

WELCOME!

Oxford Future
of Marketing
Initiative

Zoom Session 6: Focus – Strategic Transformation

CONNECT

New York
14-16 Jan /
Oxford
28-30 Jan



Personal
Connect



The Business
Case for
Humanized
Growth



Drivers of
Humanized
Growth



Leadership Role
of Marketing



Unleash: The da
Vinci Growth
Leader



Personal
Purpose



Impact
Planning

DEVELOP

Bi-weekly
Zoom
Feb – May



Ground –
Roots &
Heritage



Ground –
Stakeholders



Reimagine –
Utopian Market



Reimagine –
Aspirational
Role of Business



Focus –
Building Holistic
Strategy

2 Apr



Focus –
Driving
Transformation

LAUNCH

Cannes
13 – 16 Jun



Accelerate!

(20-min read)

The 8-Step Process for Leading Change, which we consider a “bible” for change, was cultivated from over four decades of Dr. Kotter’s observations. Countless organizations trying to transform contributed and resulted in this step-by-step process to drive change. *Click [here](#) to read.*



The Change Management Review - series

(20-60 min listen)

Theresa Moulton is the editor-in-chief of Change Management Review and has over 25 years of experience in consulting, executive coaching, and business building. She hosts The Change Management Review Podcast, which features topics like coaching employees through organizational change and reimagining change management. *Explore the series [here](#).*



The SCARF model

(5 min read)

The SCARF model, introduced by Dr. David Rock in 2008, offers a straightforward psychological theory of motivation that’s easy to remember, inspired by neuroscience. Put simply, Rock argues we have strong drives to seek out five key things: status, certainty, autonomy, relatedness and fairness. *Read more about*

Agenda

- 05** Intro
- 05** IRG Marketing AI Survey
- 10** IRG Learning
- 25** Practitioner Learning
- 30** Breakout – Coach
- 10** Debrief & Close

Thought Leadership



2010



2014



2017



2019

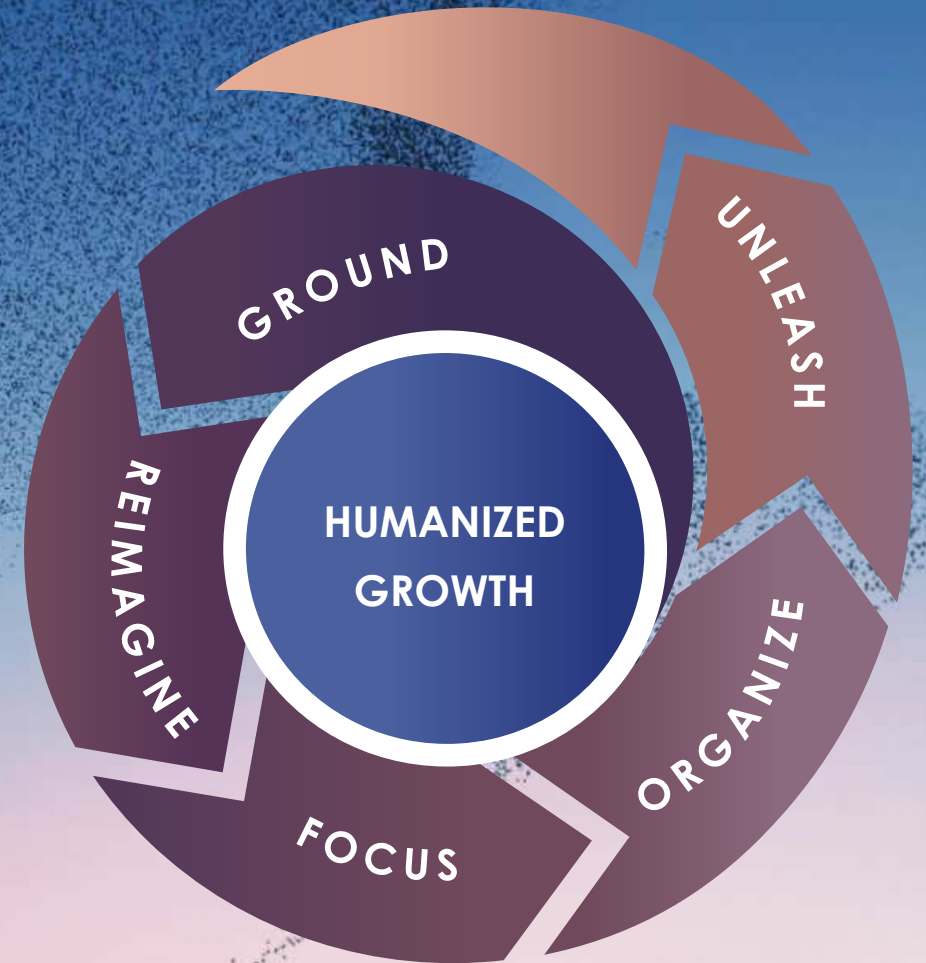


2024

Humanized Growth in the Era of AI



Drivers of Humanized Growth



Last week: Holistic Strategy



Future-oriented

Envisages a desired future state



Based on Abundance

Involves “positive sum” thinking that goes beyond short-term tradeoffs



Integrative

Involves thinking at the system level, and across stakeholder groups, not in functional silos



Imaginative

Necessarily involves “what if” thinking that may defy traditional measurement



Context Savvy

Rooted in a realistic view of YOUR market and the capabilities of YOUR business

Focus

*Driving
Transformation*



**70% of all
transformations
efforts fail**

Why?



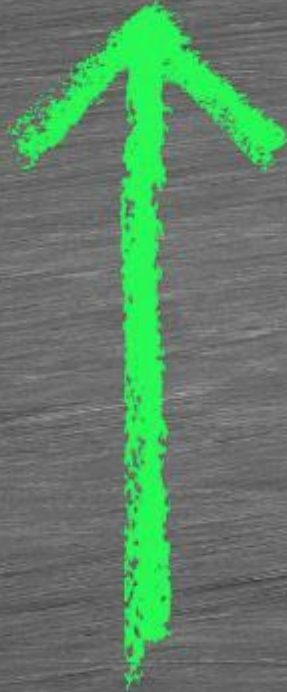
Based on old
ways of working



EFFICIENCY



Speed



Quality



Costs



Extracting, not
creating, value





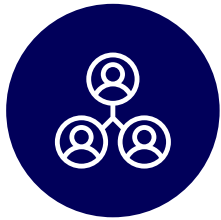
Rely on technology
for the solution

Not Human-Centric





Transformation is about humans



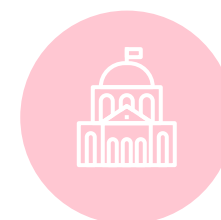
**Colleague
Value**



**Customer
Value**

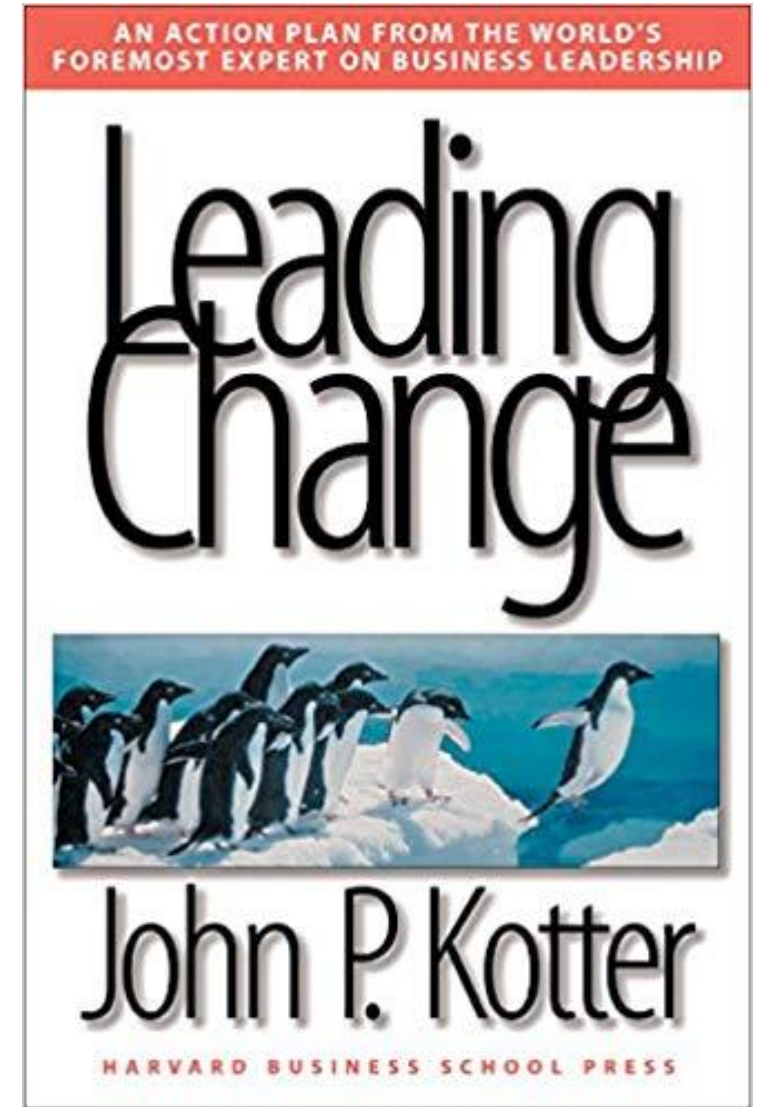


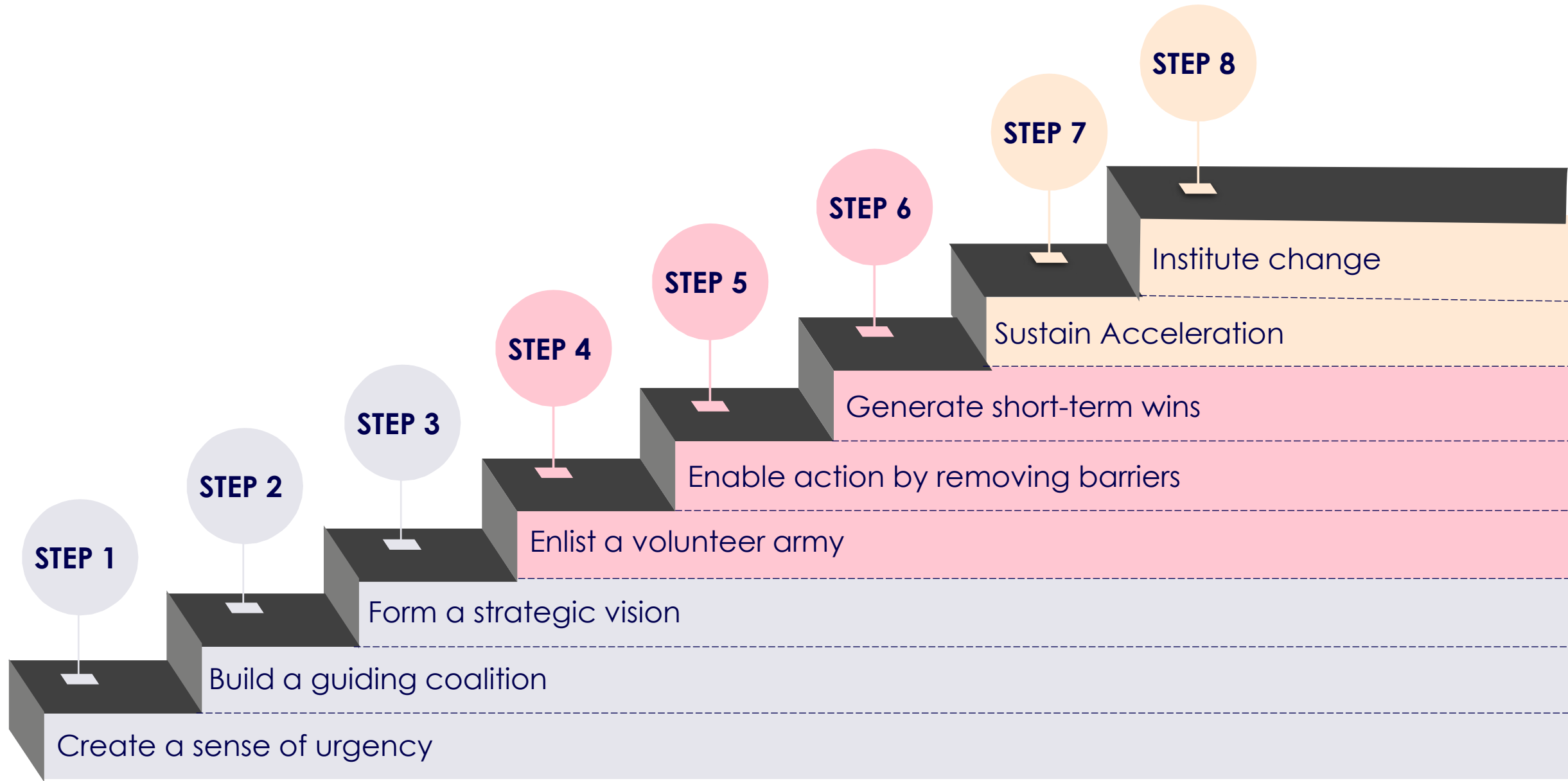
**Community
Value**



**Capital Market
Value**

Kotter's 8-step Process for Leading Change





1. Create Urgency

- Leverage energy- never waste a crisis
- Make it outside in & personal
- Educate- one version of the truth



2. Guiding Coalition

- Power of volunteerism
- Diverse many – not a limited few
- No egos – invite in the lions

natura &co



3. Form Strategic Vision

- Start with the business strategy
- Paint a picture that appeals to hearts
- Integrate into strategic planning



4. Enlist Volunteer Army

- Find your supporters
- Unify behind the common goal
- Make it a movement, not a project



OLLY
SUPPLEMENTS

5. Enable Broad Action

- Lead by example at the top
- Equip the coalition- new capabilities
- Inspire bottom-up ideas



6. Generate ST wins

- Pilot, find and celebrate wins
- Provide 'proof'- and iterate strategy
- Work with lead markets and brands

P&G



7. Sustain Acceleration

- Be patient but maintain momentum
- Do not celebrate too early
- Neuroplasticity

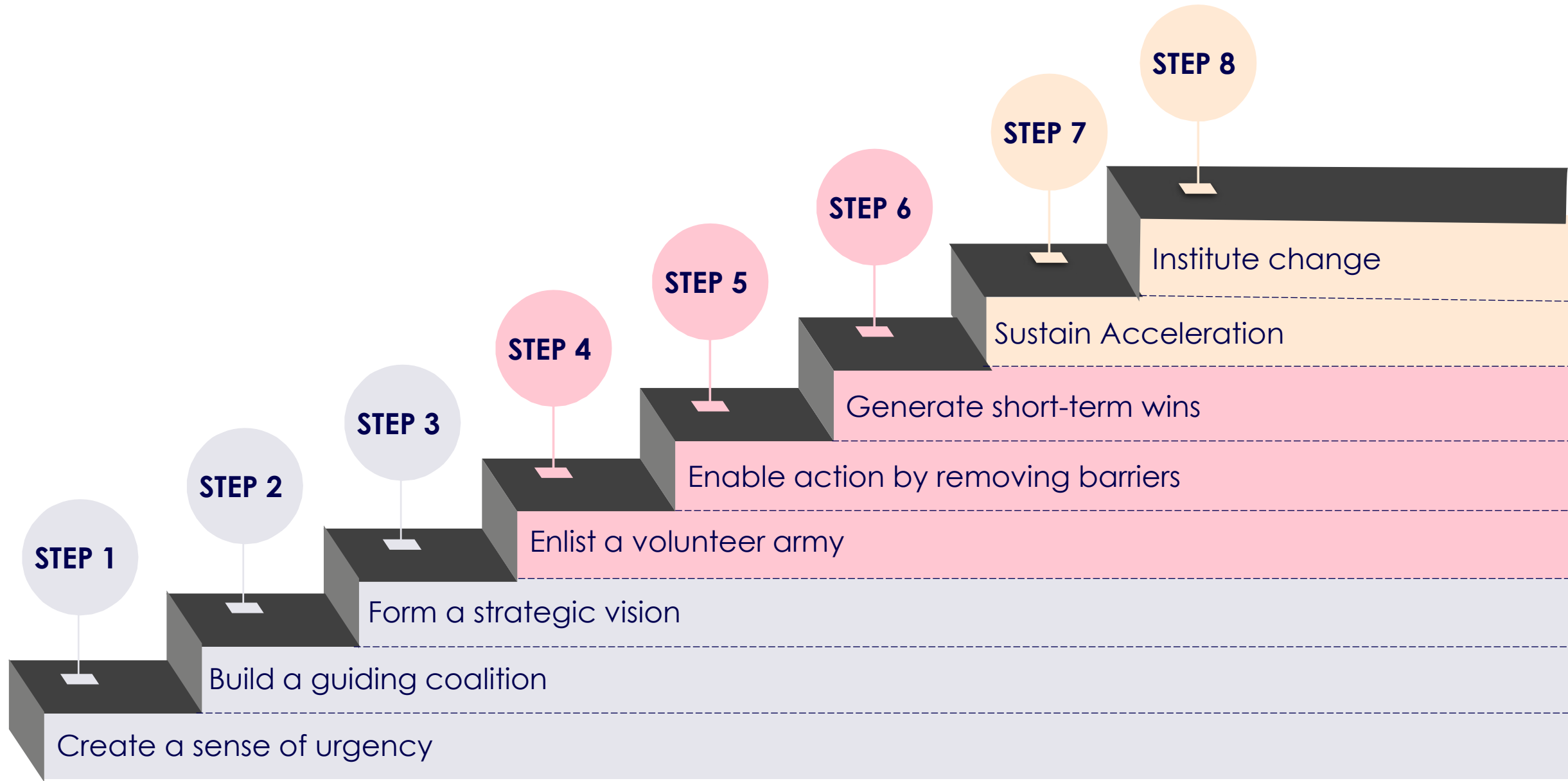


8. Institute Change

- Cascade horizontally and vertically
- Create an ecosystem with influencers
- Foster a growth-mindset

MARS





Heather Currier Hunt

Chief Learning Officer

Perkins&Will





Jill Cress

CMO



Breakout:

Consider the Impact Plan you are developing. What will be your biggest Transformation challenge to overcome?

Your Impact Journey

Impact Planning

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Unleash –
Attitudes &
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Organize –
Foster
Interdependency
30 Apr



Organize –
Build Capability
14 May



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Personal
Connect



Personal
Impact



Business
Impact



Societal
Impact



Impact
Planning



Humanized
Creativity



Celebrating
Impact Plans

Impact Planning

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First thinking on your purpose and your ambitions, inspired by the Benchmark and your prep work

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In 6 weeks –
share your draft
plan!

In 7 weeks, your
FINAL VIDEO!

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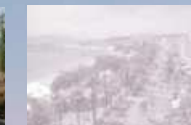
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Impact



Impact
Planning



Humanized
Creativity



Celebrating
Impact Plans

Discussing your
Impact plans,
post-program

Voting for the
Champion!

The energy transition is the
greatest challenge of all time

Sparring Sessions

*If you can't make it
and want to spar one-
on-one, **email me!***

- ✓ Thursday April 10th @ 5pm CET
- **Wednesday April 23rd @ 2pm CET**
- **Friday May 9th @ 2pm CET**



IRG Impact Plan

Purpose & Ambitions

Name: _____
Organization: _____

PERSONAL PURPOSE

Personal Purpose transcends the plan, and even your work role, it speaks to you as a person, what moves and motivates you in life

PERSONAL AMBITION

The 3 ambitions are **connected**.

Personal Ambition is your leadership ambition at work, how you want to show up.
• Thought-starter: What would you answer if your coach asked you how do you want to make more impact as a leader?

BUSINESS AMBITION

Business Ambition is what you want to achieve in your business, that will result in more humanized growth
• Thought-starter: What would you answer if your CEO asks you how you do you want to make more business impact?

SOCIETAL AMBITION

Societal ambition is how that business ambition, in turn, will serve a higher-order good in society.
• Thought-starter: What would you answer if your friend at an NGO asked you how you are making a greater social impact?

TIP 1: If you are struggling to define a personal ambition, try and **start with the business ambition** – what do you want to achieve in the business? And then extrapolate, what do you need to do / develop / nurture at a personal level to achieve that?

TIP 2: In order to avoid just sharing what your business is already doing, really think about **what's different from Business As Usual**. What do you want this program to deliver for yourself and your business that will make both you and your business more impactful in driving stakeholder value in the future?

TIP 3: Look back at your personal and organizational benchmark from the kickoff for inspiration. What are the areas you/ your organization is underperforming in, and would you like to shift that?



Drivers 1-4 focus on your **BUSINESS AMBITION** – they are the process through which you can create Humanized Growth in your business

Driver 5 is where you note down the actions around your **PERSONAL AMBITION**, it is about unleashing yourself

The Societal ambition flows as a result of this plan

1. GROUND

Action

- 1.
- 2.
- 3.
- 4.

Questions to ask yourself:
To achieve your **BUSINESS** ambition do you need to...

- Revisit your company / brand roots & heritage for guidance or inspiration?
- Connect with new and/or different stakeholder groups, internally or externally?

2. REIMAGINE

Action

- 1.
- 2.
- 3.
- 4.

Questions to ask yourself:
To achieve your **BUSINESS** ambition do you need to...

- Reimagine a future for your organization?
- Engage in visioning exercises with your leadership, or with new stakeholder groups?
- Revisit your corporate or brand purpose to refine your aspirational role in society?

3. FOCUS

Action

- 1.
- 2.
- 3.
- 4.

Questions to ask yourself:
To achieve your **BUSINESS** ambition do you need to...

- Integrate more explicitly new and/or different stakeholder groups in your corporate / marketing strategy?
- Redefine KPI's to ensure that stakeholder value is measured and reported?
- Connect with leadership on strategy and how you would like to evolve it to be more humanized?



IRG Impact Plan

Actions & KPI's

4. ORGANIZE

Action

- 1.
- 2.
- 3.
- 4.

Questions to ask yourself:
To achieve your **BUSINESS** ambition do you need to...

- Rethink organizational structures, culture, ways of working?
- Connect more deeply with other functional leaders to drive collaboration and interdependency?
- Seek new partnerships externally?
- Invest in capability development for your team or the wider organization (e.g. AI capabilities)?

5. UNLEASH

Action

- 1.
- 2.
- 3.
- 4.

Questions to ask yourself:
To achieve your **PERSONAL** ambition do you need to...

- Engage in conversations with leadership about your role?
- Explore new areas for capability development for yourself?
- Connect with your team around your purpose and ambitions?

Next Session

Foster Interdependency

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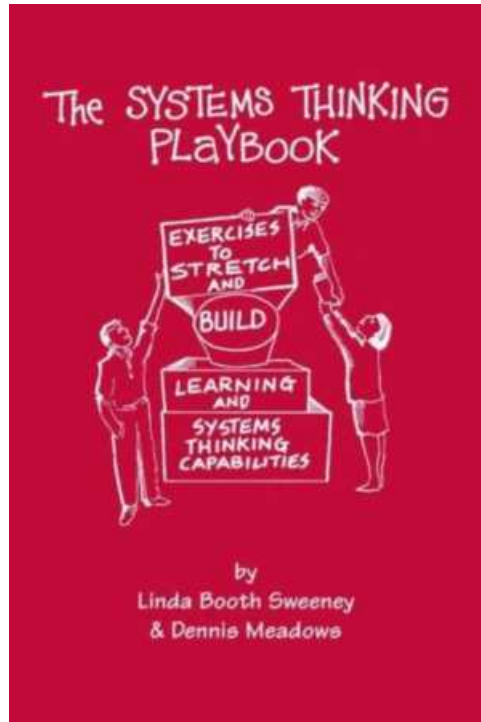
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Linda Booth Sweeney

Author





Norman de Greve

CMO

