

Increasing CMO Impact

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IRG@Meta

London, May 7, 2024

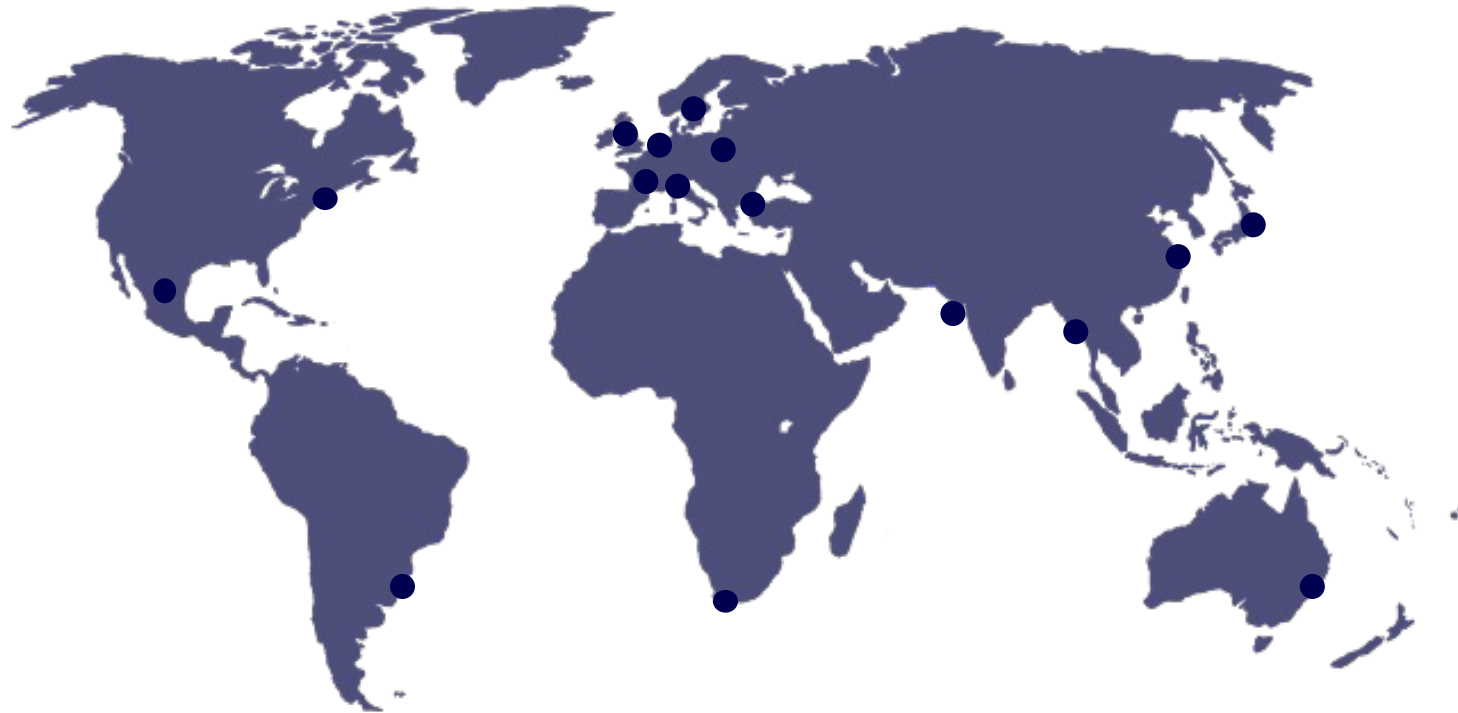
Oxford - Jan 17



Saïd
Business
School



Global Events



New York | Mexico City | Cape Town | Sao Paulo | London | Paris | Amsterdam |
Istanbul | Penang | Mumbai | Cannes | Sydney | Prague | Stockholm | Tokyo | Shanghai

The CMO Impact Playbooks

Effective C-Suite Partnering



New Partners



United Nations
Global Compact



GLOBAL
CM  **GROWTH**
COUNCIL



St. Paul de Vence



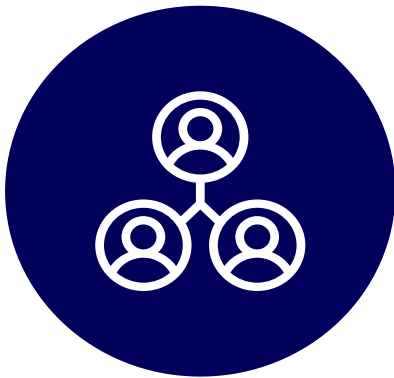
Cannes



Level Setting ...



Louder, More Demanding, More Powerful



Colleagues



Customers



Community

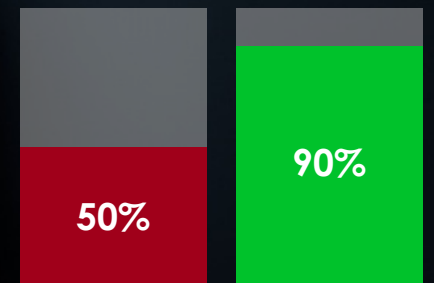


Capital Markets

Business Opportunity

Stakeholder Value: Opportunity or Risk?

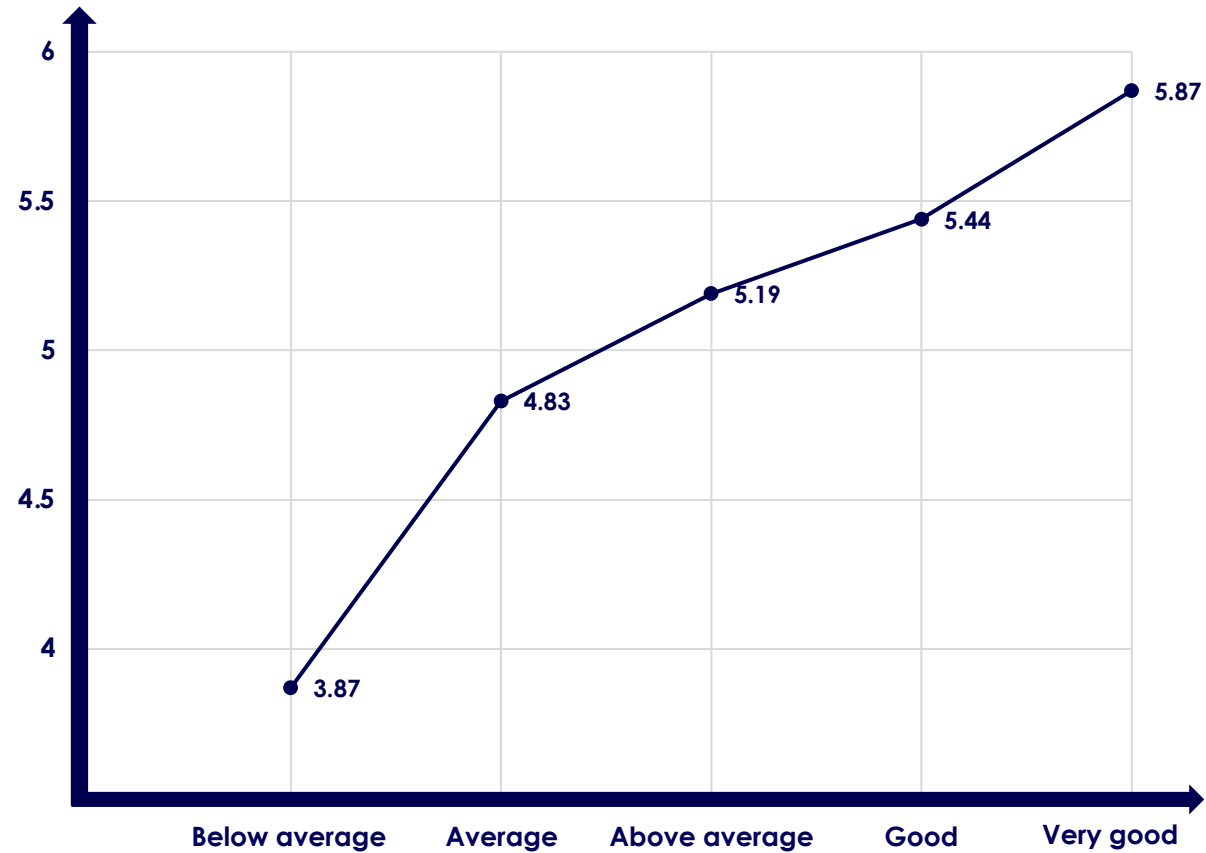
opportunity



Stakeholder Value
Creation as Opportunity

Overperformance: Revenue & Value

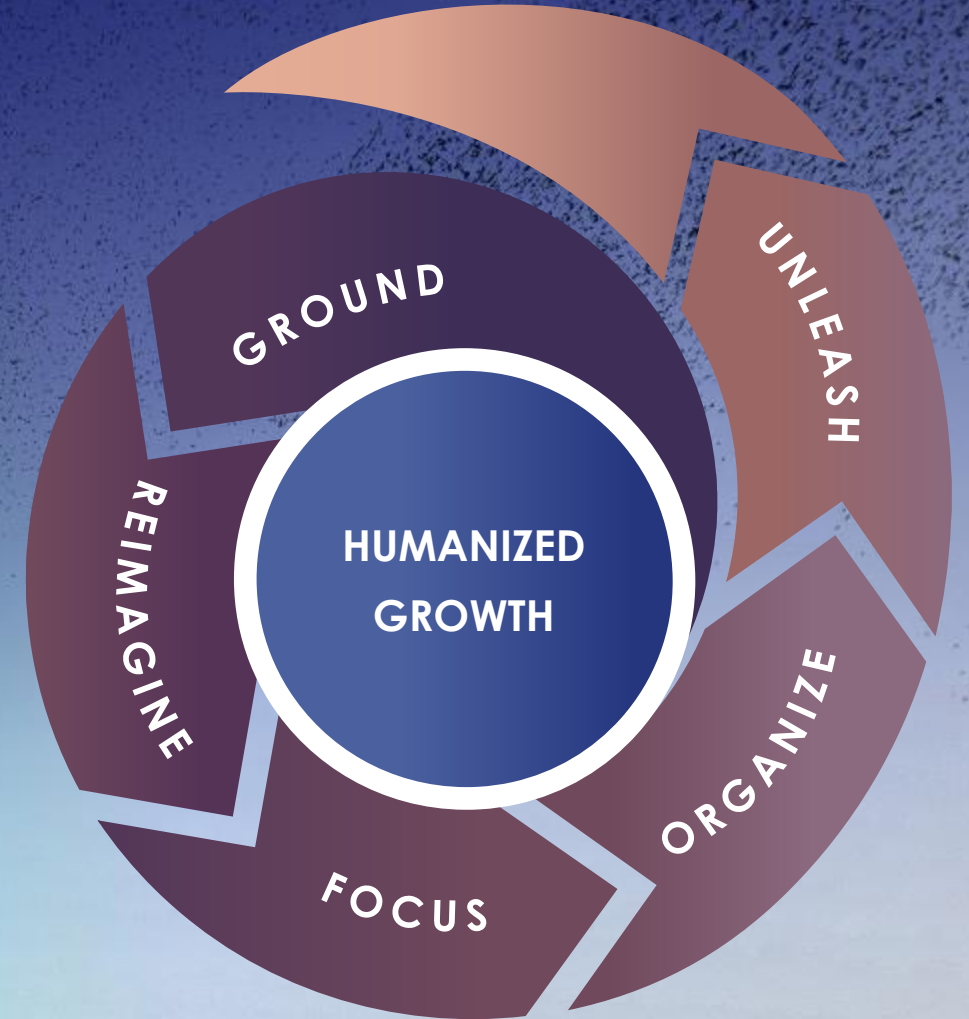
Average **Topline Revenue Growth** vs. direct competitors over the last 3 years



Delivering **sustained**
value for all stakeholders

N=651

Drivers of Humanized Growth



CMO Impact Opportunity

CMO: Unique Perspective & Skills





CMO: Growth &
Value Creation

83%

CEOs see Marketing
owning the growth
agenda

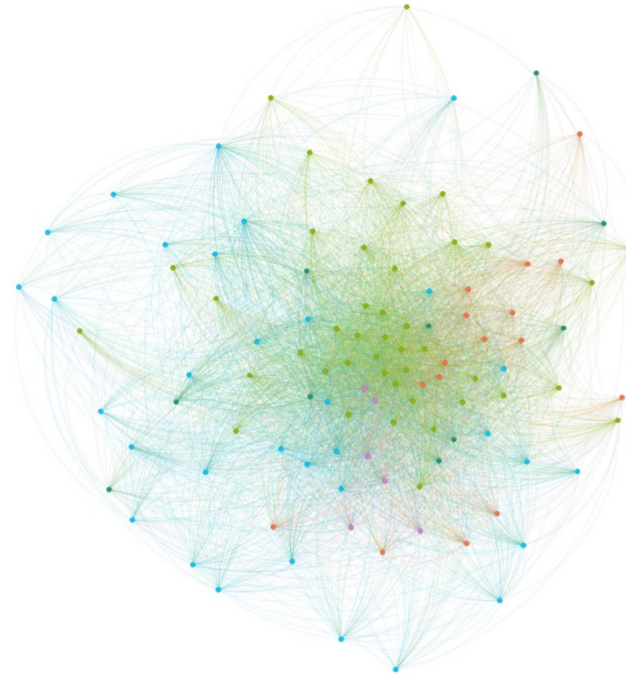
Value
CREATION

CMO: Growth Orientation

Growth
Stakeholder
Value
Impact
Engagement

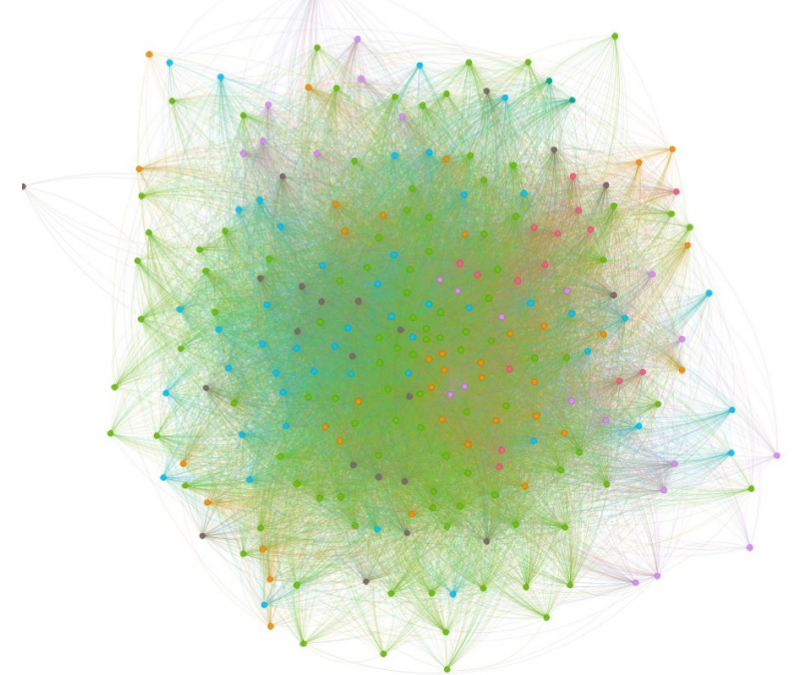
of Classes:

CEO



5

CMO



1

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



大

Increased CMO Tenure



ANTONIO LUCIO

GLOBAL CHIEF MARKETING AND
COMMUNICATION OFFICER

HP

Increasing Impact

Marketing Impact

THINK

**Raising
Awareness &
Shifting Mindsets**

FEEL

**Building
a Sense of
Belonging &
Passion**

DO

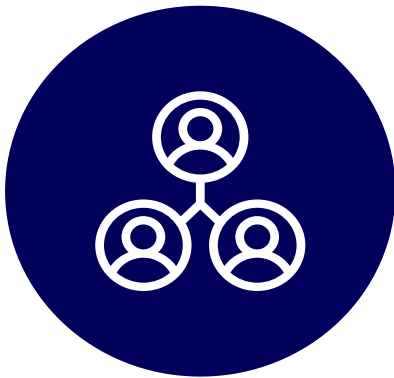
**Enabling
Behavior Change**

From Only Customers ...



Customers

To All Stakeholders



Colleagues



Customers



Community



Capital Markets

Marketing Impact

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Enabling
Behavior Change



Customers



TURN OFF THE FAUCET WHILE BRUSHING



Customers

HELLMANN'S®

1913



**BELIEVES FOOD IS
TOO GOOD TO BE WASTED.**



Colleagues





Communities

DIRT IS GOOD ✨



Capital Markets



Health Inclusivity Index

How do people's experiences
of health inclusivity compare with
national health policies?

Supported by **HALEON**

Marketing Impact

THINK

**Raising
Awareness &
Shifting Mindsets**

FEEL

**Building
a Sense of
Belonging &
Passion**

DO

**Enabling
Behavior Change**



Customers

OUR MISSION

**BRING INSPIRATION AND
INNOVATION TO EVERY
ATHLETE* IN THE WORLD**

***IF YOU HAVE A BODY, YOU ARE AN ATHLETE.**



We're in business to
save our home planet.



IGNITE YOUR FUTURE





Communities

92 million tons of textile waste is discarded every year.
That's enough to fill...

**Buckingham Palace
every day.**

Marketing's Influence & Impact

THINK

**Raising
Awareness &
Shifting Mindsets**

FEEL

**Building
a Sense of
Belonging &
Passion**

DO

**Enabling
Behavior Change**



Customers

30

Washing at 30°C with Ariel is a great way to make a difference and start saving energy at home...

click here to do a good turn to 30°C

VISIT THE
ARIEL
ENERGY SAVING HOUSE
COMING TO A SHOPPING CENTRE NEAR YOU
find your nearest roadshow

30°C | make your home a green home | how energy efficient are you? | cool cleaning, and how it works | sustainability in the media



proud supporter of



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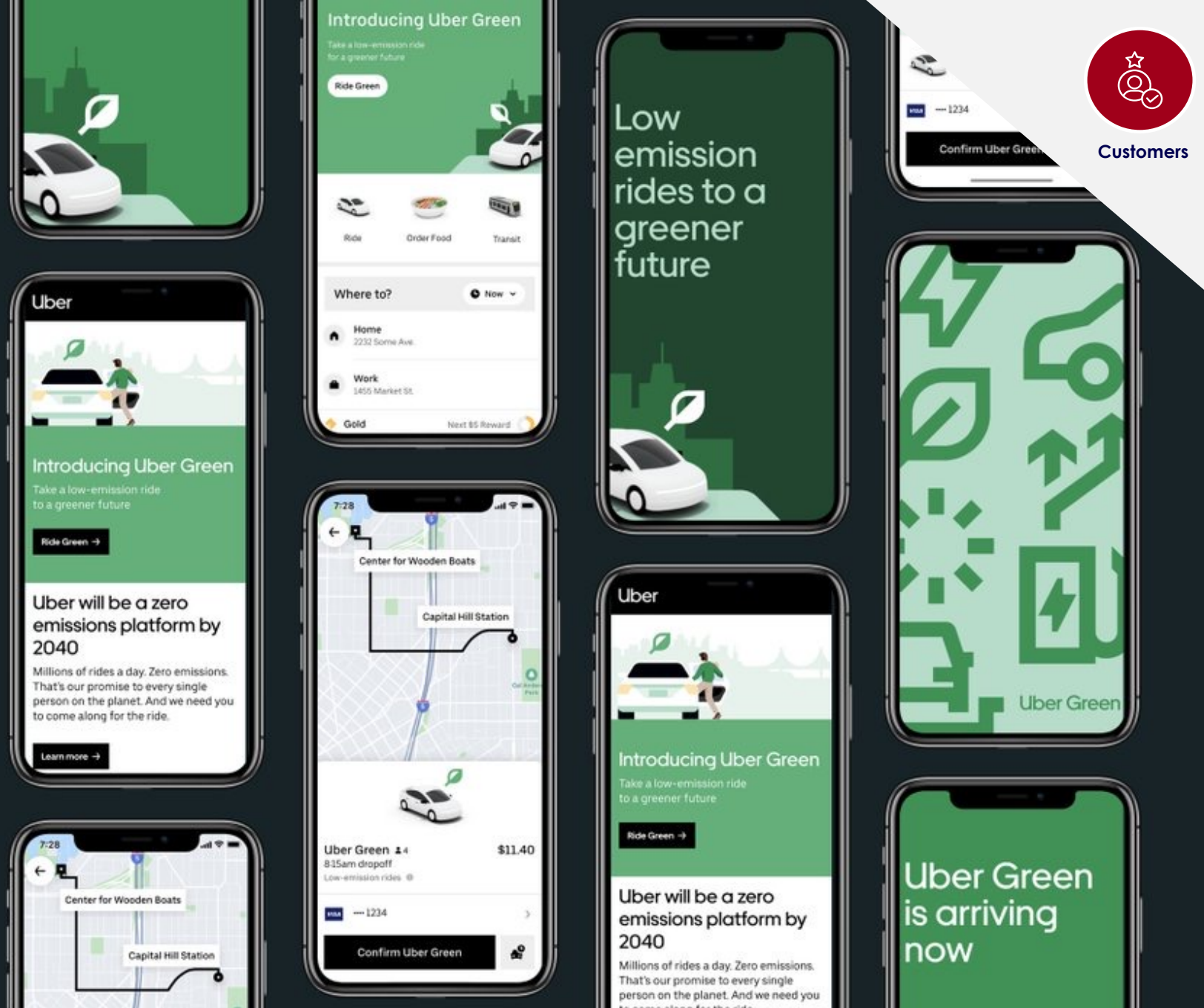




Customers



Uber Green





Colleagues



Communities

OFF!CAST Mosquito Forecast

Check your local 7-day
mosquito forecast

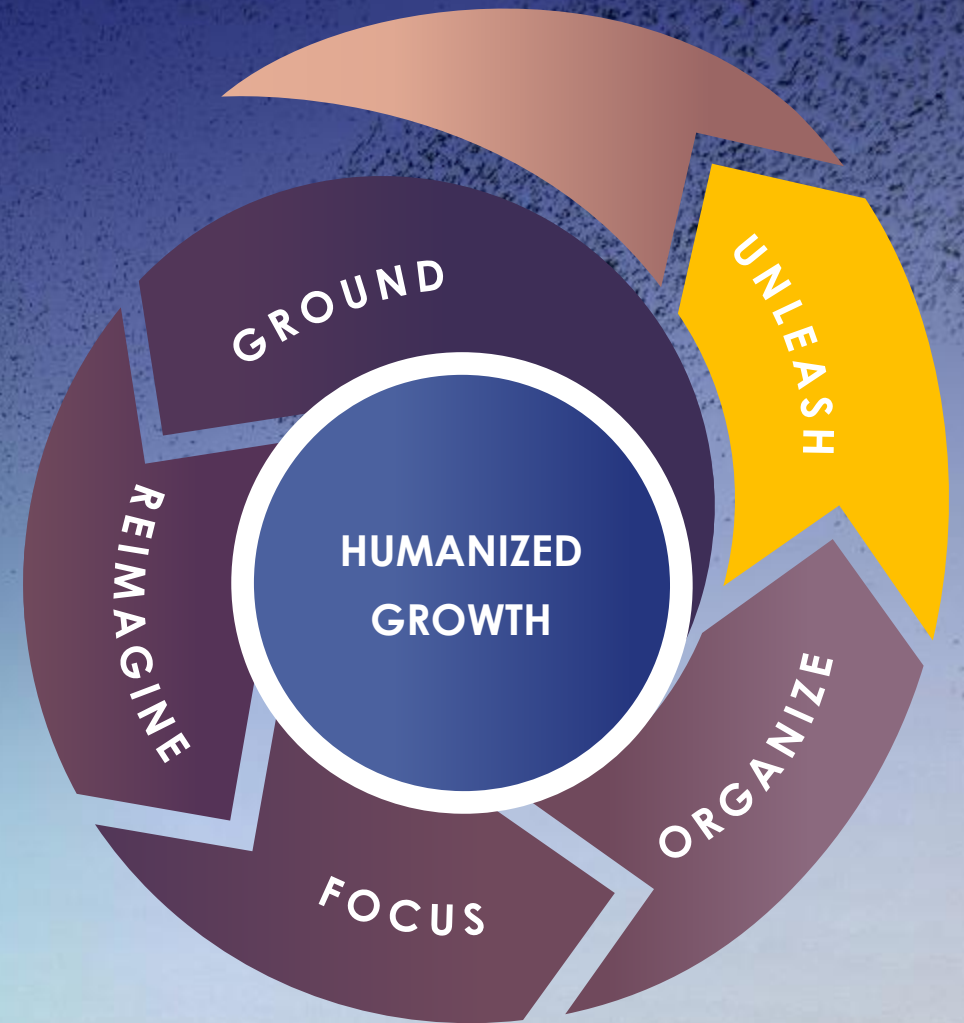
enter ZIP Code

get your forecast



Unleash

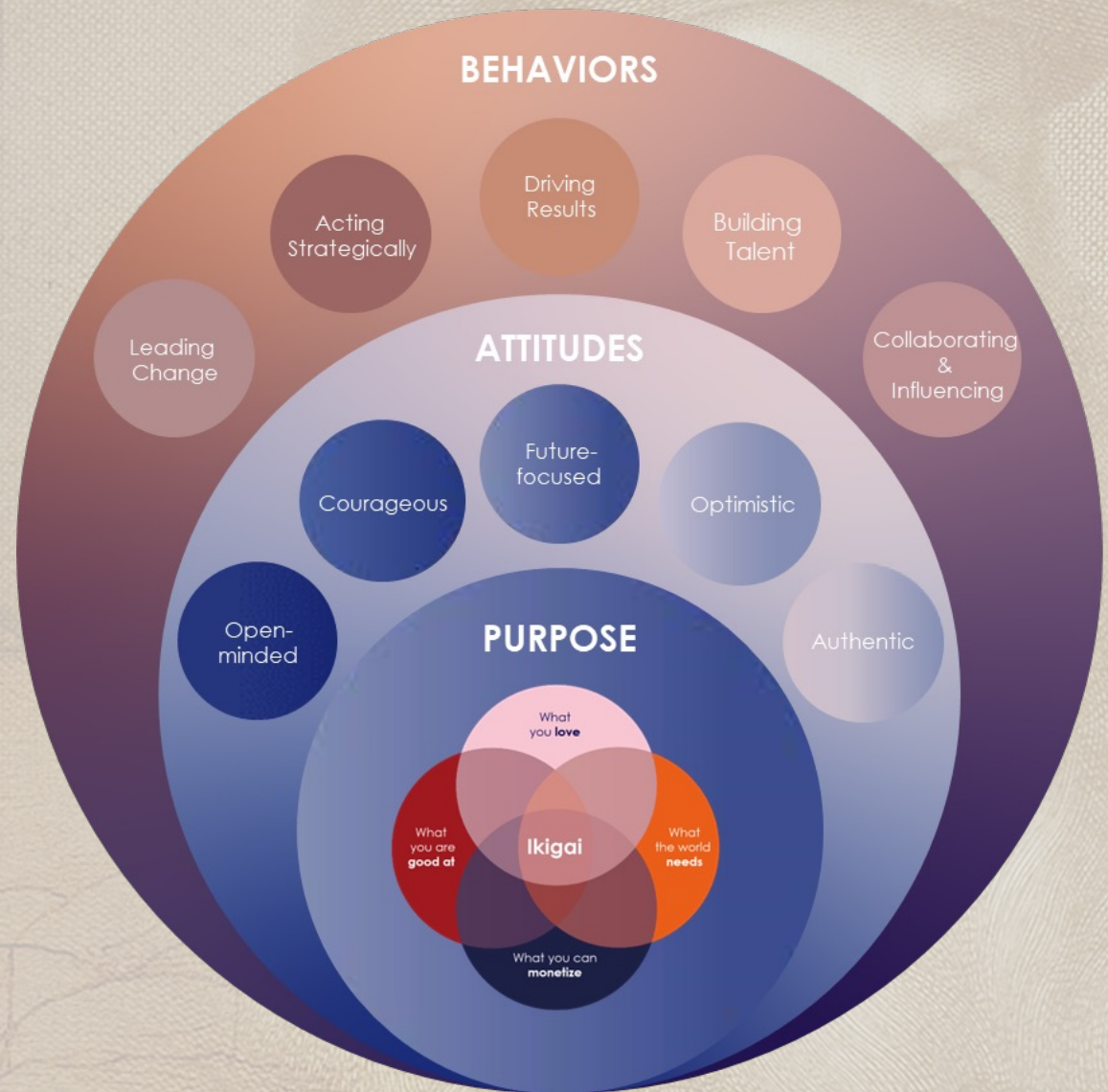
Da Vinci Leadership



Da Vinci Growth Leadership

THE B TEAM ▶ SpencerStuart

Da Vinci Growth Leadership



Da Vinci Growth Leadership

ATTITUDES

How you think and feel

Authentic

- Approachable, Humble
- Empathetic
- Vulnerable, Transparent

Open-minded

- Curious, Growth mindset, Adaptable
- Inclusive, Interested in diverse perspectives
- Ecosystem mindset
- Creative, Imaginative

Courageous

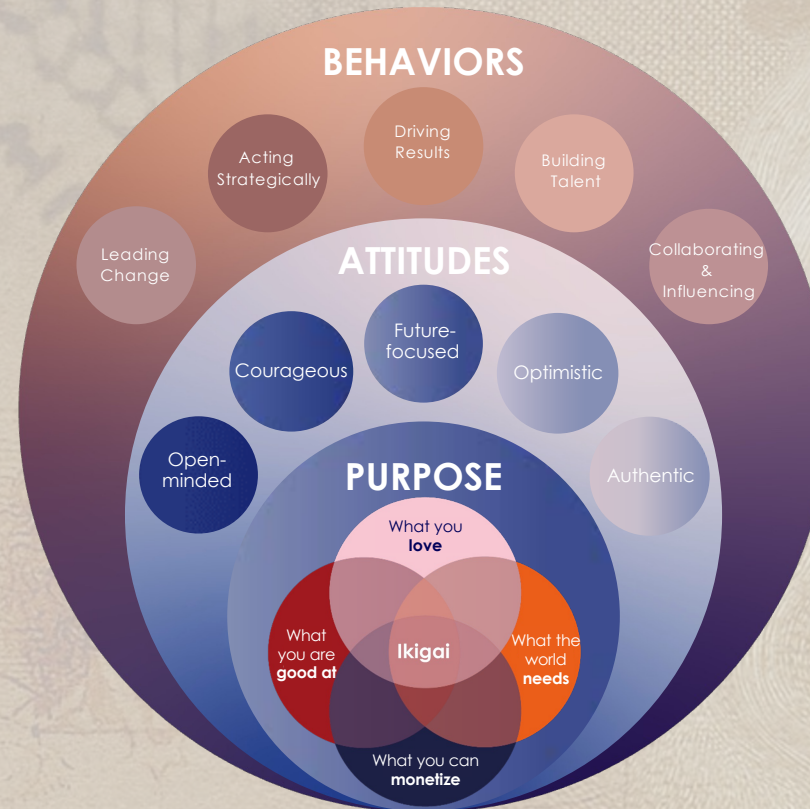
- Unapologetic, Principled, High integrity
- Grounded in reality
- Bold, willing to make big bets

Optimistic

- Can-do mentality
- Positive outlook
- Trusting

Future-focused

- Visionary with clarity
- Intentional
- Resilient



BEHAVIORS

How you deliver outcomes

Acting Strategically

- Filters all key decisions with business purpose
- Applies analytical rigor to decision-making
- Prioritizes and ringfences strategic initiatives
- Addresses ST challenges in the context of LT strategy

Leading Change

- Provides the roadmap to a future-fit state
- Drives systemic transformation
- Navigates trade-offs with transparency and grace
- Mobilizes a coalition of change leaders

Building Talent

- Expresses Servant Leadership
- Develops capability for stakeholder engagement
- Ensures representation of key stakeholder perspectives
- Promotes partnering and empowering all levels

Collaborating and Influencing

- Proactively engages with stakeholders for a win-win
- Fosters interdependence internally and externally
- Invests in relationships and team, mentors
- Listens to understand

Driving Results

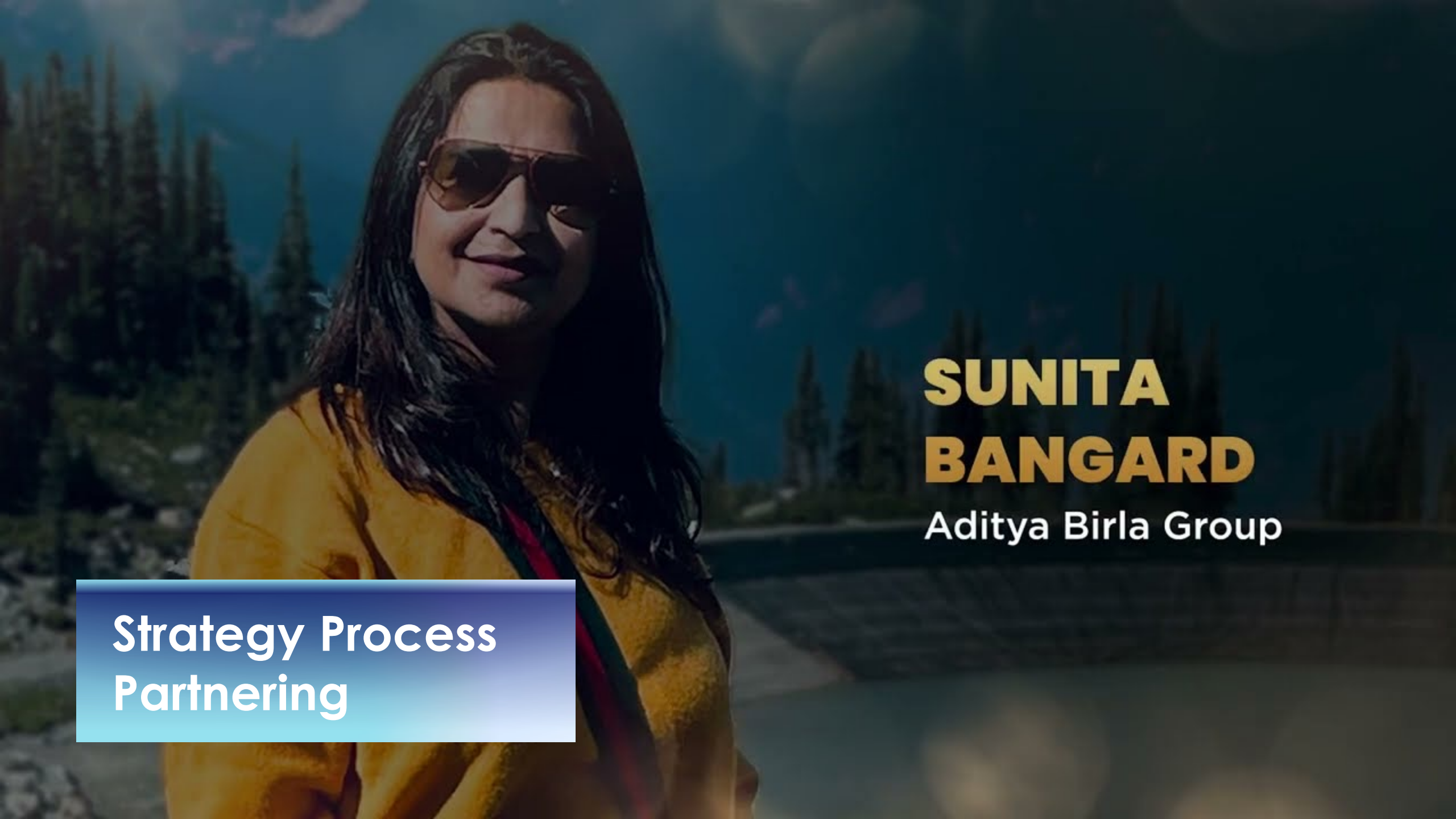
- Creates reciprocal stakeholder value
- Defines shared holistic KPIs for stakeholder impact
- Tracks progress and adjusts accordingly
- Promotes and enables innovation for growth

Partnering



Medical Research Partnering

MAYO CLINIC

A woman with long dark hair, wearing sunglasses and a bright yellow jacket, stands outdoors in a mountainous area with evergreen trees and a lake in the background. The image has a dark blue overlay on the right side where the text is located.

**SUNITA
BANGARD**
Aditya Birla Group

Strategy Process
Partnering

Ecosystem Mindset





Inclusive Approachable



Positive Outlook



Courageous



Systemic Transformation

SUZANA RISTEVSKI

Chief Marketing Officer of Group Marketing, NAB

McCorkell
THE INTEGRATED AGENCY

BRAVE
LEADERS
SERIES

Reflection

In silence, reflect:

1. What partnering has worked best for you and Why
2. Where can you have more influence?
3. What gets in the way & key interventions?

 **5 min**



Connect

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impactstudy@instituteforrealgrowth.com

