



Early Finding Summary

Interim Learnings

ST focus on cost efficiencies, but no competitive advantage

The creative dilemma: automation vs brand differentiation

Upskilling is key, with openness to support from external partners

The CMO partnerships on AI are still developing (IT, Legal, Data)

**Curiosity about incremental value opportunities.
“When Harry met Sally moments”**



CMOs about Google...

Oxford Future
of Marketing
Initiative

Highly Respected



Dominance Challenged

Top 50
Thought Leader

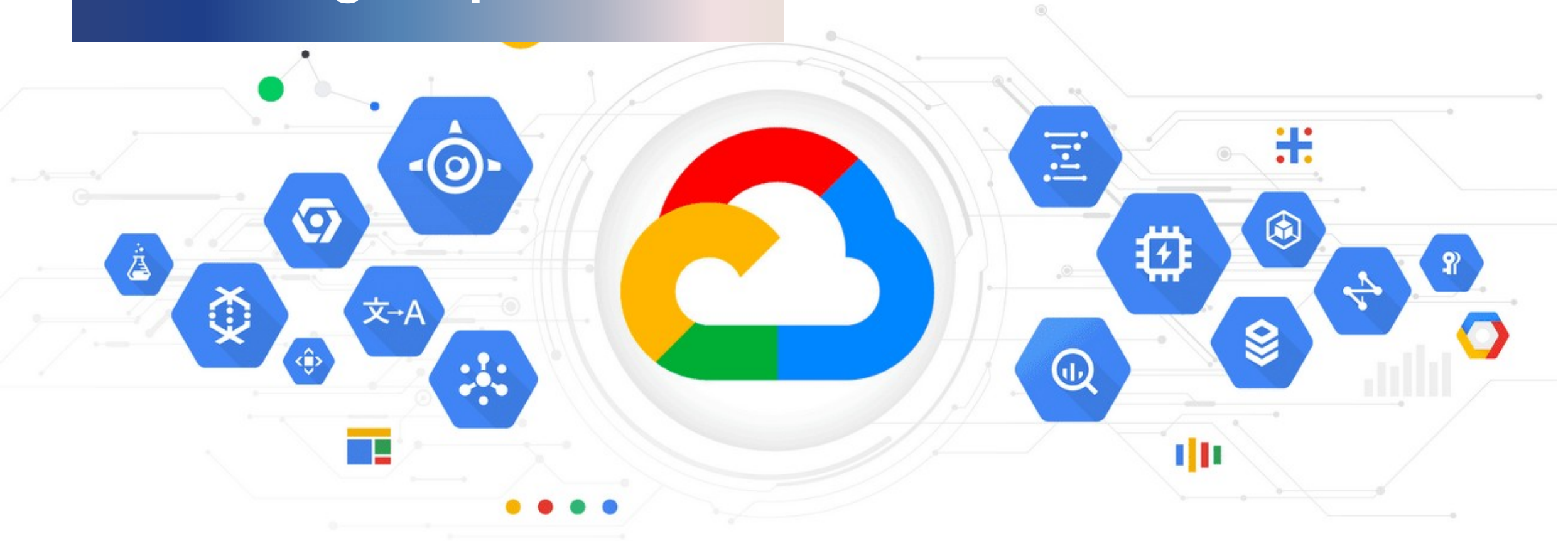
Artificial Intelligence

thinkers
360

Valuable resource for Junior Colleagues



Unclear Marketing Proposition



Open to deeper 'learning' engagement

A woman with long brown hair, wearing a brown plaid blazer over a black top, is standing on a stage and speaking. She is holding a small object in her hands. Behind her is a large screen displaying the Google logo in its multi-colored font. The stage is decorated with large, colorful, angular geometric shapes in shades of purple, blue, and yellow. A large audience is visible in the foreground, seated and facing the stage. A large screen on the right side of the stage shows a close-up of the speaker.

Google

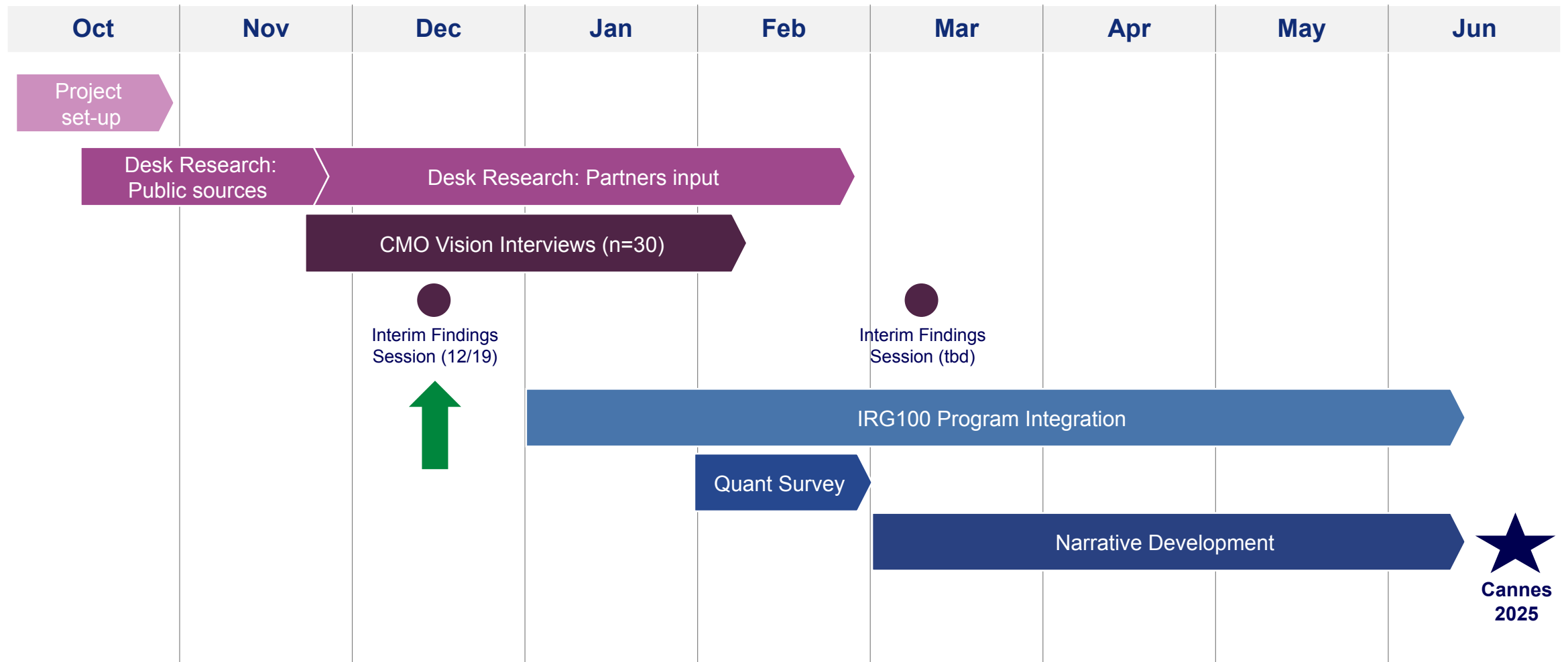
Reactions & Discussion

Implications for Next Steps

Areas to Probe

Next Steps

Overall Planning

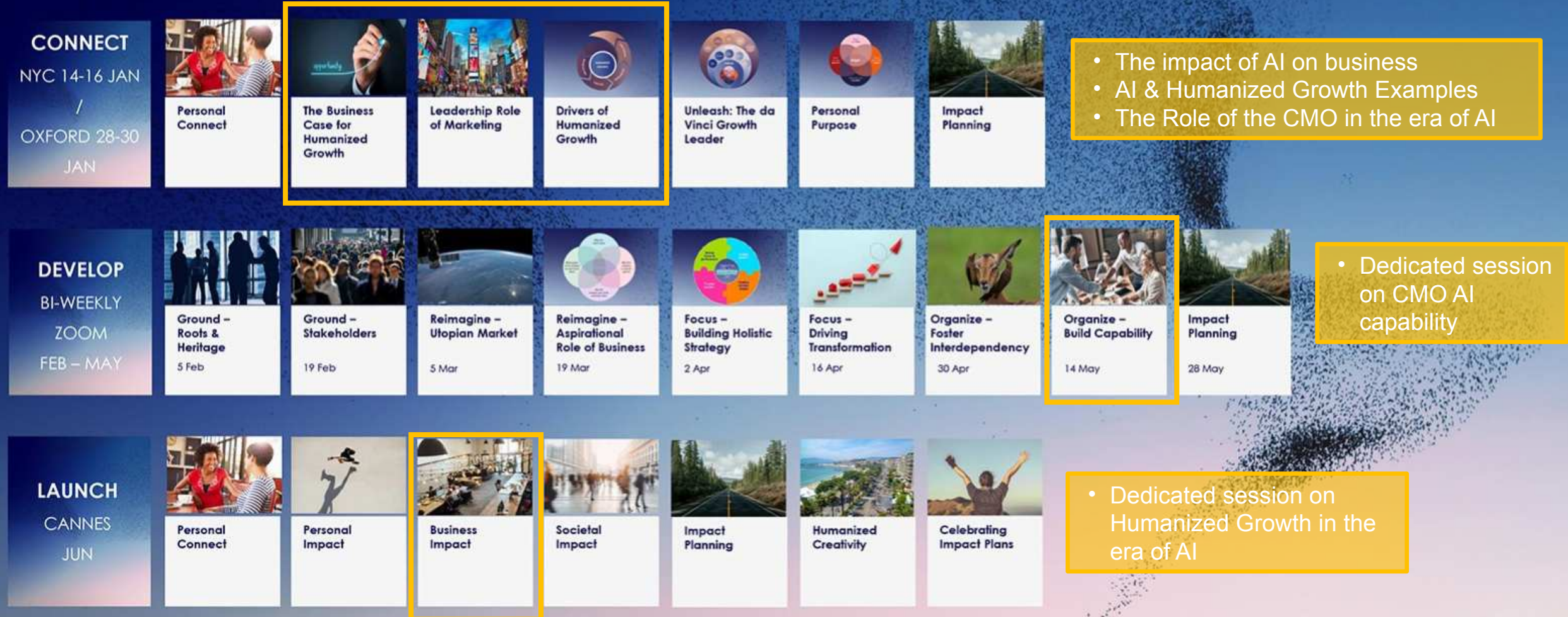


IRG100 '25 – Benchmark integration



- In my company, the business **understands the opportunities and challenges of AI**.
- In my company, we leverage **the opportunities of AI** in the Business strategy.
- In my company, we leverage **the opportunities of AI** in the Marketing Strategy.
- In my company, Marketing plays a leading role in **the adoption of AI**.

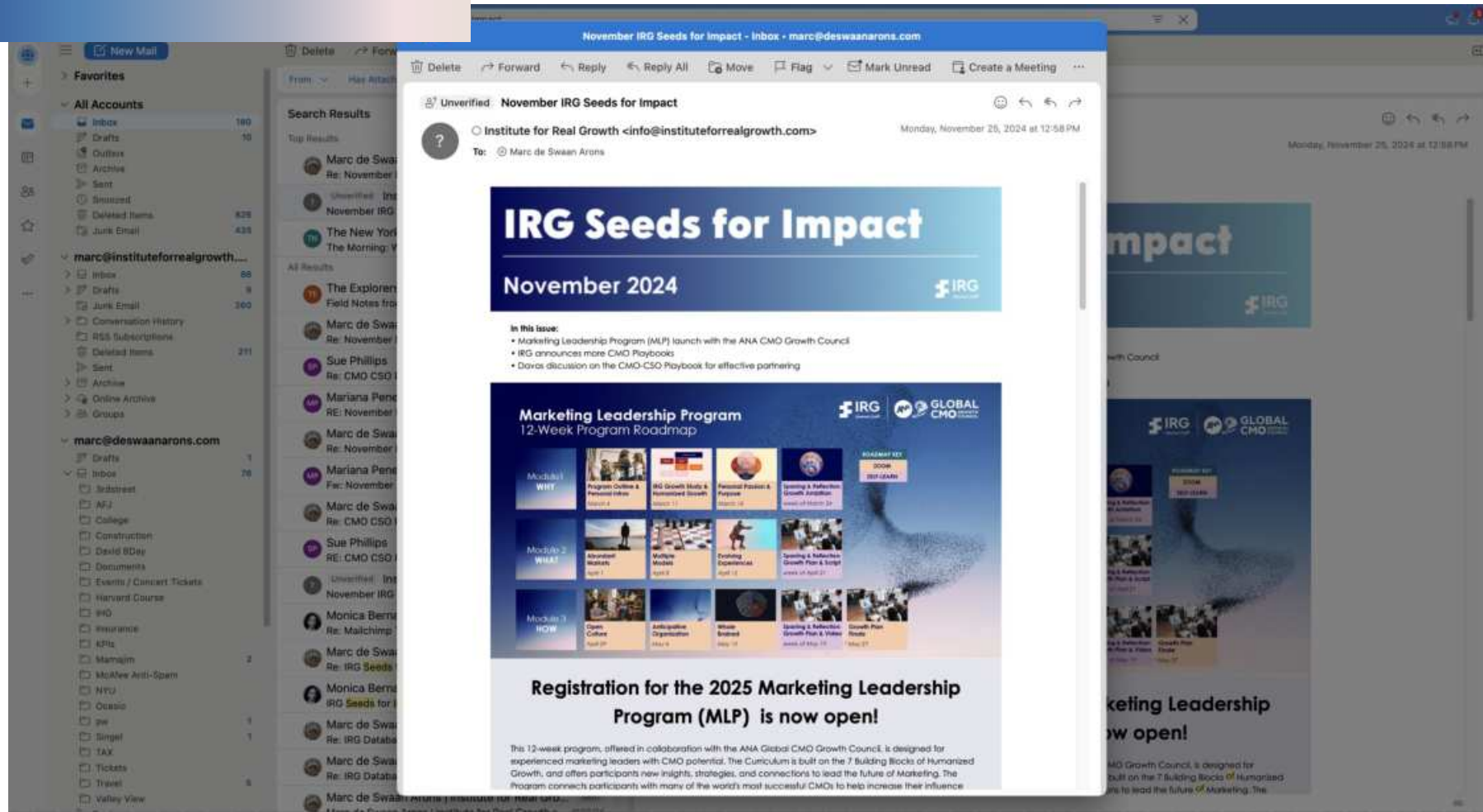
Roadmap IRG100 2025



IRG 850+ CMO Alumni



IRG Community



Quant Study

Scope

- Audience: the entire IRG audience
- 15 AI-specific questions, 3 Min

Timelines

- Survey Design by: 14 Feb
- In Field: 17 Feb

Institute for Real Growth

To what extent do you agree or disagree with the following statements:
(1=strongly disagree, 7=strongly agree)

In my company, the Marketing Function influences the overall business strategy.

Strongly Disagree Disagree Somewhat Disagree Neutral Somewhat Agree Agree Strongly Agree

In my company, the Marketing Function influences the sustainability agenda.

Strongly Disagree Disagree Somewhat Disagree Neutral Somewhat Agree Agree Strongly Agree

Our brands play an important role in defining the sustainability agenda.

Strongly Disagree Disagree Somewhat Disagree Neutral Somewhat Agree

Navigation: Previous, Next

Institute for Real Growth

With how many of your functional peers have you established a truly effective partnership?

None

One to two

Three to five

More than five

Navigation: Previous, Next

M2030

Introduction

M2030 Focus

- What forces are reshaping society and consumption?
- What are stakeholder expectations of businesses and brands?
- What is the future role of Marketing?
- How can the CMO and Marketing step up to the emerging opportunity?

IRG Program Leadership



Cindy Tervoort – 20 Yrs. Experience

- CMO Britvic
- CEO Heineken Beerwulf.com
- CMO Heineken UK
- CMO EMEA Quaker
- Unilever

Challenger Board

Shortlisted

1. Loraine Twohill (Google)
2. Prof Andre Stevens (Oxford)
3. Taide Guajardo (P&G)
4. Deepak Chopra
5. David Edelman
6. Asmita Dubey (l'Oreal)
7. Antonio Lucia (HP)
8. Anda Gansca (Knotch.com)
9. Javier Meza (Coca-Cola)
10. Marcel Marcondes (Ab InBev)

Under Discussion

- Juliette Zhu (CKGSB)
- Rob Nail (Singularity)
- Faith Popcorn
- Rutger Bregman (Author)
- Esi (Unilever)

Potential Partners

- Oxford Said Future of Marketing
- ANA Global Growth Council / Cannes Lions
- HBR
- Marketing Society
- IPA
- Marketing 50
- WFA
- CMO Collective
- IAA

Key Milestones

01/2025	M2030 Kickoff – Start recruitment & briefing Challenger Board & Partners
02/2025	Integration Humanized Growth in the Era of AI program
03/2025	First Challenger Board Meeting
04/2025	Detailed program plan set
06/2025	Cannes announcement & IRG community launch
09/2025	Oxford dedicated Research start
10/2025	Vision interviews
02/2026	Quant Survey
04/2026	Draft Final Findings
06/2026	Launch Findings Cannes Lions



**Next reconnect:
March 3-7 (tbc)**



Thank you!

Oxford Future
of Marketing
Initiative