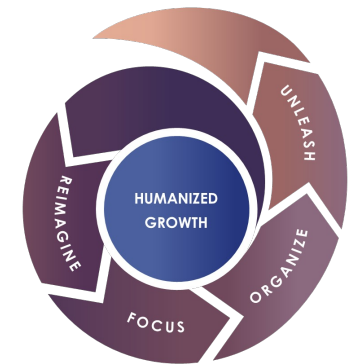
*We help CMOs and other senior growth leaders  
**drive more humanized growth** by connecting them  
to peers, experts, and thought leadership*



# IRG100 Program



# Thought Leadership



2010

2014

2017

2019

2023





BR  
Business  
Roundtable





**Fast Forward 4 years**



# Accusations of doing too little ...







DANONE

... 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

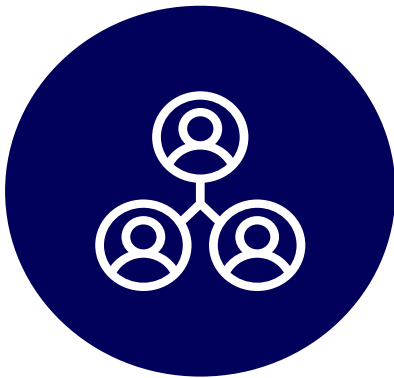
**SQUAWK ON  
THE STREET**

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





# More Demanding Stakeholders



**Colleagues**



**Customers**



**Community**



**Capital Markets**



# It's a Minefield



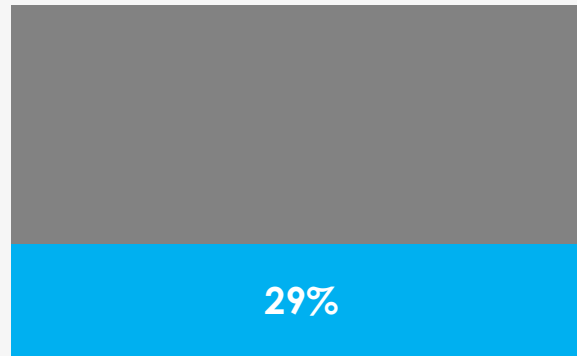


# Fear of getting caught in Crossfire





# Companies keep a low profile



Limited by fear of being accused of  
greenwashing or wokeness



# 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



Board and  
5 C-Suite Functions



52 Markets  
7 Country deep-dives



# 250+ CMO-led C-Suite Interviews



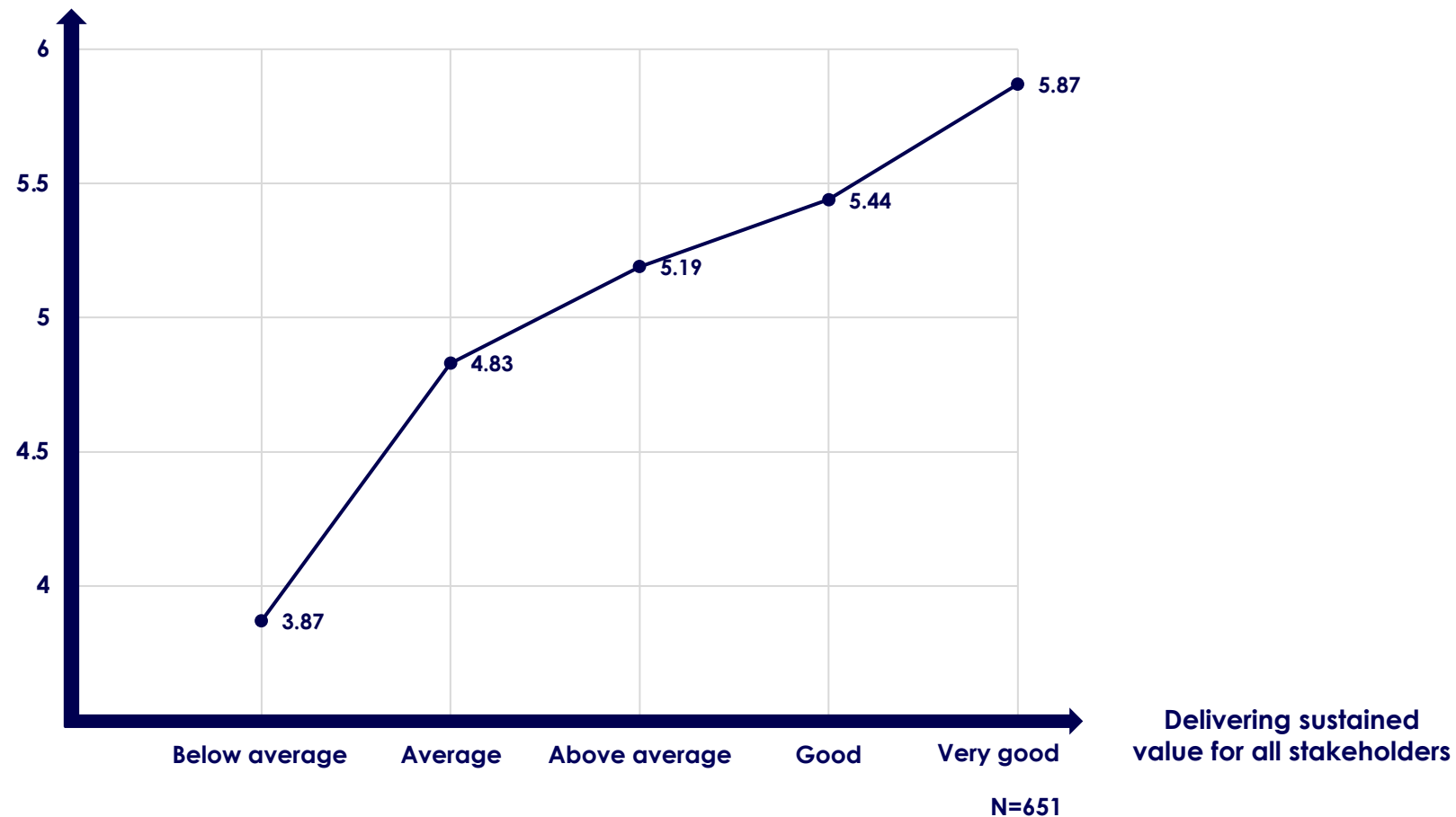


# Overperformers vs. Underperformers



# Revenue Growth & Stakeholder Value Creation Correlation

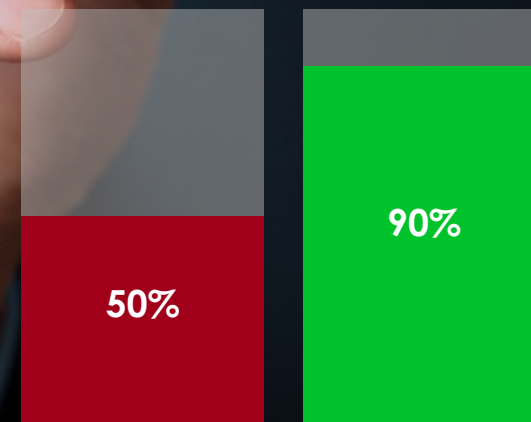
Topline Revenue Growth vs.  
direct competitors over the  
last 3 years





# Value Creation As Opportunity

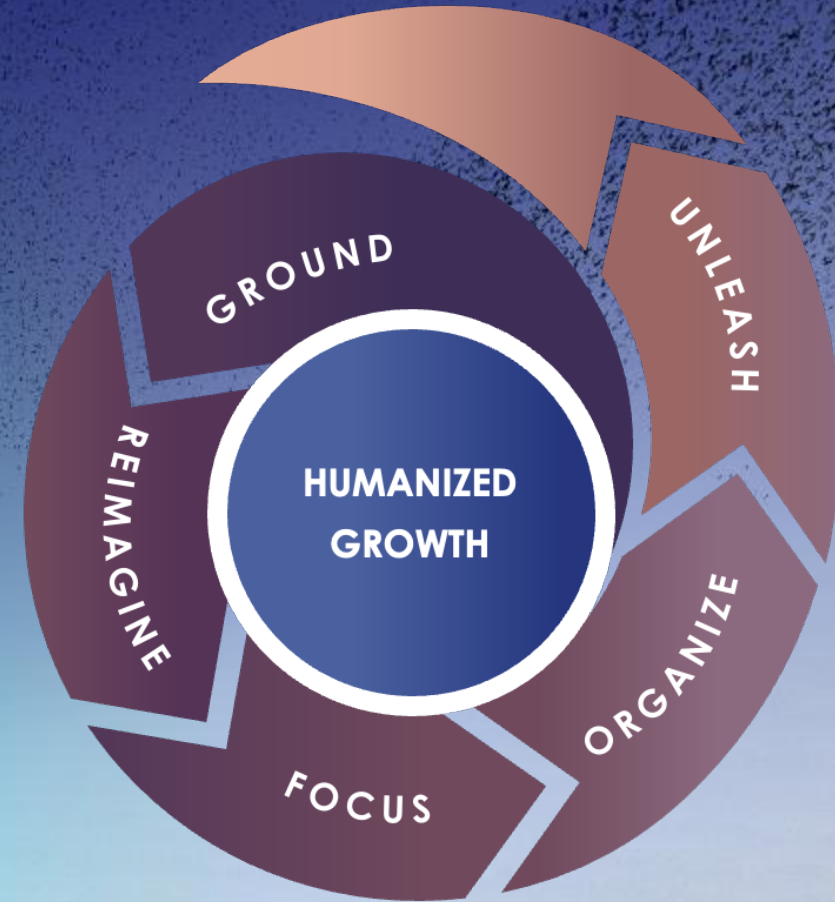
opportunity



Stakeholder Value Creation as  
Opportunity



# Drivers of Humanized Growth





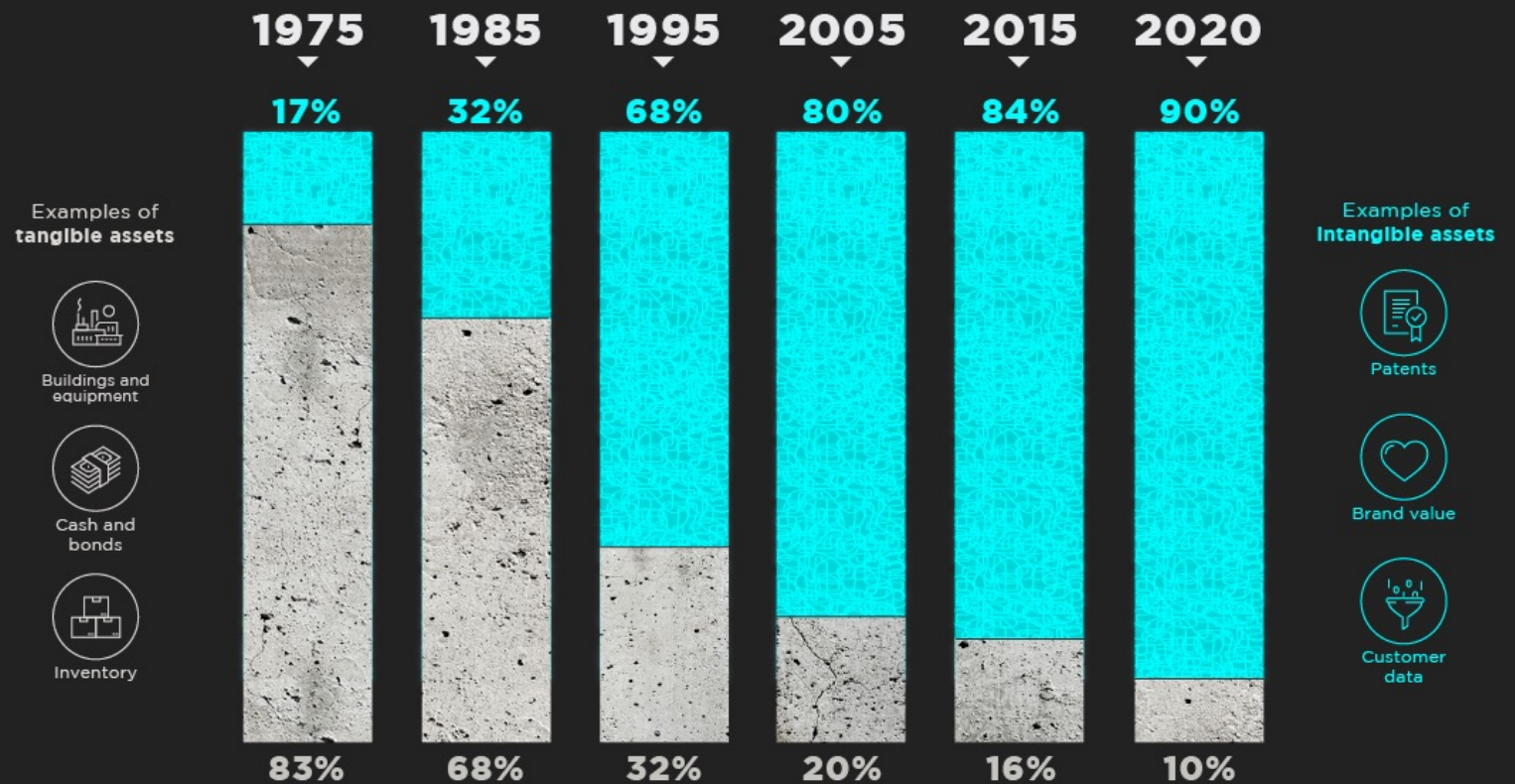
# The CMO Opportunity



# Value Creation: Shift to Intangibles

from 17%

to 90%



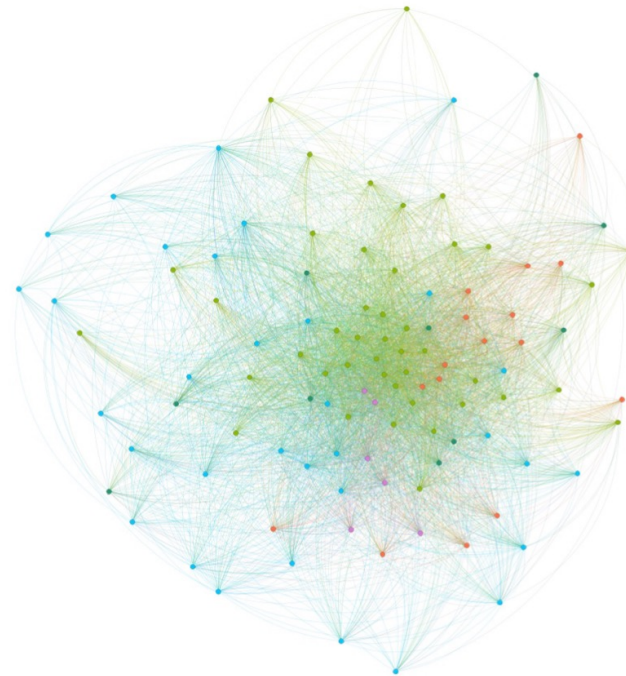


# CMO: Growth Orientation

Growth  
Stakeholder  
Value  
Impact  
Engagement

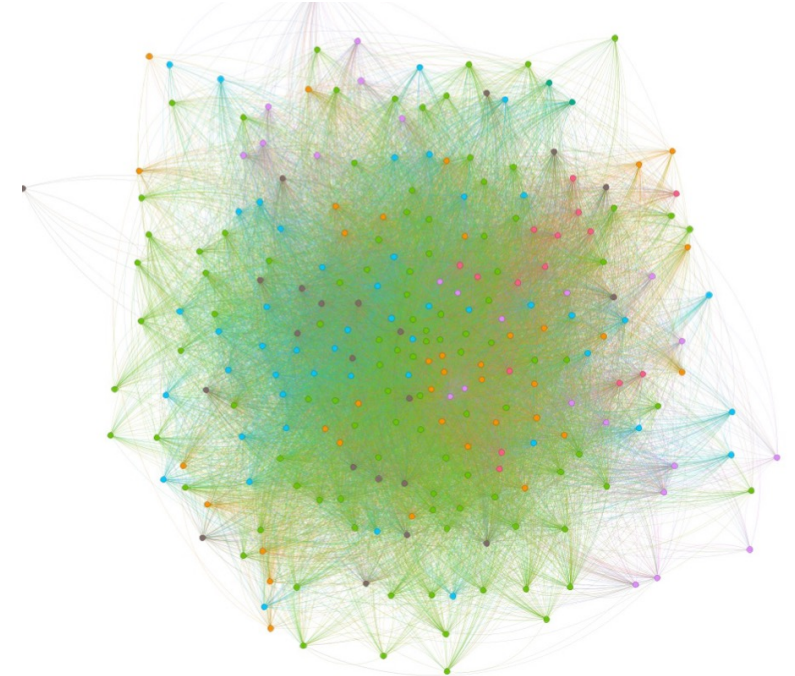
# of Classes:

CEO



5

CMO

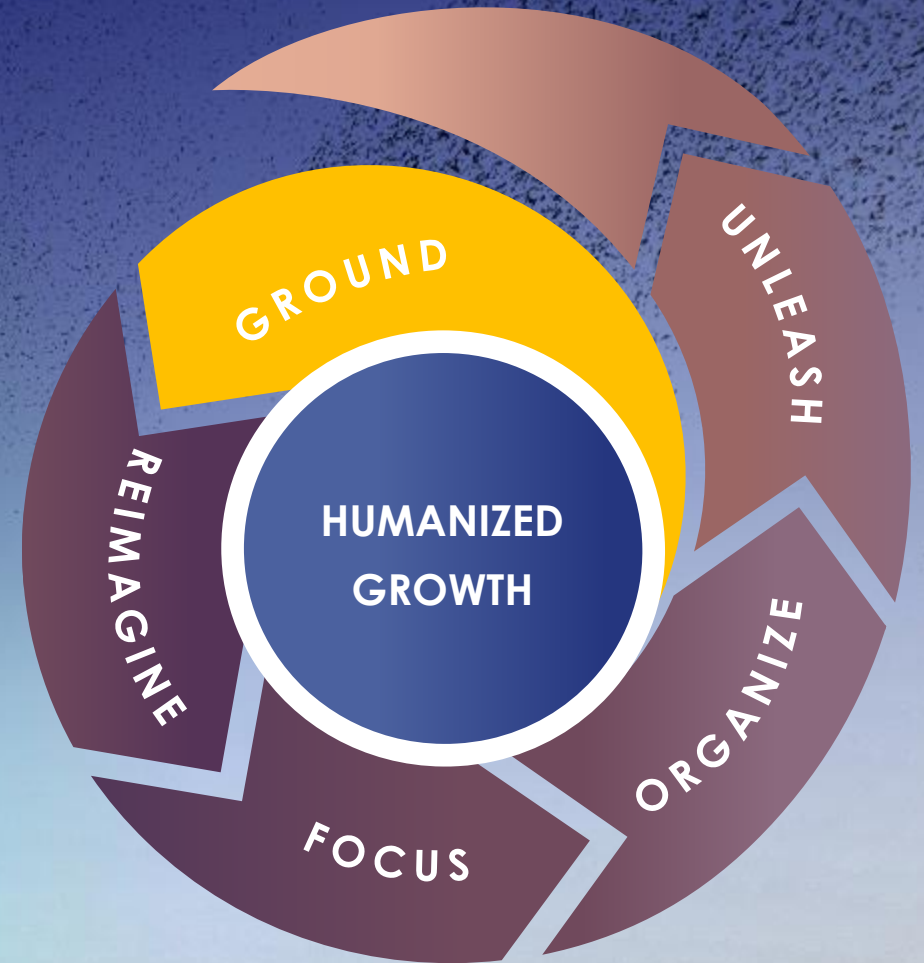


1



# Ground

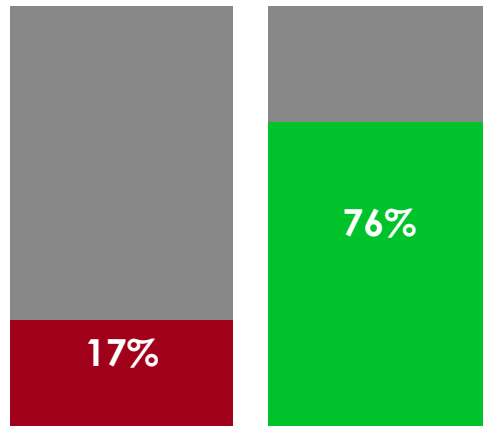
*Human First*



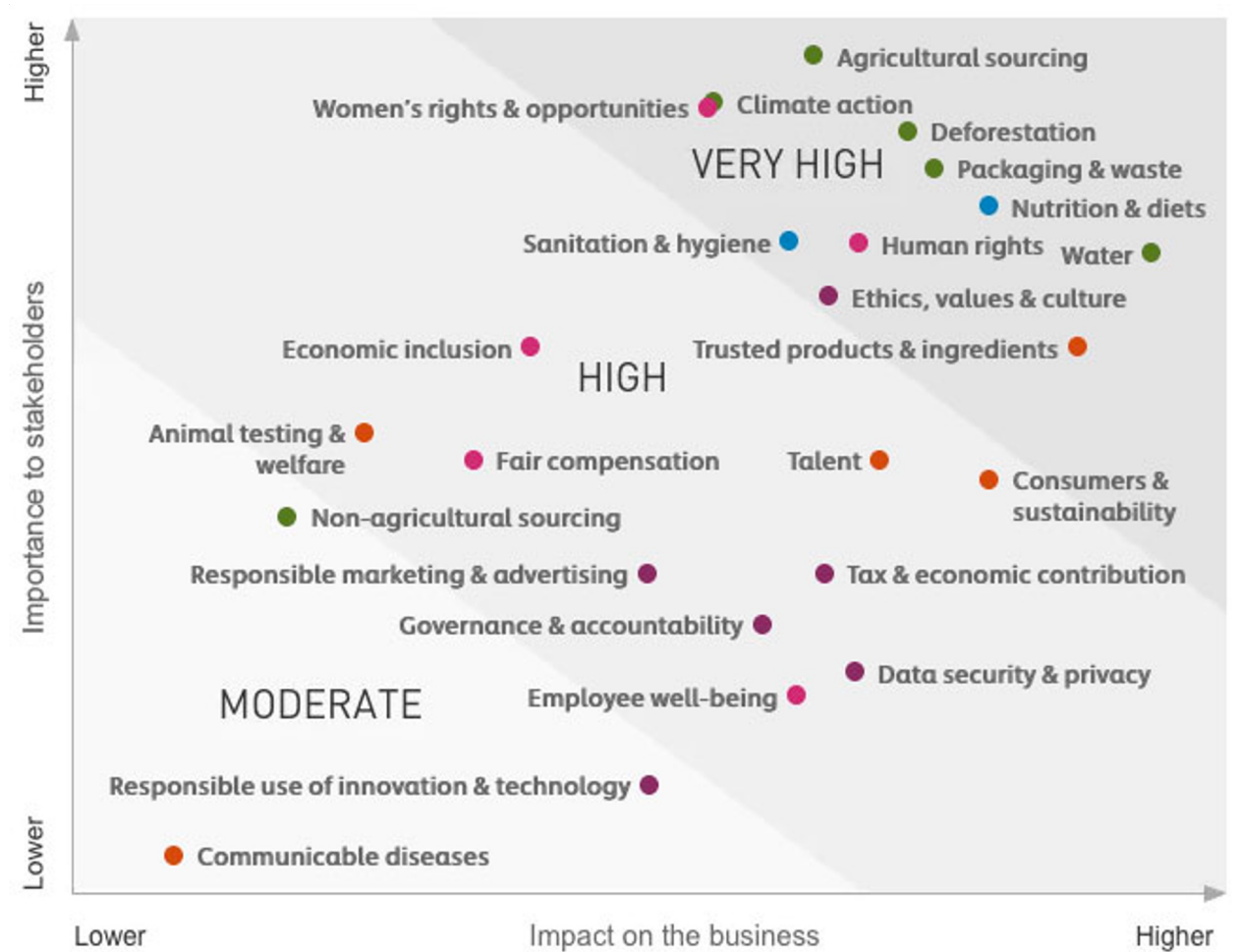




# Stakeholder Understanding



Understanding Stakeholders





# Stakeholder Engagement

DEEPTalk

NEXT SPEAKER

## HARGENRADER

ABOUT SEX! INTIMACY AND DIABETES



# DEEPTalk

64%

9%

Engaging stakeholders



# Stakeholder Representation

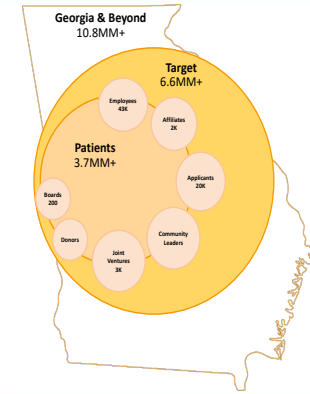
3%

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**



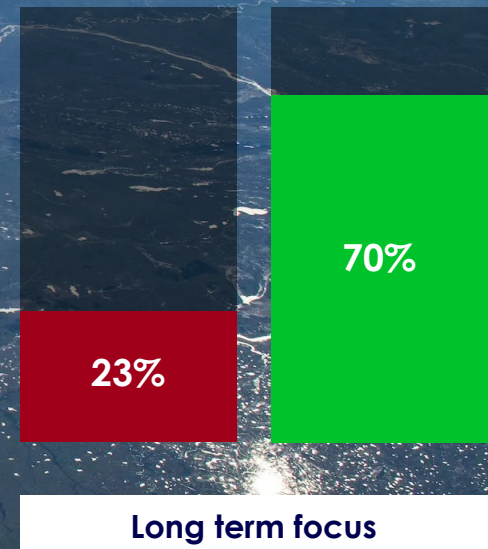
# Reimagine

*Future Backward &  
Aspirational Role*



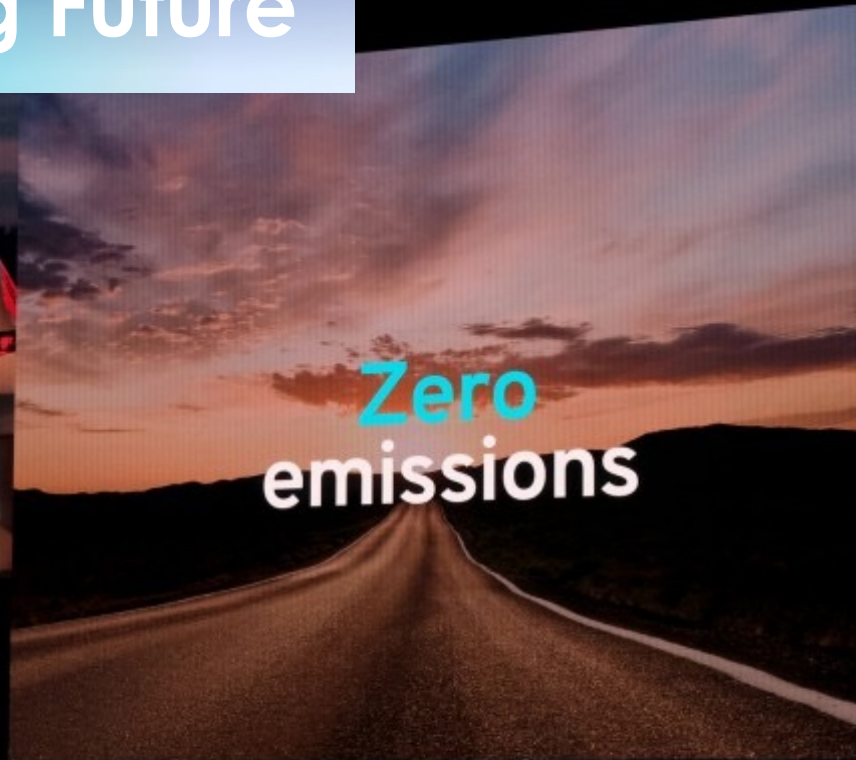


# Zooming out





# 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.

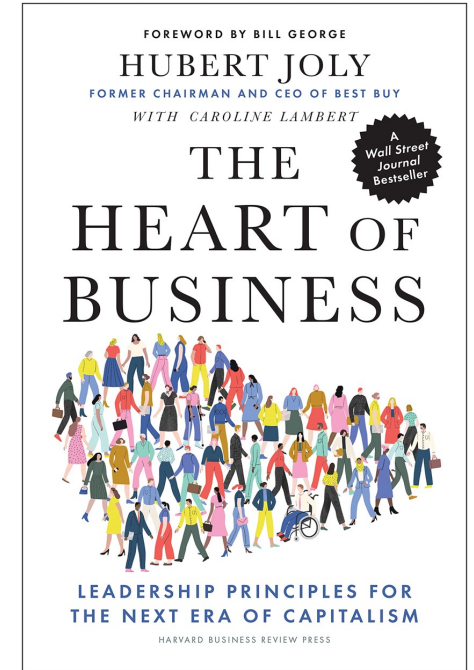
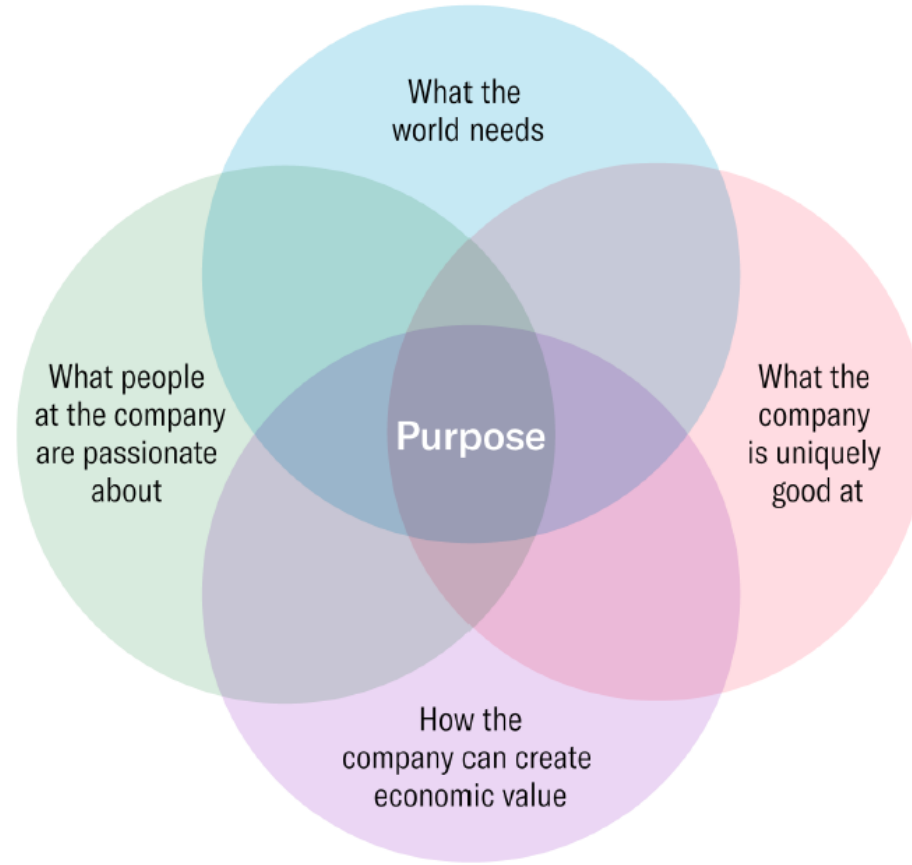
Not just  
Brand Purpose



Dove  
Firming Range

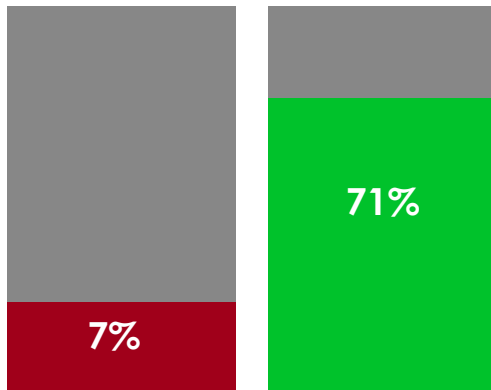


# Corporate Purpose

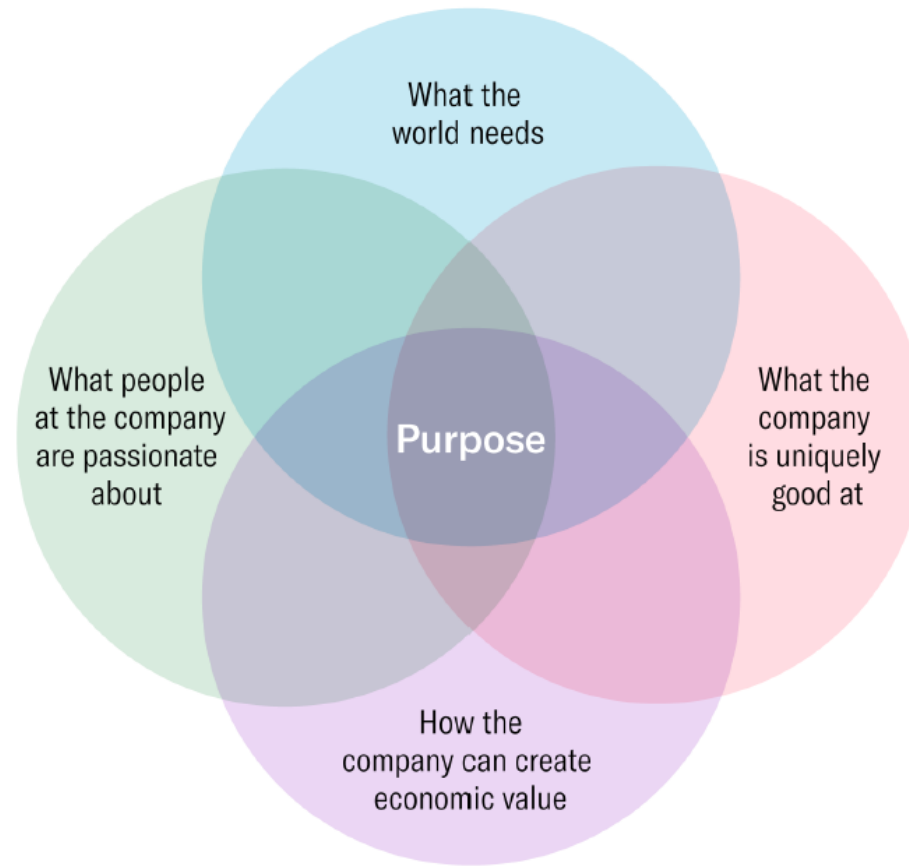




# Purpose as Strategic Filter



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





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**

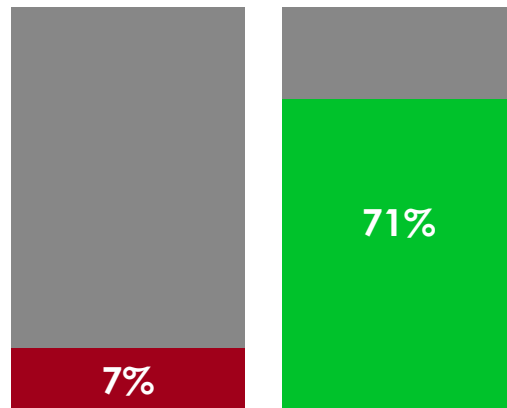
**Prioritizing  
Stakeholders**





# Define Value Per Stakeholder

# MARS



Value Creation strategy across  
all Stakeholders





# KPIs for Measuring Intangibles





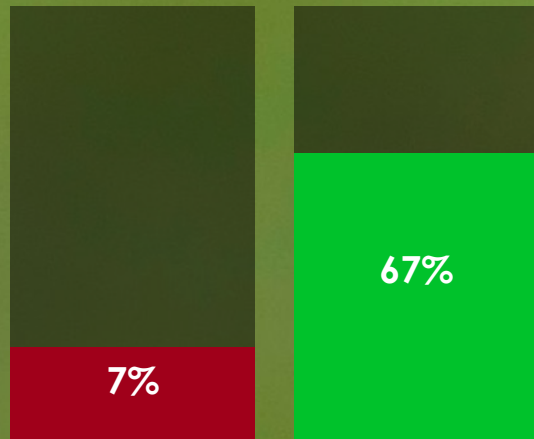
# Organize

*Interdependence*





# Recognizing Interdependencies



Working Interdependently





# Internally - across functional silos





# More Connected across Industry



# Walmart

70%

73%

Industry Collaboration



Institute  
for Real  
Growth



Saïd  
Business  
School





# 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%

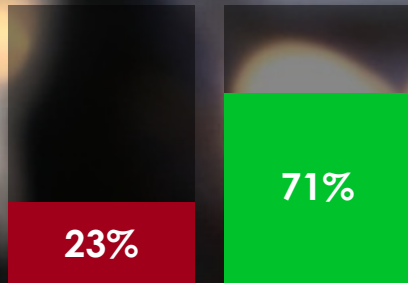
Government & Public Institutions  
Collaboration



\*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.  
\*Please follow additional guidelines recommended by health authorities like W.H.O. & C.D.C./local health authorities.



# Empowering Closer Colleagues



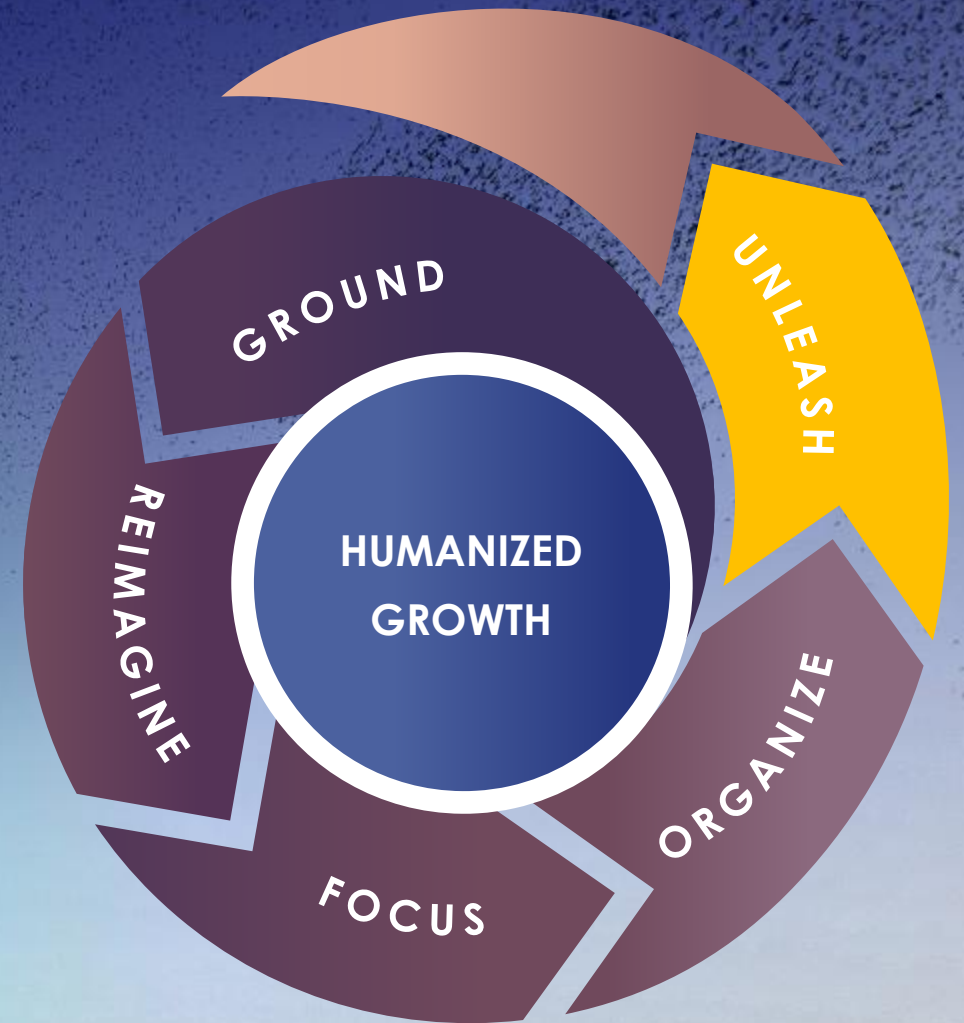
Colleagues closer to  
stakeholders are  
empowered to act for the  
business





# Unleash

*Da Vinci Leadership*

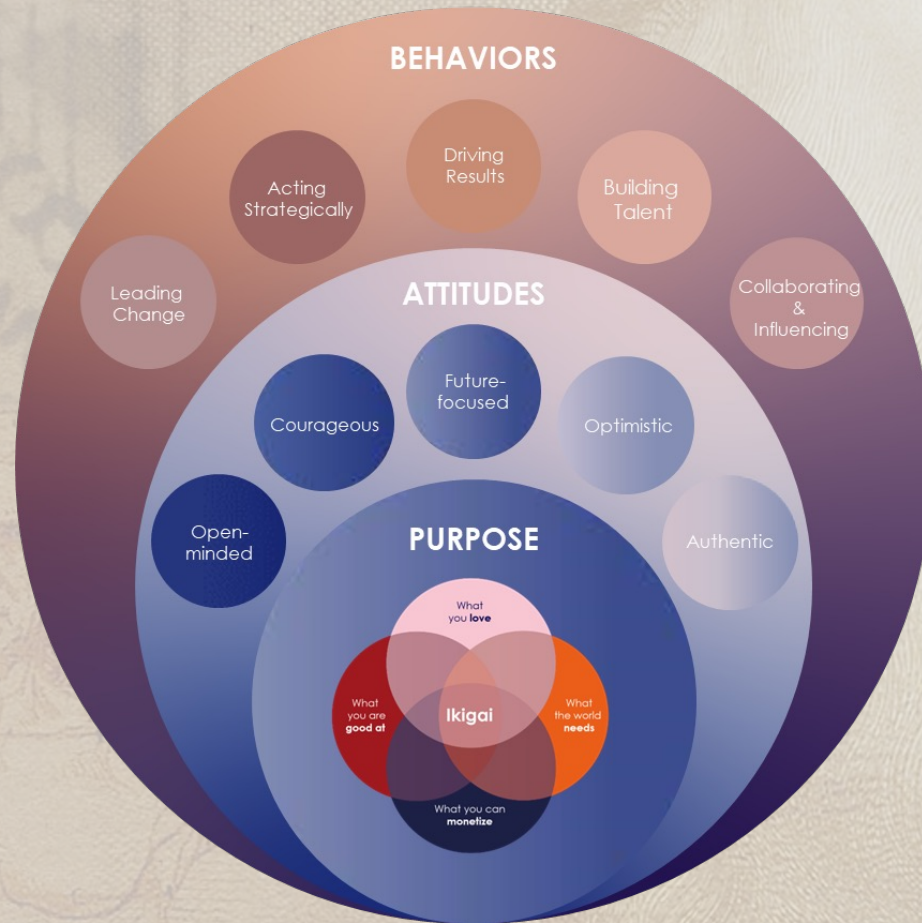




# Da Vinci Leader Profile

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



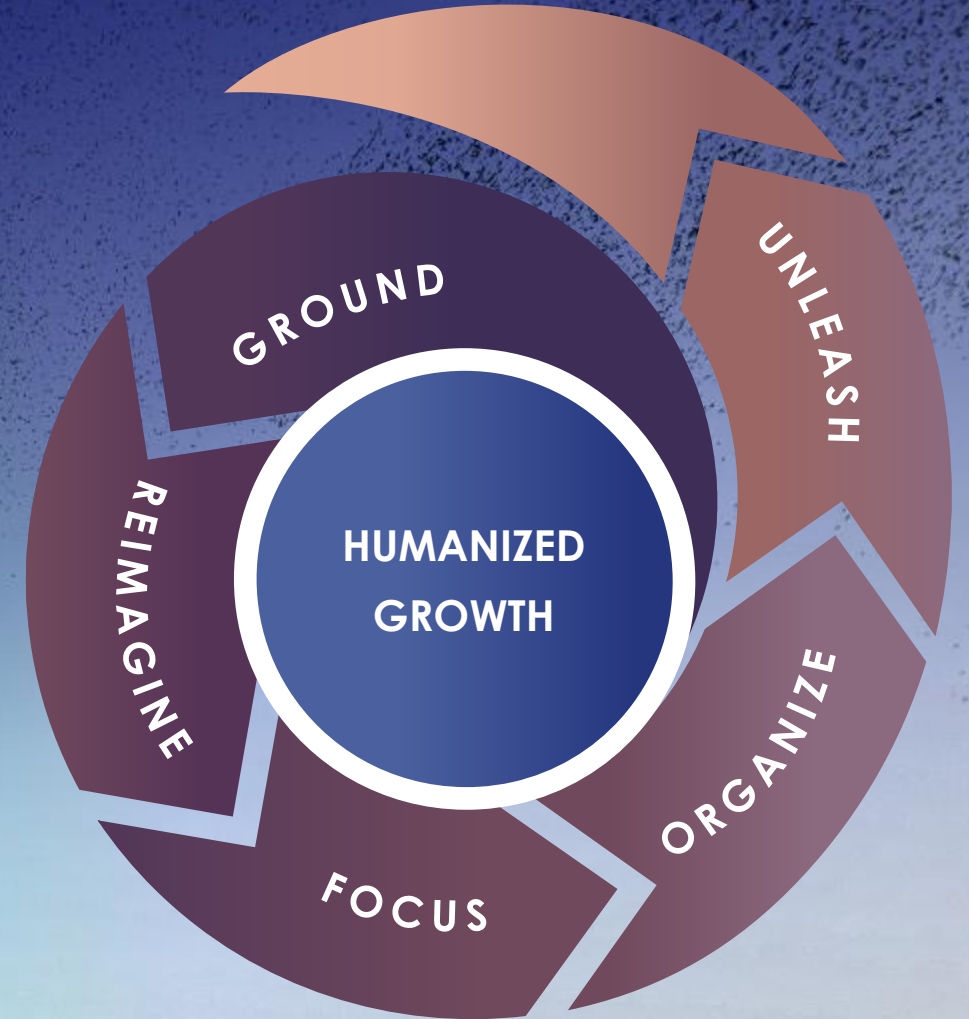


# Partner with CEO on IPO / Launch





# Drivers of Humanized Growth





# In Summary



# Increased CMO influence

65%

11%



# MARS WRIGLEY

**better  
moments  
make the world  
smile**



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



大

## Increased CMO Impact



# Increased CMO Tenure

verizon✓

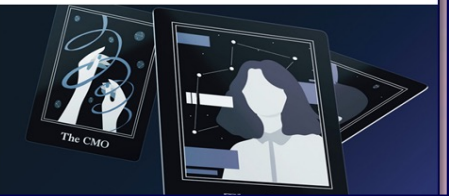
McKinsey  
& Company

Marketing & Sales Practice

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

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

by Julien Doudet, Bijana Cveticovski, Brian Gregg, Jason Heller, and Jasja Perry



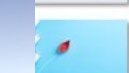
# +48%



# ANA/Oxford Support

 Institute  
for Real  
Growth

## IRG100 Leadership Program

|          |                                                                                                                                                        |                                                                                                                                                     |                                                                                                                                     |                                                                                                                                                              |                                                                                                                                                              |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Module 1 | <br>IRG & Personal Introductions<br>Session 1: Nov 17                 | <br>IRG Growth Study & Business Introductions<br>Session 2: Nov 24 | <br>Da Vinci Growth CMO<br>Session 3: Dec 01       | <br>Personal Growth: Passion & Purpose<br>Session 4: Dec 08                 | <br>Networking session: Growth hypothesis<br>Session 5: Dec 15              |
| Module 2 | <br>Decoding the World<br>Session 6: Jan 05                           | <br>Humanized Growth<br>Session 7: Jan 12                          | <br>Abundant Markets<br>Session 8: Jan 19          | <br>Multiple Models<br>Session 9: Jan 26                                    | <br>Evolving Experience<br>Session 10: Feb 02                               |
|          | <br>Personal Growth: Da Vinci Leader Attitudes<br>Session 11: Feb 09 | <br>Networking session: Growth Ambitions<br>Session 12: Feb 16   | <br>Analytics & Creativity<br>Session 16: Mar 30 | <br>Personal Growth: Unlocking Diversity<br>Session 17: Apr 06            | <br>Networking session: Business Growth Plan Script<br>Session 18: Apr 13 |
|          | <br>Humanized Commerce<br>Session 19: May 04                        | <br>Marketing & Finance<br>Session 20: May 11                    | <br>Leading Transformation<br>Session 21: May 18 | <br>Bringing it all together<br>Session 22: May 25                        | <br>Personal Growth Plan<br>Session 23: Jun 01                            |
|          |                                                                                                                                                        |                                                                                                                                                     |                                                                                                                                     | <br>Networking session: Business Growth Plan Video<br>Session 24: Jun 08 |                                                                                                                                                              |

## Benchmarking & in-Company Programs

## CMO Leadership Program

## In-person events & Conferences



# Thank You

Email:

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