



Institute Real Growth Playbook

Redefining strategy, structure and leadership
capabiltiy for driving sustained business growth

WPP

LinkedIn

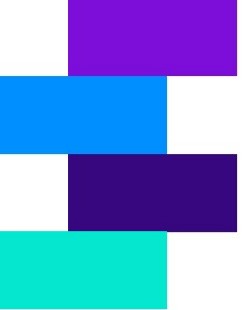
KANTAR

Google



SpencerStuart





Purpose of this document

Reasons to host an IRG CMO Summit



- raise the profile of the WPP
- bring WPP companies together
- Elevate the conversation with CMO
- Align WPP with business growth
- Show alliance with strong partners
- invite senior prospect to WPP event

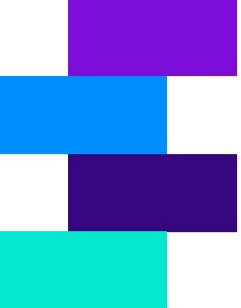
CORE PARTNERS

Creating & deploying tangible solutions to drive Real Growth



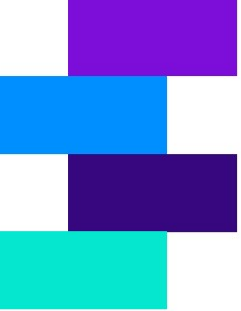
For more information:
www.instituteforrealgrowth.com
info@instituteforrealgrowth.com





Marc to include text on behalf of Mark Read.

Mark Read
Chief Executive Officer, WPP



Program overview

Invitee & speaker profile

Example Program overview

Detailed program (tips per section)

Do's & don'ts

The role of IRG partners

Time	Activity	Who	Additional Notes
8:00 – 8:30	Guests arrive		Breakfast and coffee should be available
09:00 – 09:05	Welcome and agenda for the session	Beth Ann Kaminkow	
09:05 - 09:35	IRG presentation	Marc De Swaan Arons & Frank van den Driest	
09:35 – 09:55	IRG Panel discussion	Participants Meredith Verdone (BoA), Marc Schroeder (Pepsi-Lipton), Marc Matthieu (Samsung) Moderator: Shane Atchison	
09:55 – 10:05	Growth Leadership	Greg Welch	
10:05 – 10:30	IRG Plenary discussion	All	
10:30 – 10:45	IRG Q&A with Mark Read	Mark Read, Beth Ann Kaminkow	
10:45 – 10:55	Institute for Real Growth Launch	Marc de Swaan Arons with Mike Romoff(LI) and Carolyn Everson (FB)	
10:55 – 11:00	Closing words	Beth Ann Kaminkow	
11:00 – 11:30	Networking time		Note: event is booked from 12:00pm onwards for a L'Oréal event

PANEL

Sample Q&A Panel: [Click here](#)

Sample Q&A Senior Leader: [Click here](#)

NEW YORK PANEL

1st May 2019



Marc Mathieu
CMO,
Samsung



Marc Schroeder
SVP & General Manager,
Pepsi Lipton



Meredith Verdone
CMO,
Bank of America

AMSTERDAM PANEL

2nd April 2019



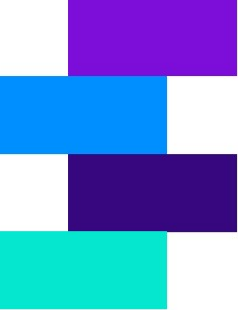
Peter ter Kulve
President Home care division,
Unilever



Dominique Hermans
Managing Director,
Randstad Netherlands



Frenkel Denie
Global Director Digital Commerce,
Royal Friesland Campina



Summit look & feel guidelines

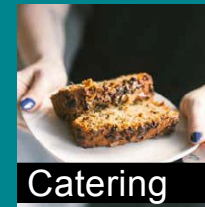
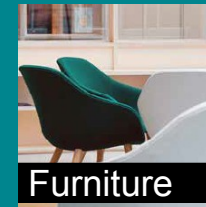
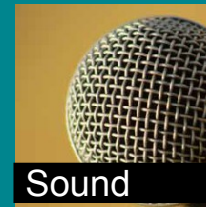
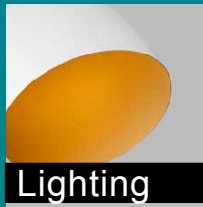
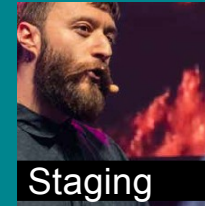
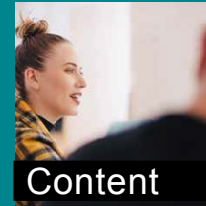
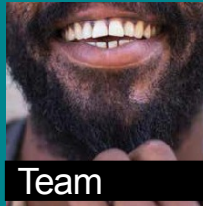
Identify your company's Real Growth opportunities by assessing and comparing your performance to Real Growth overperformers across the 7 building blocks of Real Growth

Support source for programming

CONTENTS

Introduction to IRG

How to frame the space:



Introduction

• Institute for Real Growth

The Institute for Real Growth (IRG) is the most comprehensive study on business growth ever.

WPP, orchestrated by Kantar Consulting, is bringing this thought leadership initiative to market, to engage clients on what it takes to deliver sustained business growth. The meetings will bring together Chief Marketing Officers from the client family, to present the IRG content and to promote frank, relaxed and open debate. The aim of this guide is to provide direction on the look and feel of these events, to enable them to be effectively and consistently replicated.

For more information on IRG, visit:

<https://consulting.kantar.com/growth-hub/institute-for-real-growth/>



HOW TO FRAME THE SPACE



*“It’s not a
performance.”*

The IRG meetings are a stylised version of a VIP “fireside chat”, and so the presentation space must look and feel informal, yet be of a high quality.



PRODUCTION TEAM



Super
Helpful

GOOD
VIBES
ONLY



The Producer, Sound and Graphics team need to be at ease to interact with guests and welcome them to submit or change content, ask for assistance, or gain their attention if their point has been missed.

Changes often happen in real time, so the team and agenda should be able to evolve and deviate from the plan.

A strong producer will be able to take all feasible requests in their stride and clearly point out when a presenter's demands are heading towards a more formal conference style.

They should protect the conversation style of the event and allow participants to interact at all times.

CONTENT



Presenters and speakers need to feel relaxed, as if in conversation with peers, rather than giving a rehearsed monologue followed by formal Q&A. There must be an absolute minimum of PowerPoint and lectern style presentations, so the focus is on a natural, evolving conversation. Key words and visuals are far more impactful than text heavy slides.

The hosts, facilitators and/or brand guardians should be confident enough to help progress the agenda by planting key questions along the way.

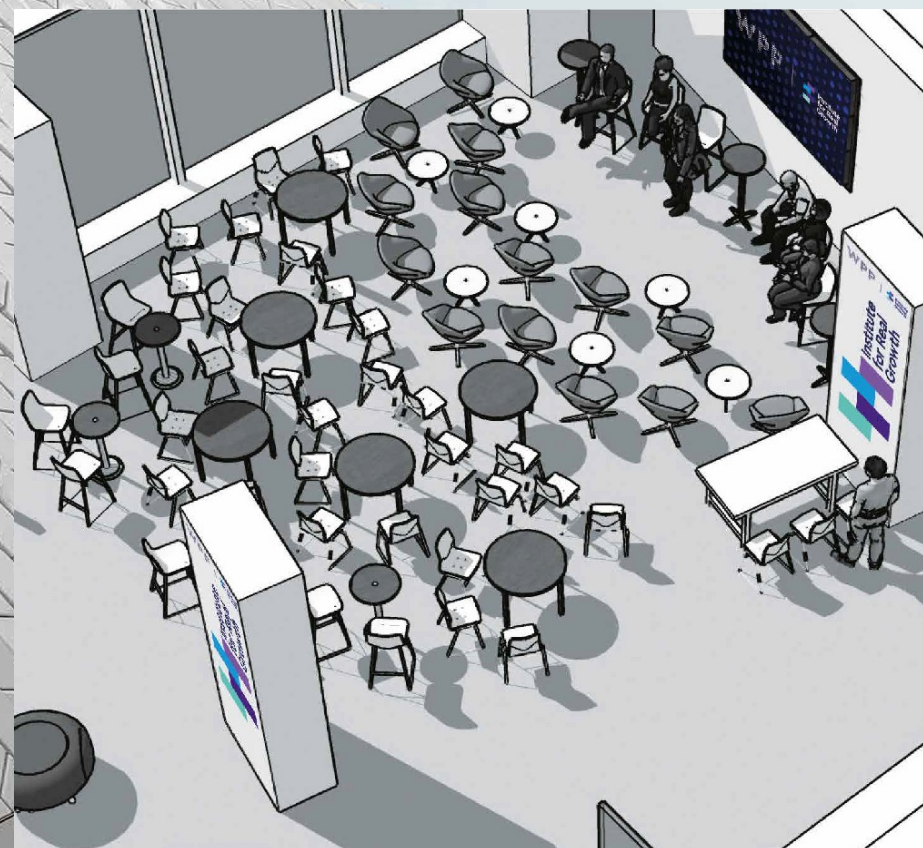
This keeps dialogue moving between the floor and the presentation area and promotes speaker interaction.

Hosts need to encourage everyone to speak up and be ready to reference people in the audience, whom they know to have expertise or a valuable viewpoint, at any point in the flow of conversation with the stage.

LAYOUT

The sound and graphics' control desk should be small, tidy and absolutely not dressed in pipe and drape surround. It should sit immediately stage left or right, readily available to presenters, both prior and during the meeting.

The layouts shown here follow the basic Stream Cannes set and promote participation and a flow of dialogue between sharing content.



STAGING



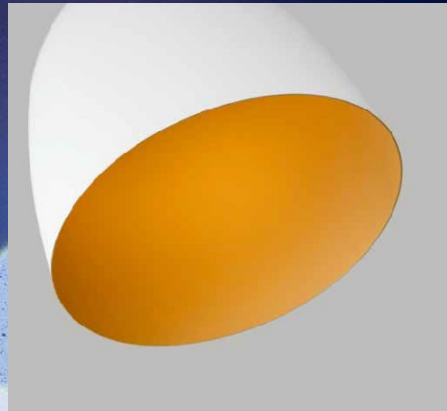
The audience are a part of the content delivery and so, for small groups, no stage is necessary. Raised seats can work well, if guests are seated close by.

There is no need to make the event look like a performance.

For larger groups, an informal mix of cafe style furniture around a very small, low stage is used.



LIGHTING



Clean and simple, avoiding unnecessary elements that could distract the conversation. Lighting can bring a touch of colour for warmth or ambience but should not be gimmicky or draw attention away from the content.



SOUND



Microphones and amplification should be discreet or low key - hand held microphones are a good way to encourage conversation to flow, as people can pass them on to each other easily. Lapel microphones should be used for key speakers and hosts to be "on" at all times.



FURNITURE



To maintain the connection between audience and speakers, theatre style rows of chairs or Cabaret style round workshop tables - as often seen in conference hotel events - should not be used.

Instead, a mix of informal cafe style furniture around the small low stage or speakers on raised chairs, should be used.



CATERING



Refreshments and a selection of healthy snacks should be available throughout the event for people to help themselves.

People should feel at ease to stand or to sit.

Catering should be attended by helpful and confident staff, in the room near the station. They should be unobtrusive in serving, clearing and resetting throughout.

There must not be any plastic tableware used in any of these events, and refillable glass bottles should be used for water.



OTHER RELEVANT INFO

Helpful

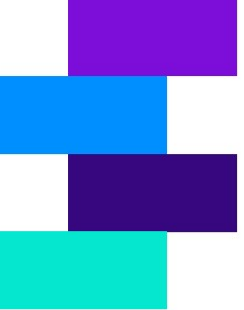
Sample press release: [Click here](#)

IRG Brochure: [Click here](#)

IRG one pager: [Click here](#)

RSVP website

→ See RSVPs, make changes to the sites and build new ones <https://splashthat.com/login>



Summit

Identify your company's Real Growth opportunities by assessing and comparing your performance to Real Growth overperformers across the 7 building blocks of Real Growth

How

Aligning WPP OpCos

Local IRG research tips

Integrating local and global research

Suggested master timing

Budgeting tips

Building the CMO database

Invitation process

Partner invitations

Registration process

Chasing registrations process

WPP colleague invitation process

Senior IRG partner invitation process

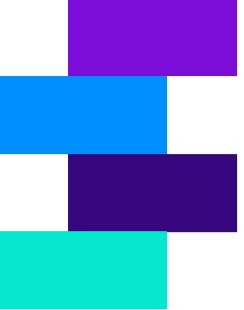
Confirmation process

Welcome & registration desk

Event evaluation

Post event speaker follow up

Post event attendee follow-up



ABOUT IRG



WPP has one simple purpose: to create growth for our clients. We believe in data-driven insight & the transformative power of technology. As a global powerhouse of talent, we have every capability required to understand & reach audiences, build brands, sell products & services, & prepare organizations for the future.

The Institute for Real Growth (IRG) helps Chief Marketing Officers and other senior business leaders drive more effective growth strategy, structure and capability.

Making better marketing decisions and influencing better business decisions.

The Institute for Real Growth is a not-for-profit and independent Institute co-founded by WPP, Kantar, Google, Facebook, Spencer Stuart, LinkedIn, Saïd Business School at the University of Oxford, and the New York University School of Professional Studies. IRG is focused on helping growth leaders measure and drive sustained, long-term “real growth” by connecting growth leaders to peers and expertise through live-action programs.

The IRG program comprises a series of workshops that connect growth leaders with the latest in-depth research, world-class best practice case studies, expert speaker insights and individual coaching, in a program personalized to their own leadership and organization’s business growth needs.

Applied problem solving and close peer collaborating will address participants’ specific business as well as personal leadership growth challenges.

Upon completion of the program participants will receive a Certificate in Real Growth Leadership from the NYU School of Professional Studies.

CORE PARTNERS

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WPP

LinkedIn

KANTAR

Google



SpencerStuart



NYU



Institute
for Real
Growth

Growth is hard

Traditional business growth formulas are lacking, barriers to entry are disappearing, new players are breaking the rules, channels are proliferating, disruptors are themselves being disrupted, global markets are reaching maturity. Trust is fleeting, and the war for talent – and the consumer – is raging

THE GROWTH CHALLENGE

To deliver sustained top-line growth, overperformers are rejecting tired formulas of the past and developing a new architecture that delivers sustained growth for all stakeholders.

The IRG APPROACH

500+ Vision Interviews

- ✓ Multiple cultures and disciplines
- ✓ Diverse levels of market development
- ✓ Unicorn and Fortune 500 companies

1,500+ Respondents

- ✓ 73 markets
- ✓ All functions, levels and industries

3,000+ Publications

- ✓ Research from business publications, consultancies, academia, and more
- ✓ Consumer blogs, forums, and conversations analyzed by Discover AI

3.5 MM LinkedIn Users

- ✓ Analysis of LinkedIn data from connections across employees

IRG ADVISORY BOARD



Antonio Lucio
Global CMO, Facebook



Lindsay Pattison
Chief Client Officer, WPP



Lorraine Twohill
CMO, Google



Bob Liodice
CEO, ANA



Carolyn Everson
VP, Global Marketing Solutions, Facebook



Meredith Verdone
CMO, Bank of America



Roel de Vries
CMO, Nissan



Enzo Scarcella
COO, MTN



Peter Ter Kulve
CGO, Unilever



Penry Price
VP Marketing Solutions, LinkedIn



Di-Ann Eisnor
Director of Growth, Waze



Yoram Wind
Emeritus Professor, Wharton



Cindy Wang
CMO, UXIN Group



Frank Cooper
CMO, BlackRock



Shiv Shivakumar
GE President for Strategy & Bus. Dev. Aditya Birla Group

Booking.com

Microsoft



HYATT®

Tencent 腾讯



The architecture of Real Growth

Companies achieving real growth over-performance have embraced a new architecture

The architecture of Real Growth:

- ✓ is human-centric
- ✓ Recognizes & addresses all stakeholders' needs
- ✓ Future-proofs organizations
- ✓ Unlocks data with human insights
- ✓ Unleashes technology with creativity
- ✓ delivers ever-evolving experiences

7 BUILDING BLOCKS OF REAL

GROWTH
The next generation of growth leaders must reimagine...

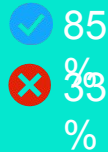


7 building blocks of Real Growth

Myth: Growth is about winning market share from competitors

Overperformers excel at spotting & choosing the right wave...

Assess & understand market developments



...and riding it out

Consistency with big bets



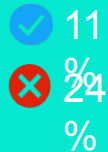
WINNING ACTIONS

Shift investment from explaining the past to predicting the future.
Define your market so you have no more than 3% share.

Myth: Our culture cannot be changed – it's in our DNA

Underperformers are more defined by procedure, structure & quality...

#1 Culture description: Procedures, structure, quality



Overperformers are marked by innovation, change & entrepreneurship

#1 Culture description: Innovation, change, entrepreneurship



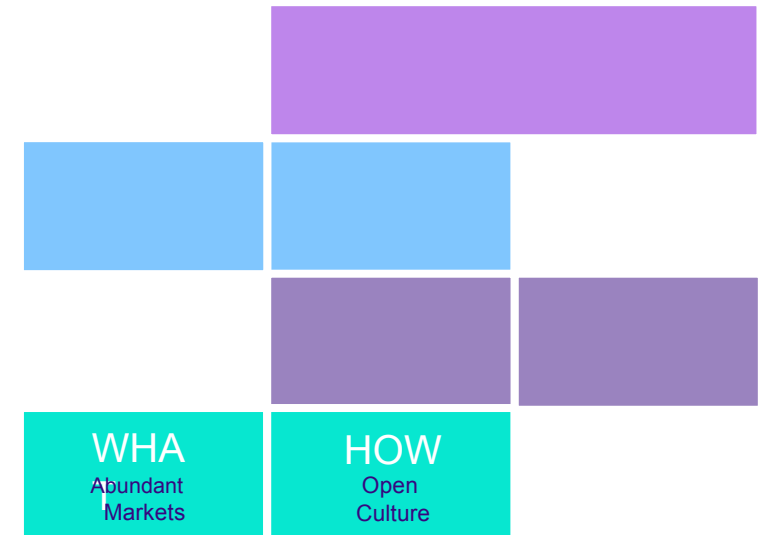
WINNING ACTIONS

Redefine career paths from a linear trajectory to a "jungle gym".
Celebrate and reward intrapreneurship.

The % score of with ✓ are scores of growth overperformers (growth leaders)
The % scores with ✗ are scores of growth underperformers (growth laggards)

HUMBL
E

REAL GROWTH
LEADERSHIP
CHARACTERISTIC



7 building blocks of Real Growth

Myth: If it doesn't fit in our ROI model, the spreadsheet mafia will kill it

Overperformers play chess & checkers simultaneously

Willingness to accept new business models

✓ 66 %

✗ 38 %

WINNING ACTIONS

Ensure the investment approval process allows for multiple business models.
Create or participate in start-up platforms.

Myth: Agile is forcing us to redefine our RACIs

Overperformers organize to win wars via micro-battles, switching their view on organizational change

Competitive agility

✓ 66 %

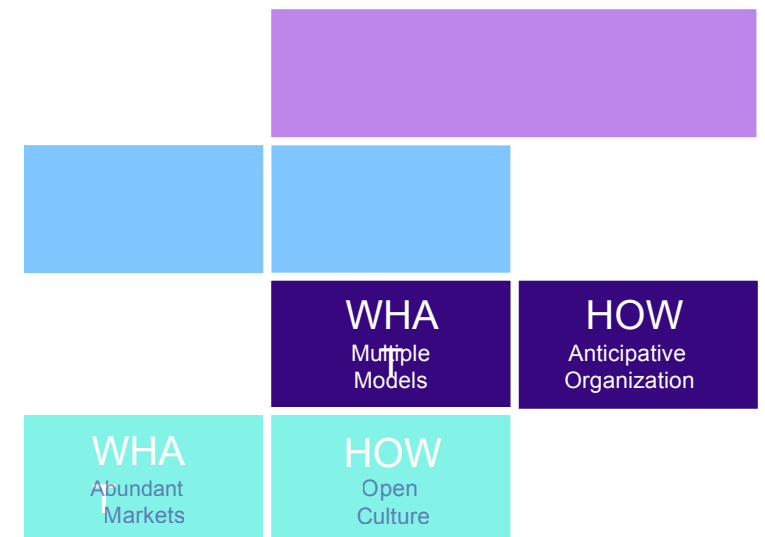
✗ 14 %

WINNING ACTIONS

Create multi-disciplinary 'fit for purpose' teams for all your strategic initiatives.
Push accountability down to consumer-facing staff.

EMPOWERING

REAL GROWTH
LEADERSHIP
CHARACTERISTIC



The % score of with ✓ are scores of growth overperformers (growth leaders)
The % scores with ✗ are scores of growth underperformers (growth laggards)

7 building blocks of Real Growth

Myth: Growth is all about increasing customer satisfaction

Overperformers focus on eliminating friction to deliver ever-evolving experiences

Deliver ever-evolving experiences

✓ 77 %

✗ 22 %

WINNING ACTIONS

Measure and benchmark your “share of experience”.
Ensure all your solutions include product, service and experience components.

Myth: If only we had stronger data & analytics

Overperformers bring technology & creativity together to put data at the heart of decision-making

Ability to attract whole-brain talent

✓ 64 %

✗ 25 %

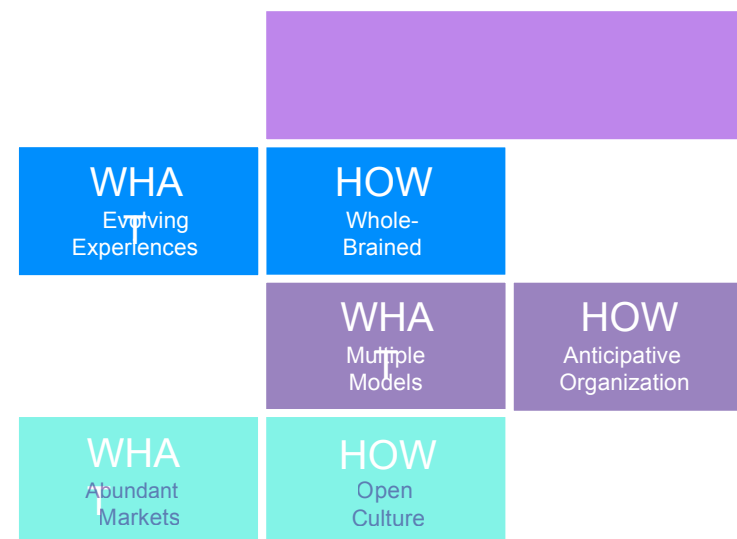
WINNING ACTIONS

Shift focus from the “what” to the “so what” and “now what”.
Create whole-brain teams of equals.

The % score of with ✓ are scores of growth overperformers (growth leaders)
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PASSIONATE

REAL GROWTH
LEADERSHIP
CHARACTERISTIC



7 building blocks of Real Growth

Myth: Our objective is to boost profitable growth

While more underperformers focus on the bottom line...

#1 Growth ambition: Bottom line profit

✓ 25 %

✗ 36 %

...more overperformers focus on the people they serve

#1 Growth ambition: Impact on people

✓ 35 %

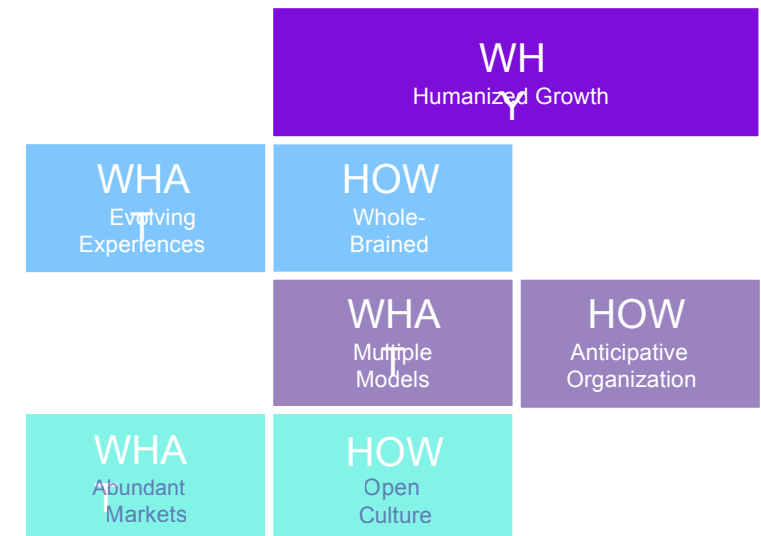
✗ 20 %

WINNING ACTIONS

Articulate your ambition in terms of your impact on people & the world around them.
Link business growth to people growth KPIs & incentive structures.

COURAGEOUS

REAL GROWTH
LEADERSHIP
CHARACTERISTIC



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IRG Benchmarking

Identify your company's Real Growth opportunities by assessing and comparing your performance to Real Growth overperformers across the 7 building blocks of Real Growth

UNDERSTAND THE GAP

Conduct quant IRG Benchmarking, key stakeholder vision interviews, and desk research

DEFINE THE 'SO WHAT'

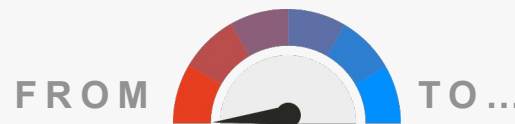
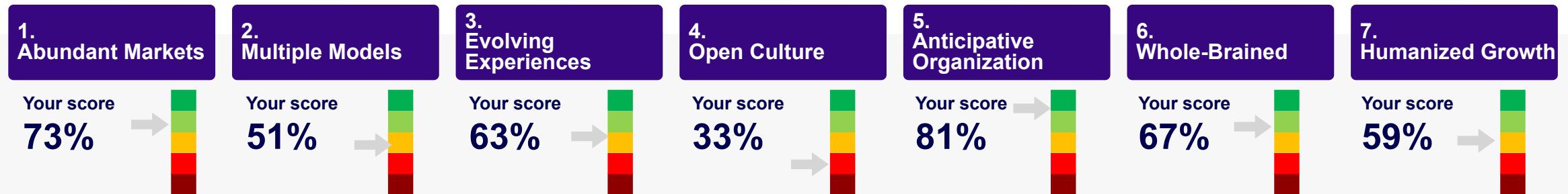
Align on priorities and build a roadmap for change

ACTION THE 'NOW WHAT'

Create and deploy tangible solutions to drive real growth

FOR EACH OF THE 7 BUILDING BLOCKS, YOU WILL RECEIVE:

- ✓ A performance score with benchmarking
- ✓ A progression checklist
- ✓ Guidance on your top Real Growth opportunities



RACI straightjacket	Freedom in a framework and fit-for-purpose teams
Rigid brand identity bibles	Continuous results-based course-correction
Individual performance KPIs	Results-based team KPIs
Top-down line of command	Empowerment of consumer-facing colleagues