Institute for Real Growth

Brand Week Istanbul

Reimagine the Future, Redefine Growth

November 8th 2023

February 22, 2019

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.

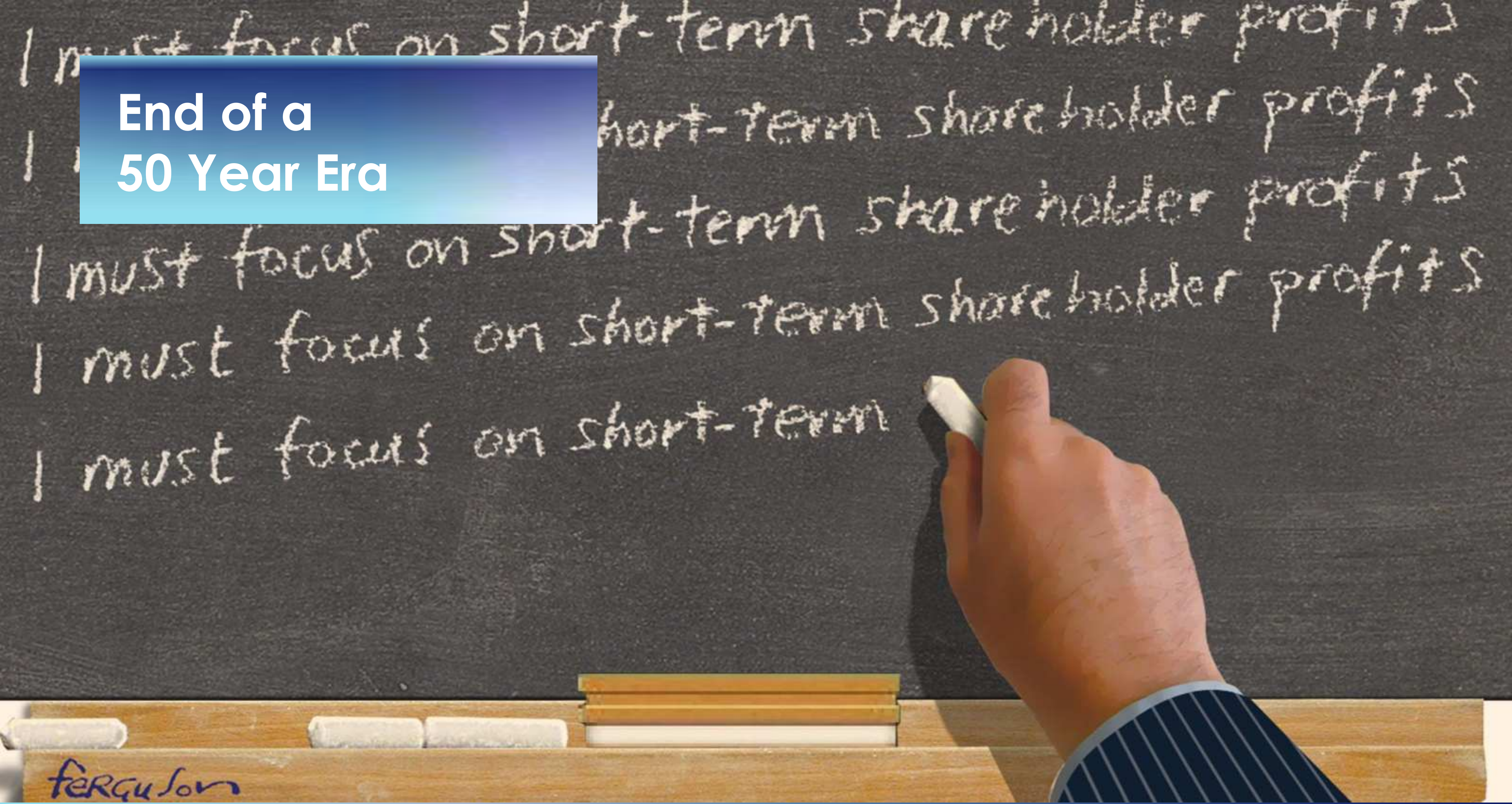
Building Blocks of Overperformance

HUMANIZED GROWTH

EVOLVING EXPERIENCES	WHOLE BRAIN	
	MULTIPLE MODELS	ANTICIPATIVE ORGANIZATION
ABUNDANT MARKETS	OPEN CULTURE	

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

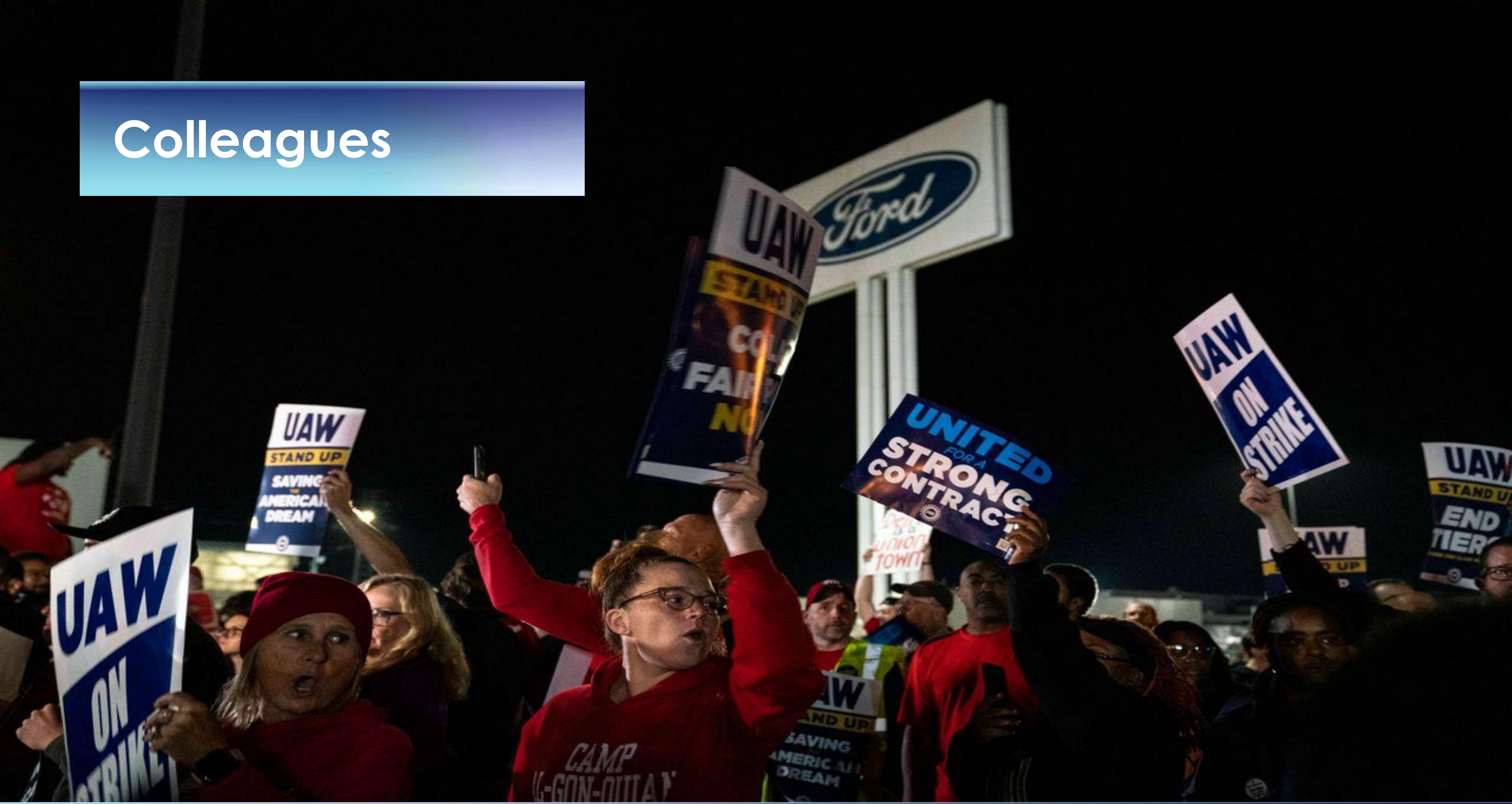
End of a 50 Year Era



Fast Forward 4 years


CLOSED
UNTIL FURTHER
NOTICE

Colleagues


Ford
UAW
STAND UP
SAVING THE AMERICAN DREAM
UNITED FOR A STRONG CONTRACT
UAW ON STRIKE

Customers

KFC
The Colonel's Secret Recipe:
Live Scalding, Painful Debeaking,
Crippled Chickens
KFC
Cruelty
KFC
Tortures
Chicks
PeTA.org.uk
KFC
torturuje
kurczaki
PeTA.org.uk
BOYCOTT
KFC
KFC
PeTA.org.uk

Community

Capital Markets

Louder, Better Informed, More Powerful and More Demanding

Colleagues

Customers

Community

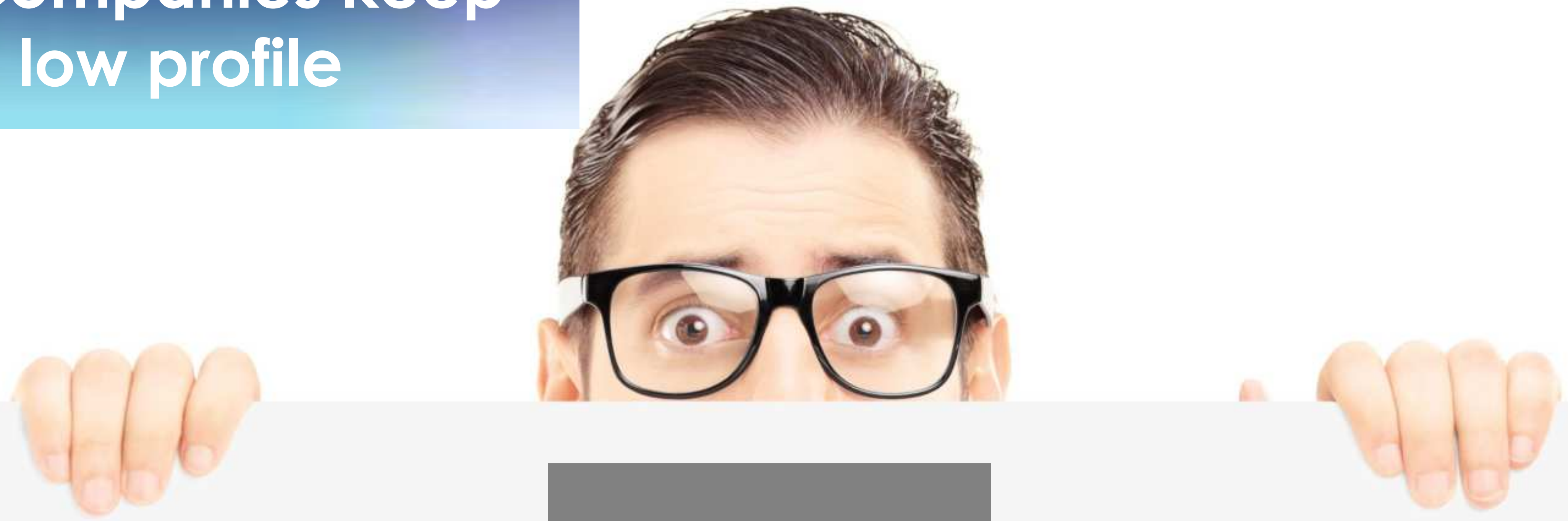
Capital Markets

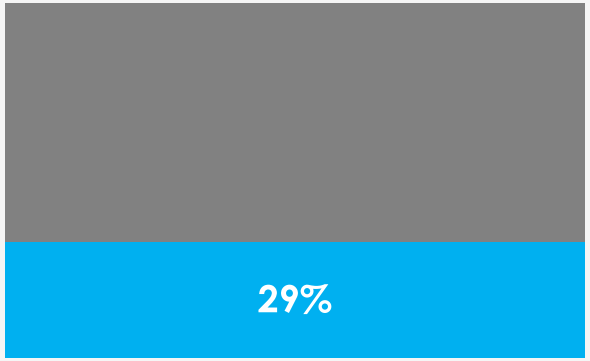
Accusations of doing too little …

… or
too much

It’s a Minefield

Companies keep a low profile





Limited by fear of being accused of greenwashing or wokeness

Top Priority
Cross C-Suite

Need for a practical Roadmap

2023
The Impact Study

How to implement Humanized Growth effectively?

And what is your role in that?

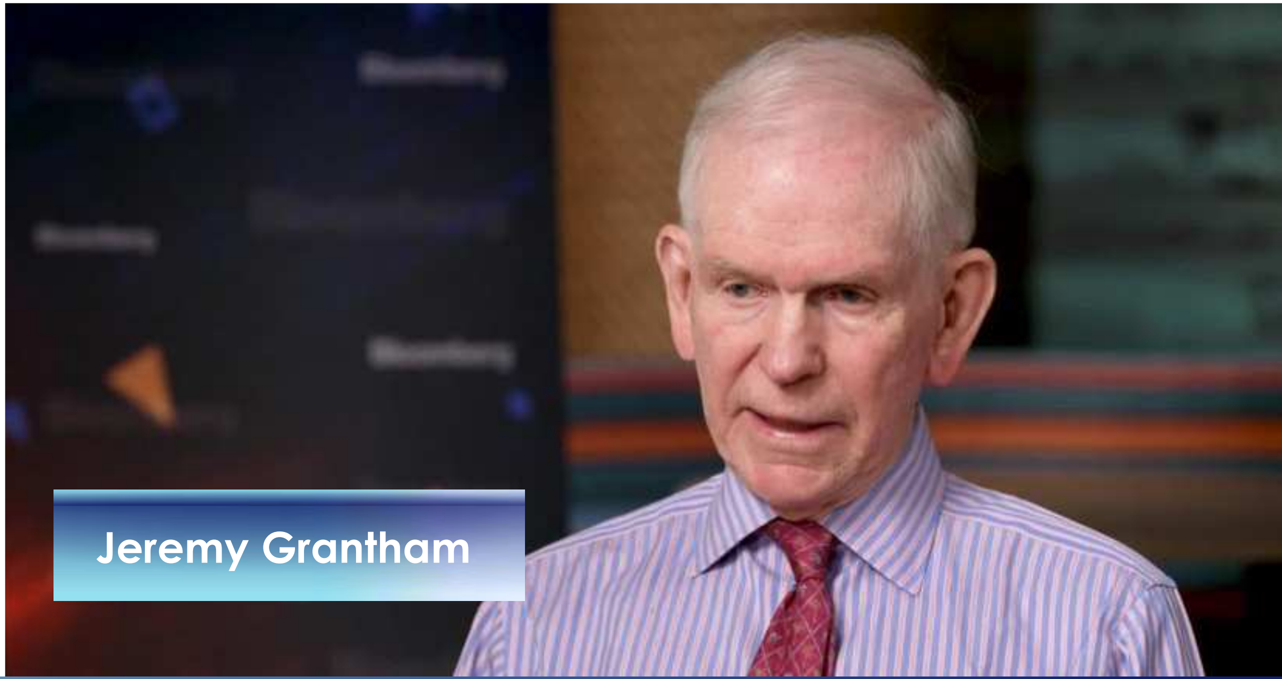
Study Partners

450+ Vision Interviews

Ed Freeman

Patrica Nzolantino

Mark Kramer



Jeremy Grantham


750+ QUANT
Online Survey

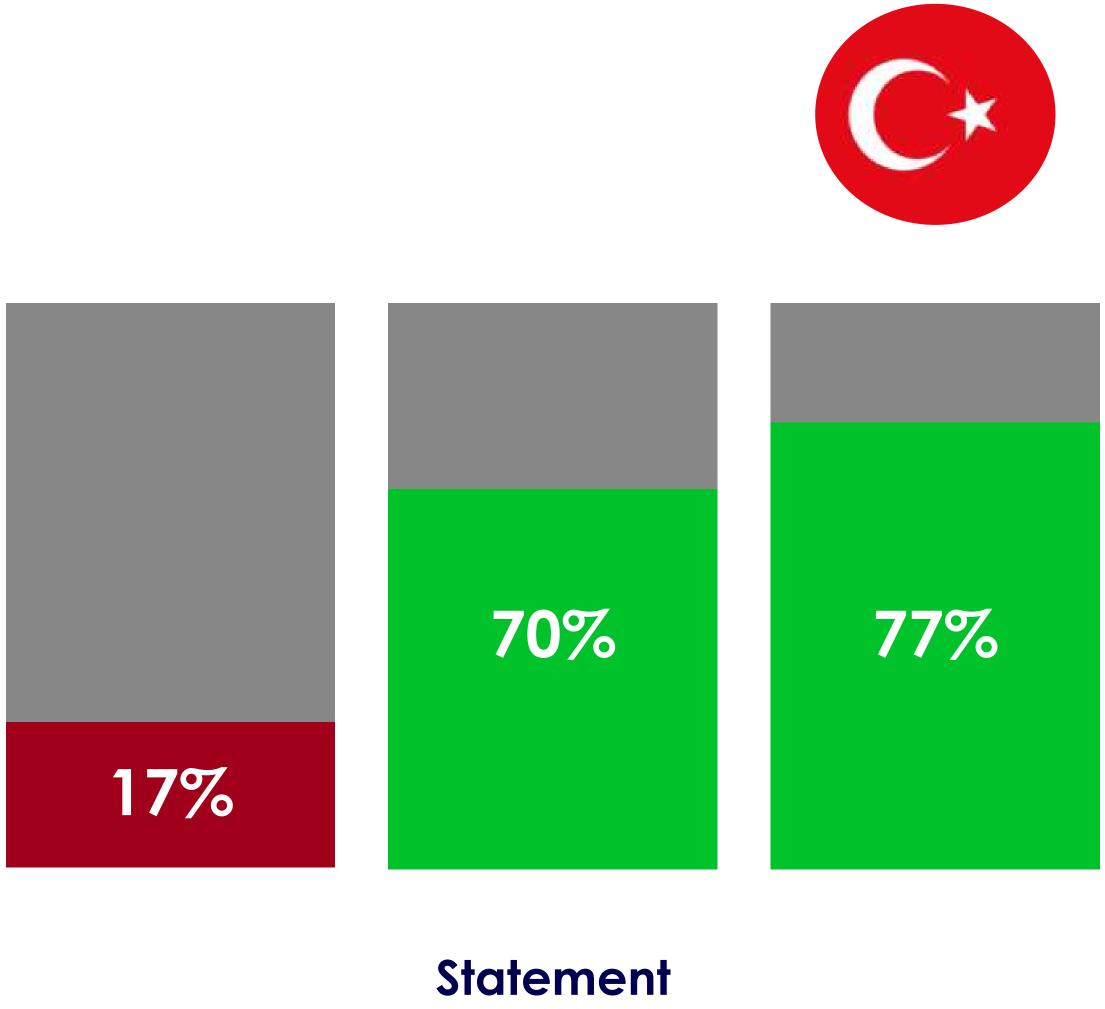

120K Social AI
Hypertrend Study


Board and
6 C-Suite Functions

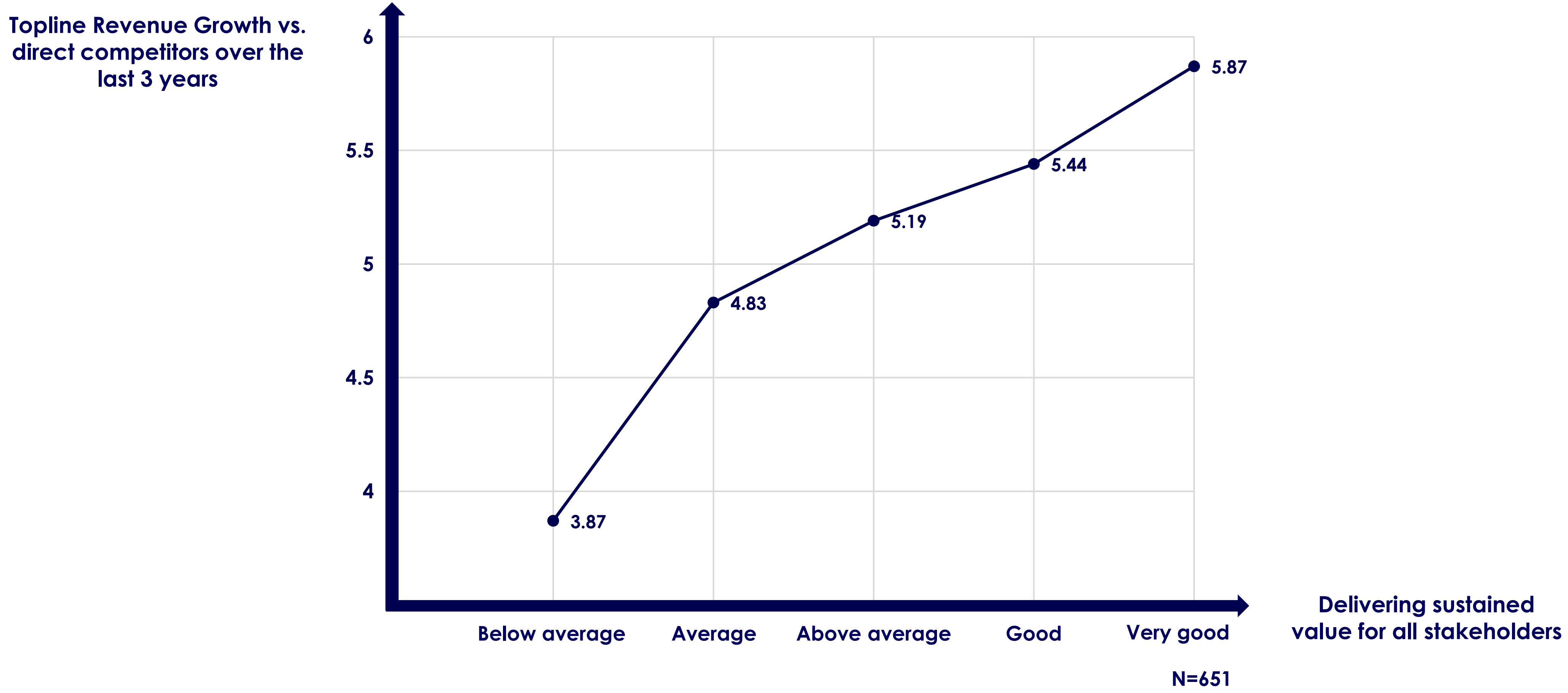

52 Markets
9 Country deep-dives

Overperformers vs. Underperformers

How we present this:



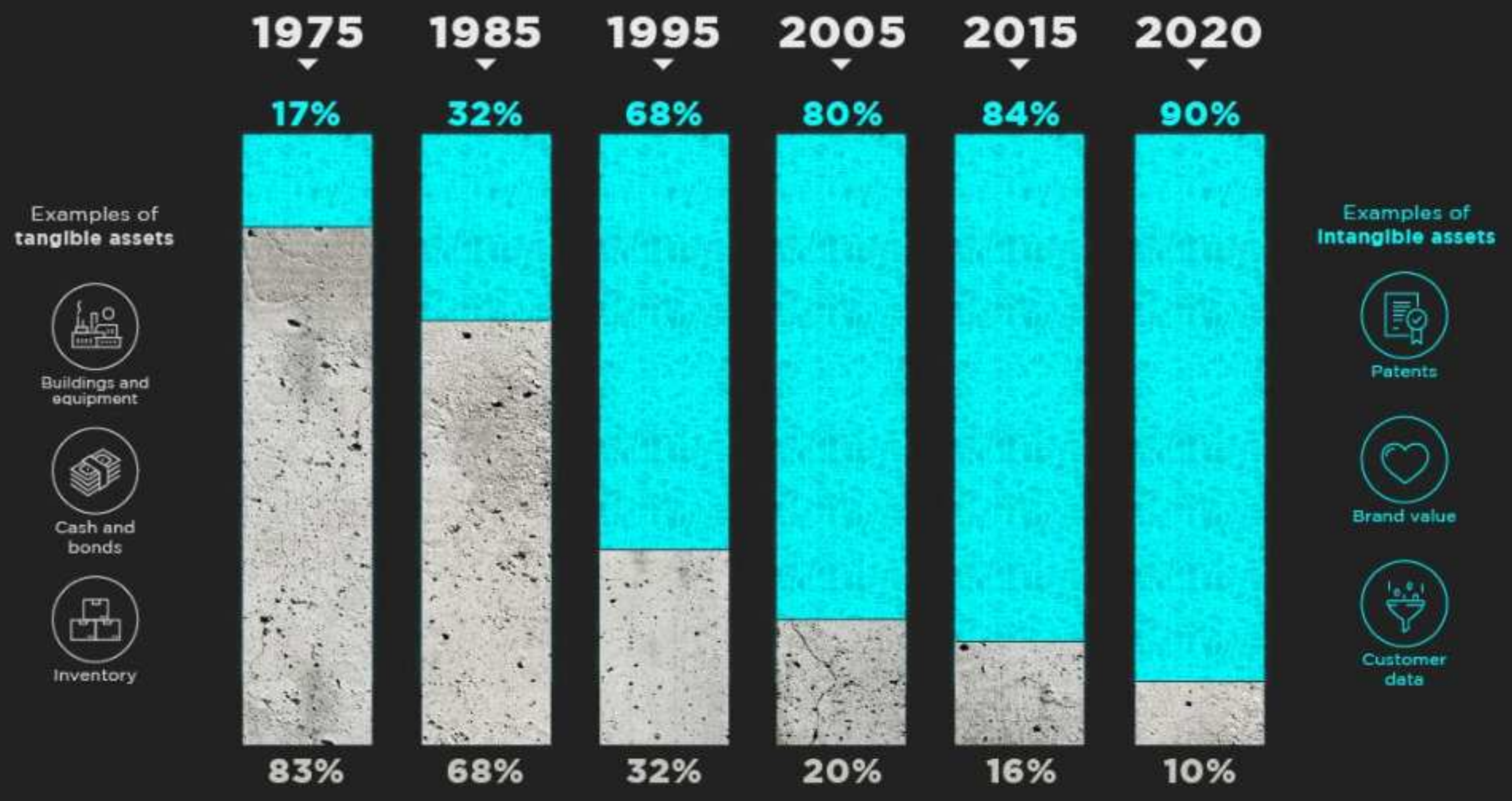
Revenue Growth & Stakeholder Value Creation Correlation



Value Creation: Shift to Intangibles

from 17%

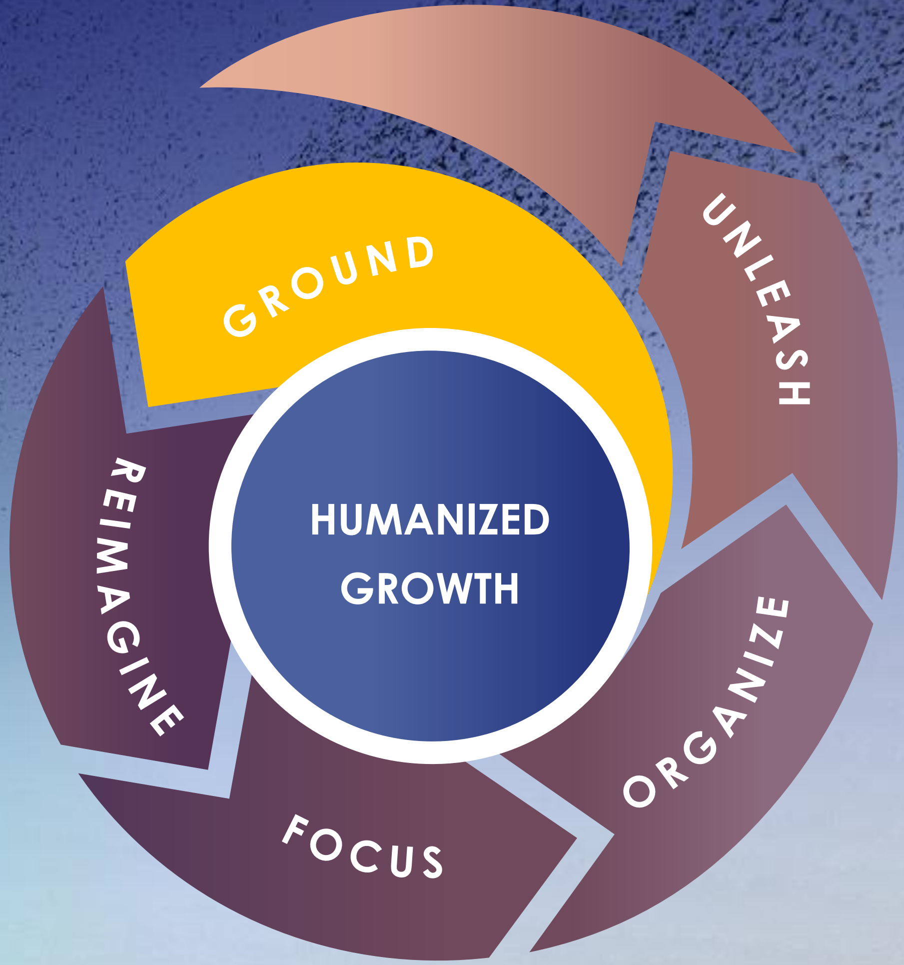
to 90%



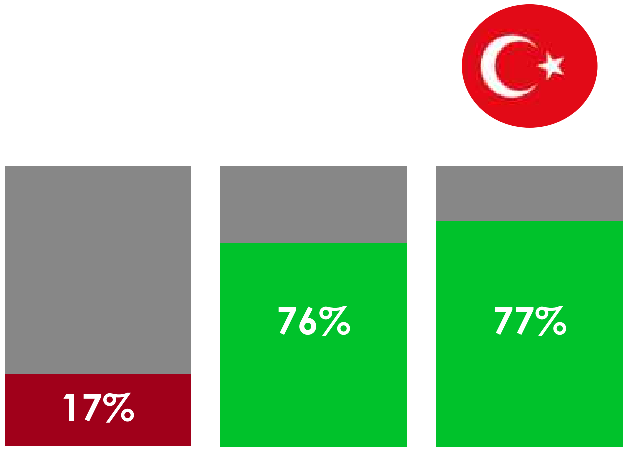
Implementing Humanized Growth

Ground

Human First



Stakeholder Understanding



Understanding Stakeholders

Materiality Map

Stakeholder Engagement

9%

64%

73%

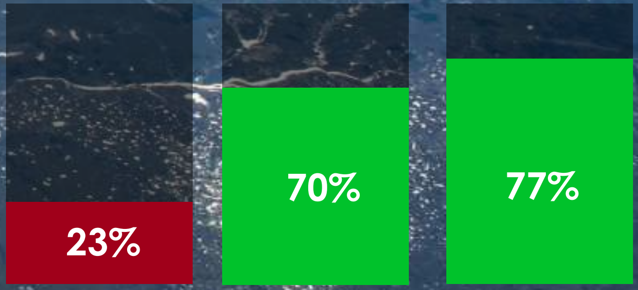
Engaging stakeholders

Stakeholder Representation

Reimagine

Future backward

Zooming out



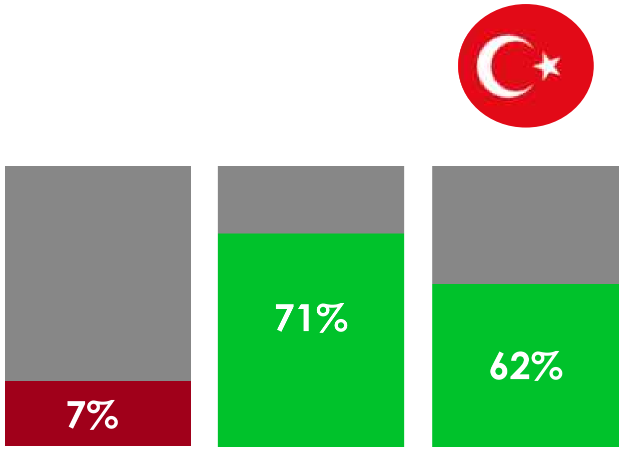
A more long term focus

Utopian Vision of the Emerging Future

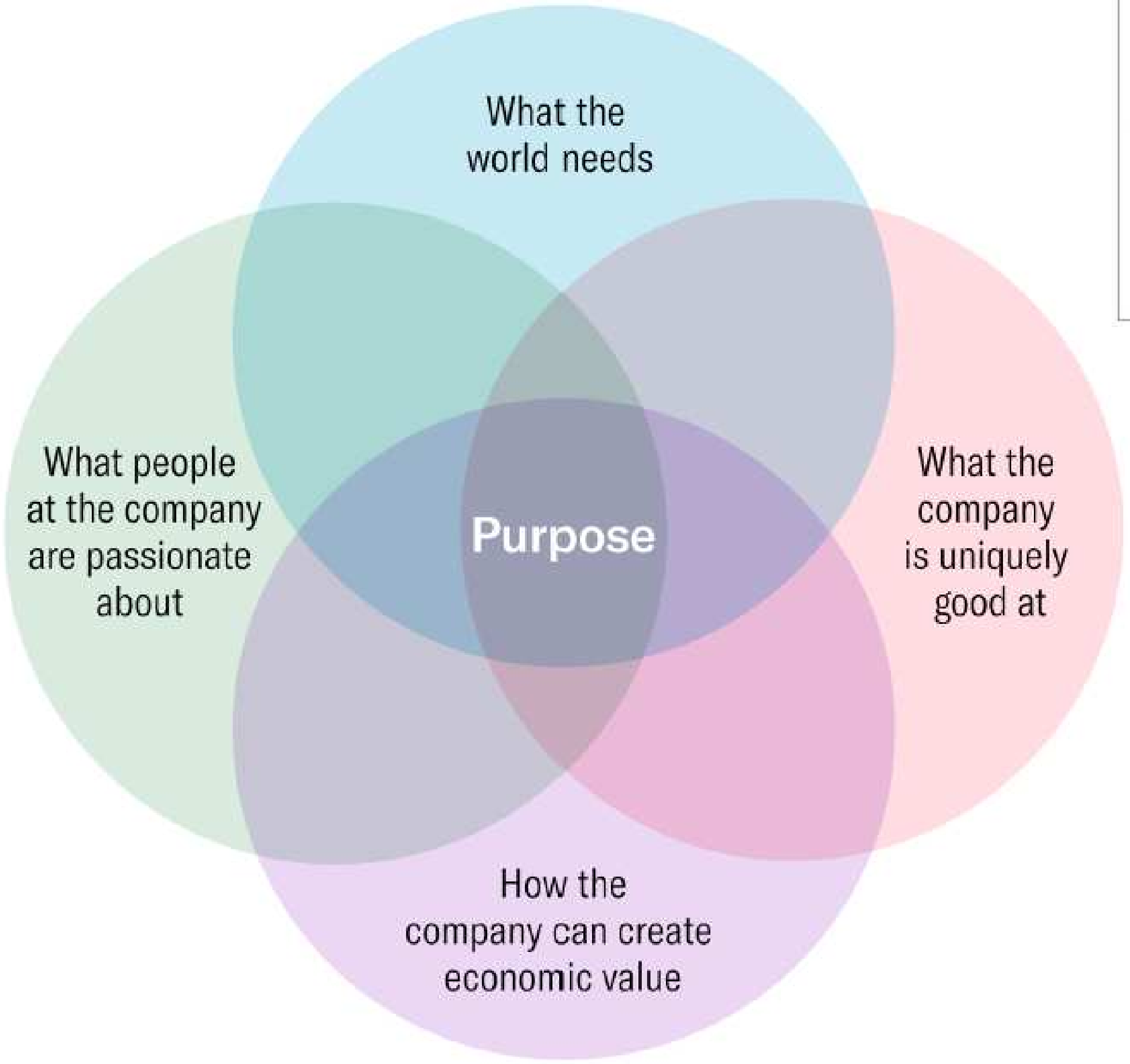
Dystopian Vision of the Emerging Future

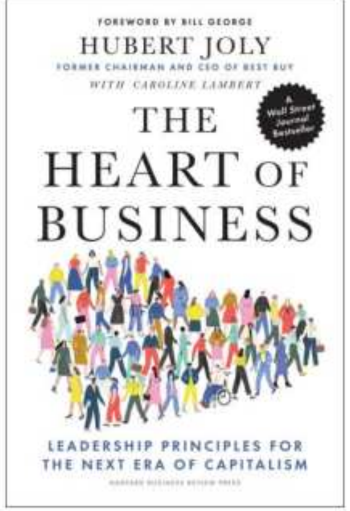
Aspirational Role for the Company

Corporate Purpose

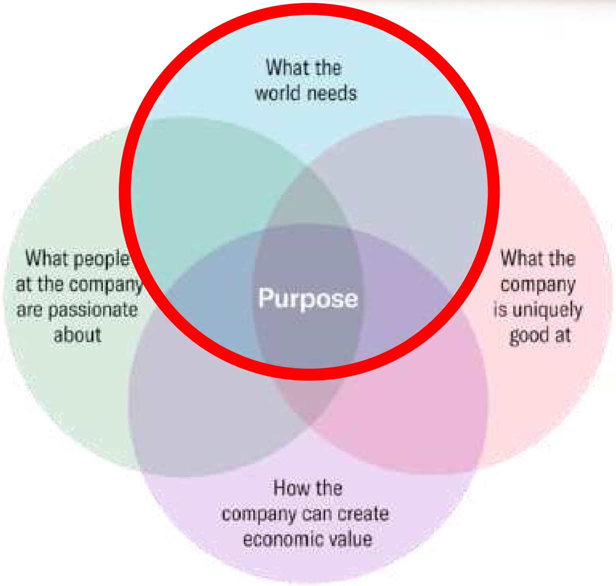


In my company, the purpose guides all strategic decision-making

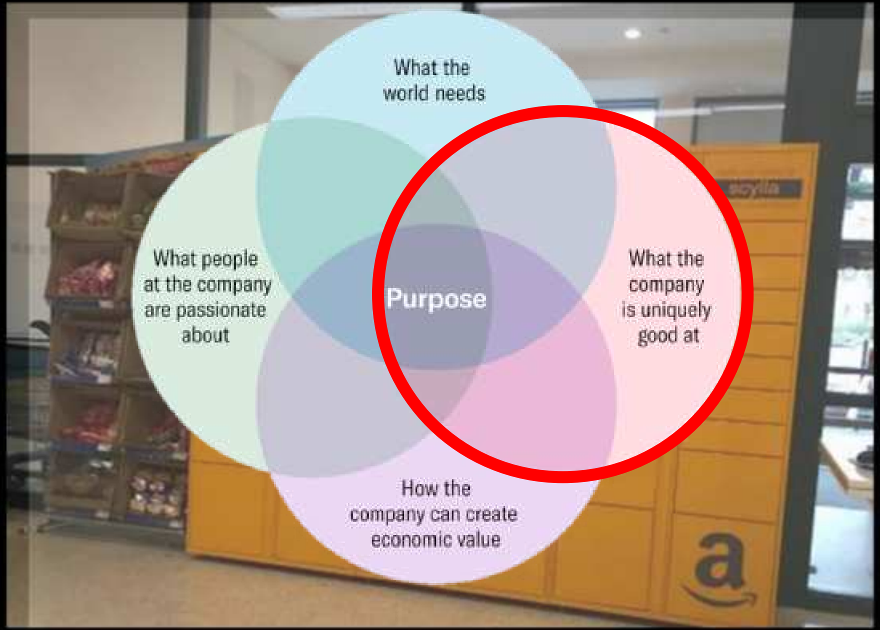




Cause
Based Purpose



Competency
Based Purpose

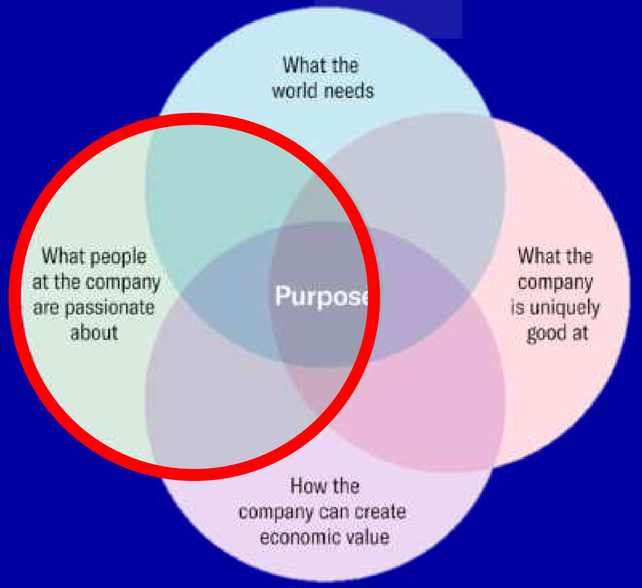


Economic Value Based Purpose

Culture
Based Purpose

The world we want tomorrow starts with how we do business today

MARS



Connect to deep Beliefs Systems

Rooted in Company DNA

Not Marketing /Comms Tactic

Focus

Adaptive Change

Prioritizing Stakeholders

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

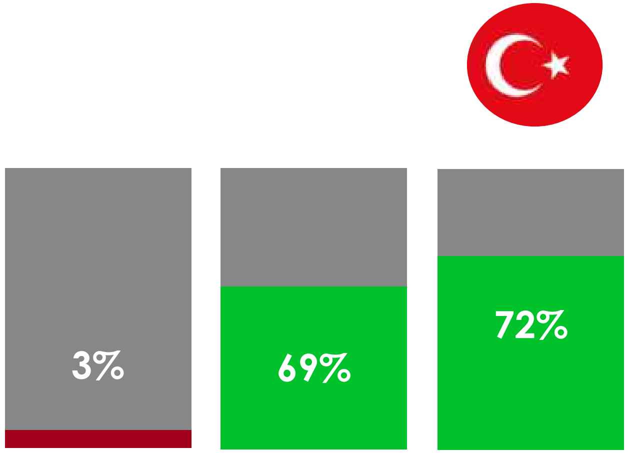
"

We're not Competitor Obsessed,

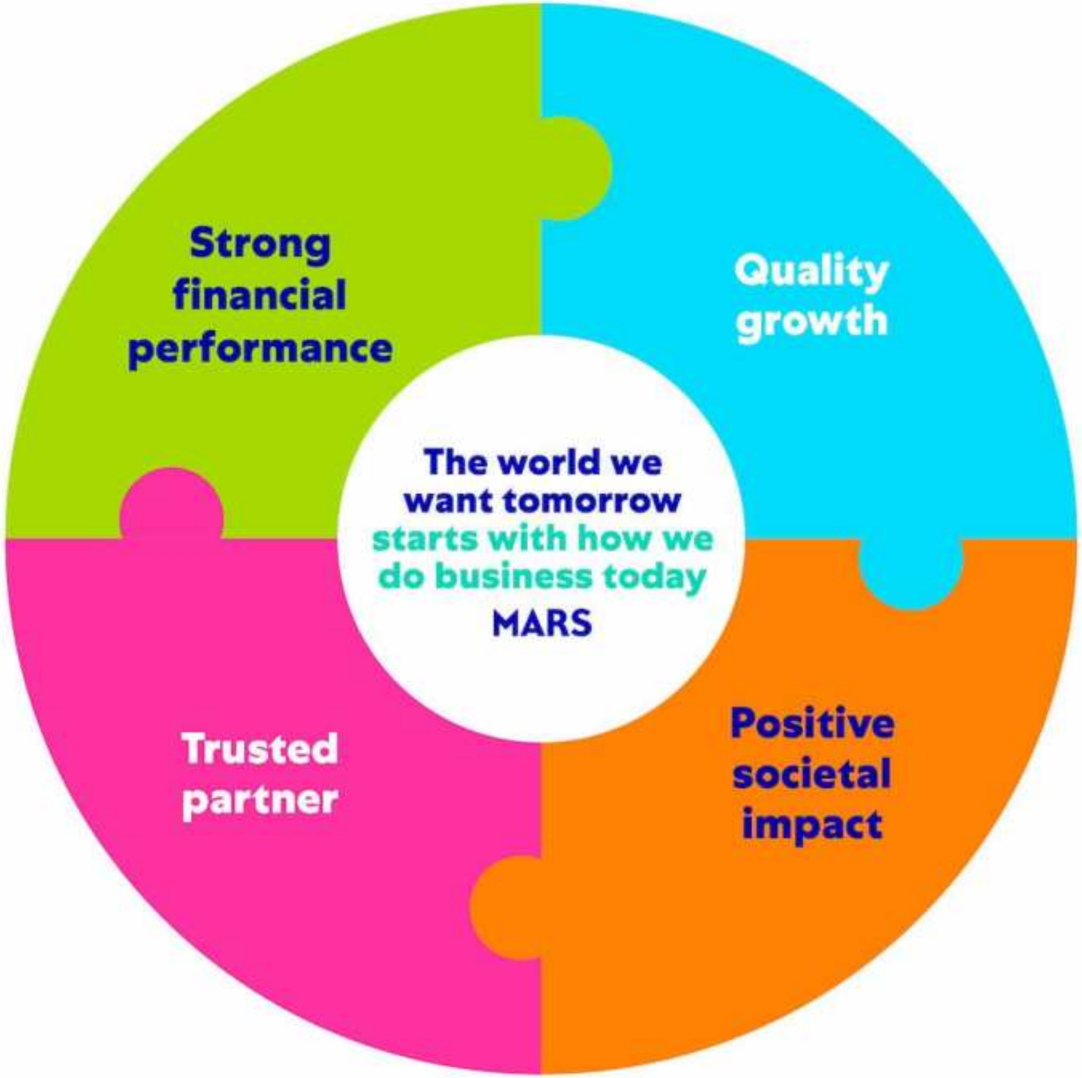
we're **Customer Obsessed.**

~ Jeff Bezos

Define Value Per Stakeholder



Value Creation strategy across all Stakeholders



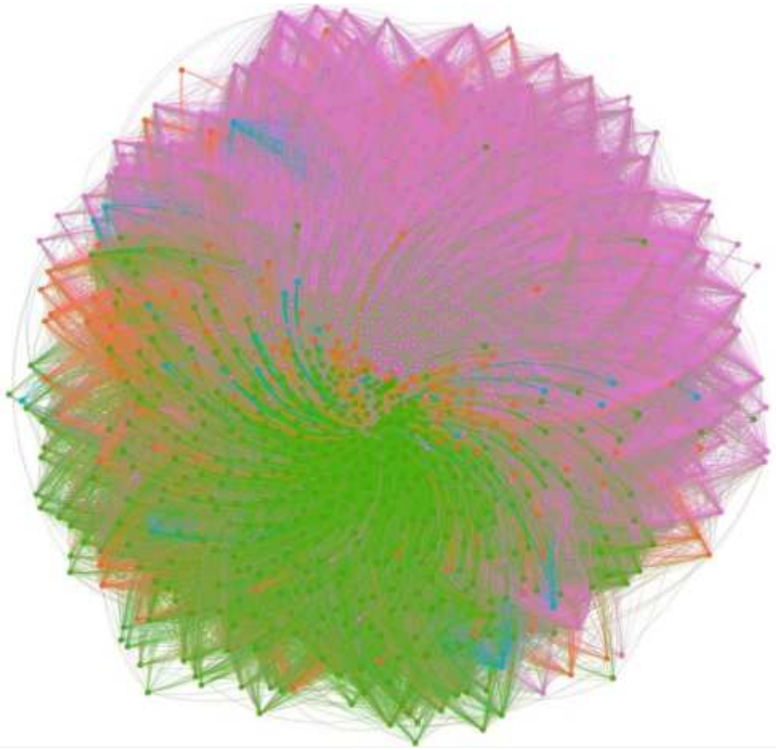
Integrated Perspective

Work, team, business, career , opportunity

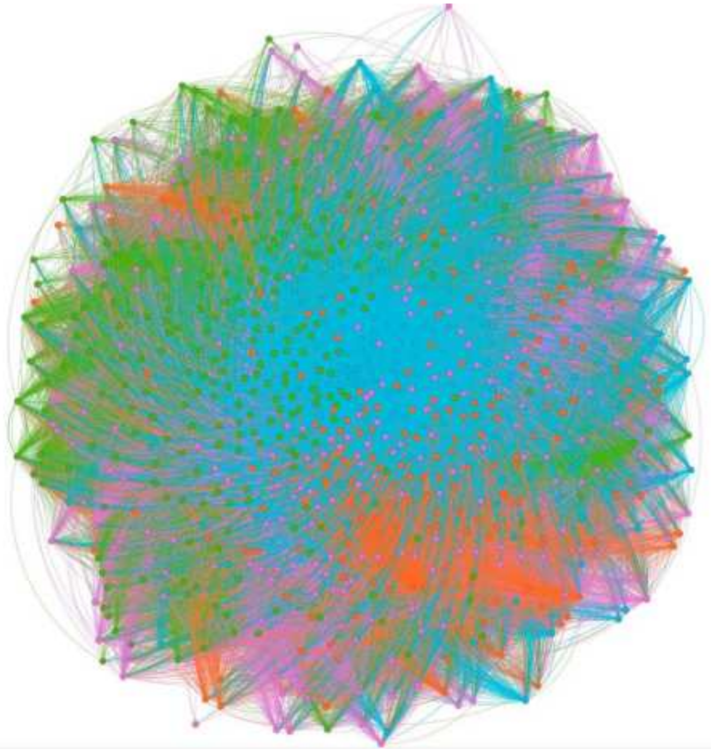
Growth
Stakeholder
Value
Profit
Engagement

Impact

N=97,837 tweets
N=19,952 LinkedIn posts

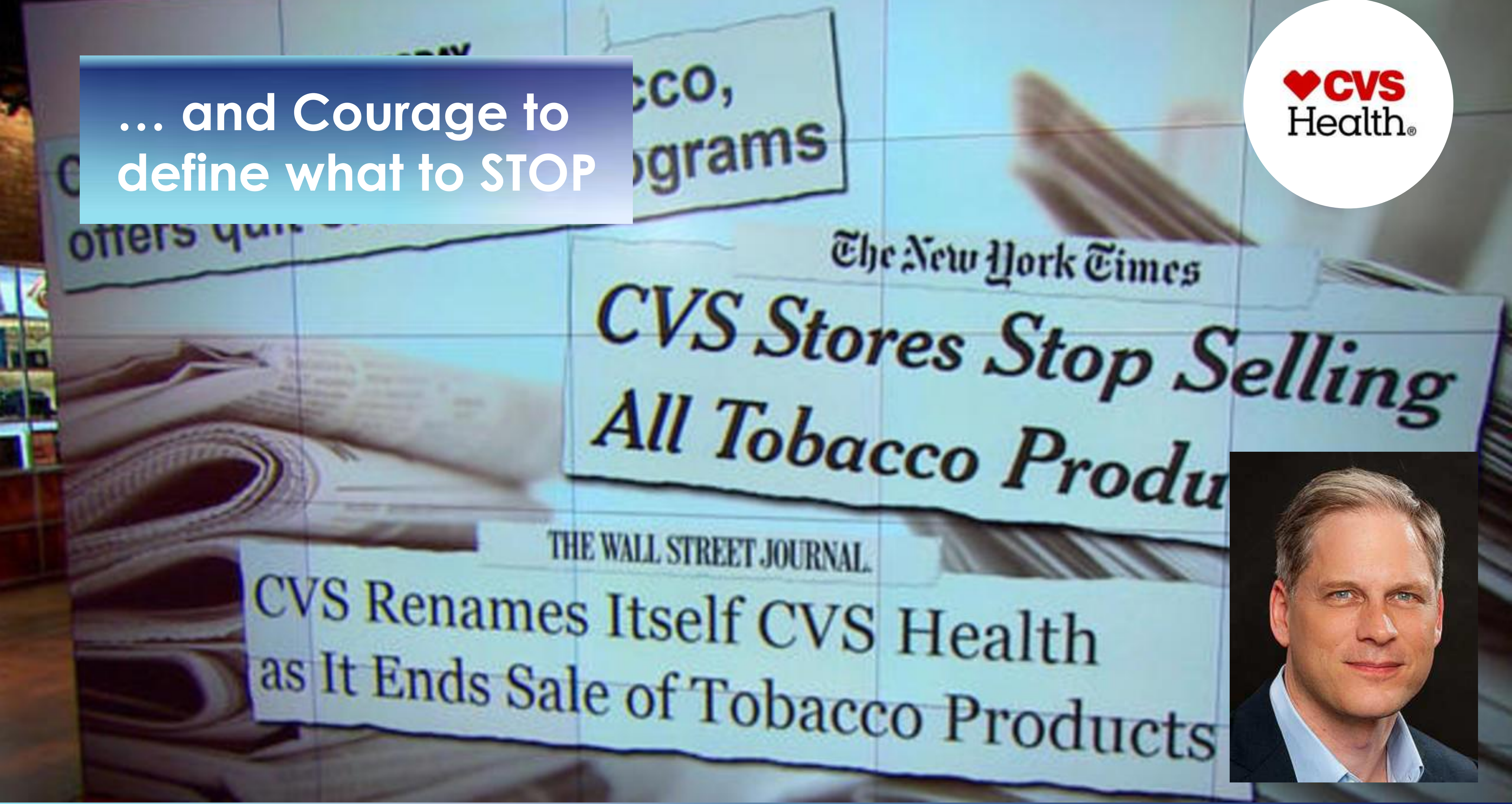


Overperformers
2 Classes



Underperformers
4 Classes

… and Courage to define what to STOP



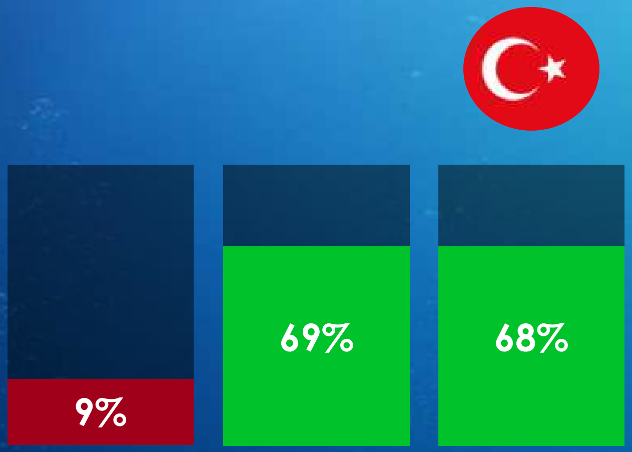
CVS Health

Address ST issues in context the LT growth story

Organize

Systemic Interdependence

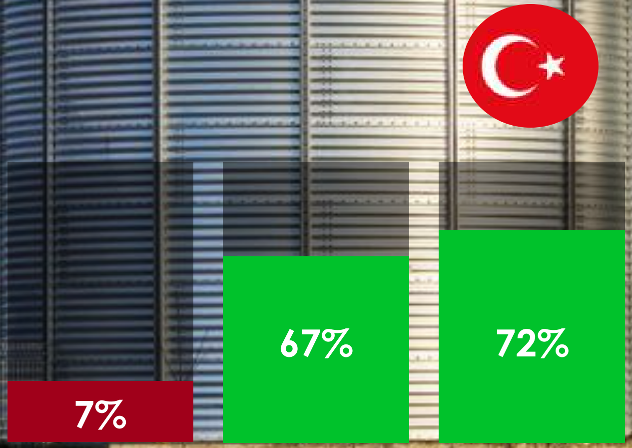
Driving Systemic Change



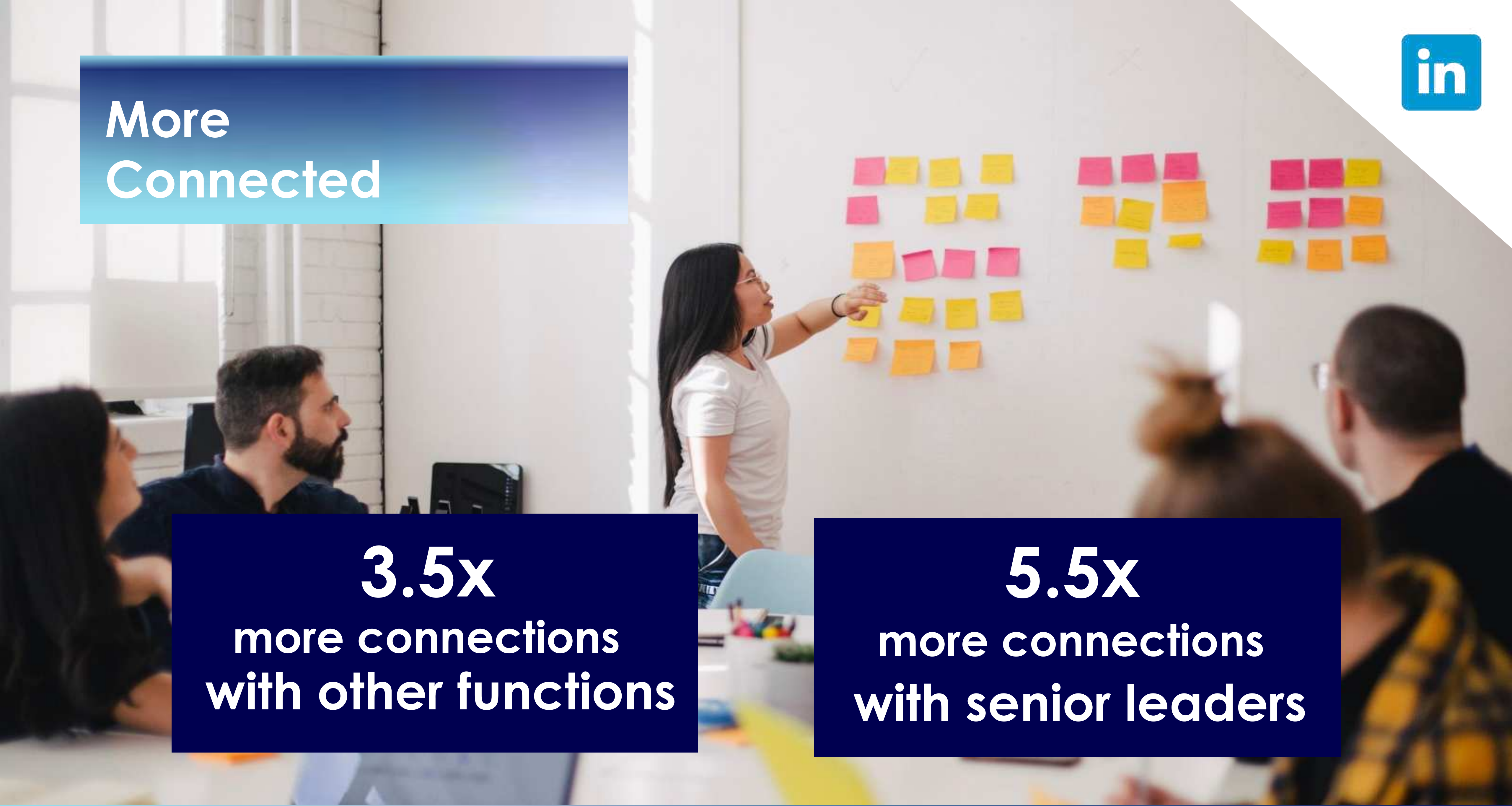
Systemic change to drive stakeholder value

Recognizing Interdependencies

Across functions & Departments



Working Interdependently



More Connected

3.5x
more connections with other functions

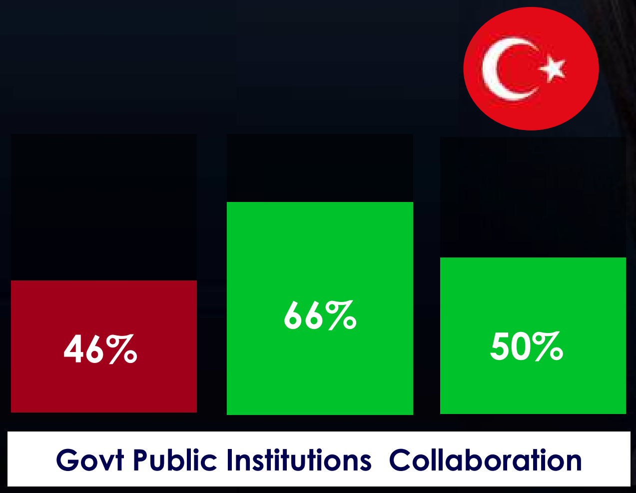
5.5x
more connections with senior leaders

Empowering Closer Colleagues

Colleagues closer to stakeholders are empowered to act for the business

Industry Peer Collaboration

Government Collaboration

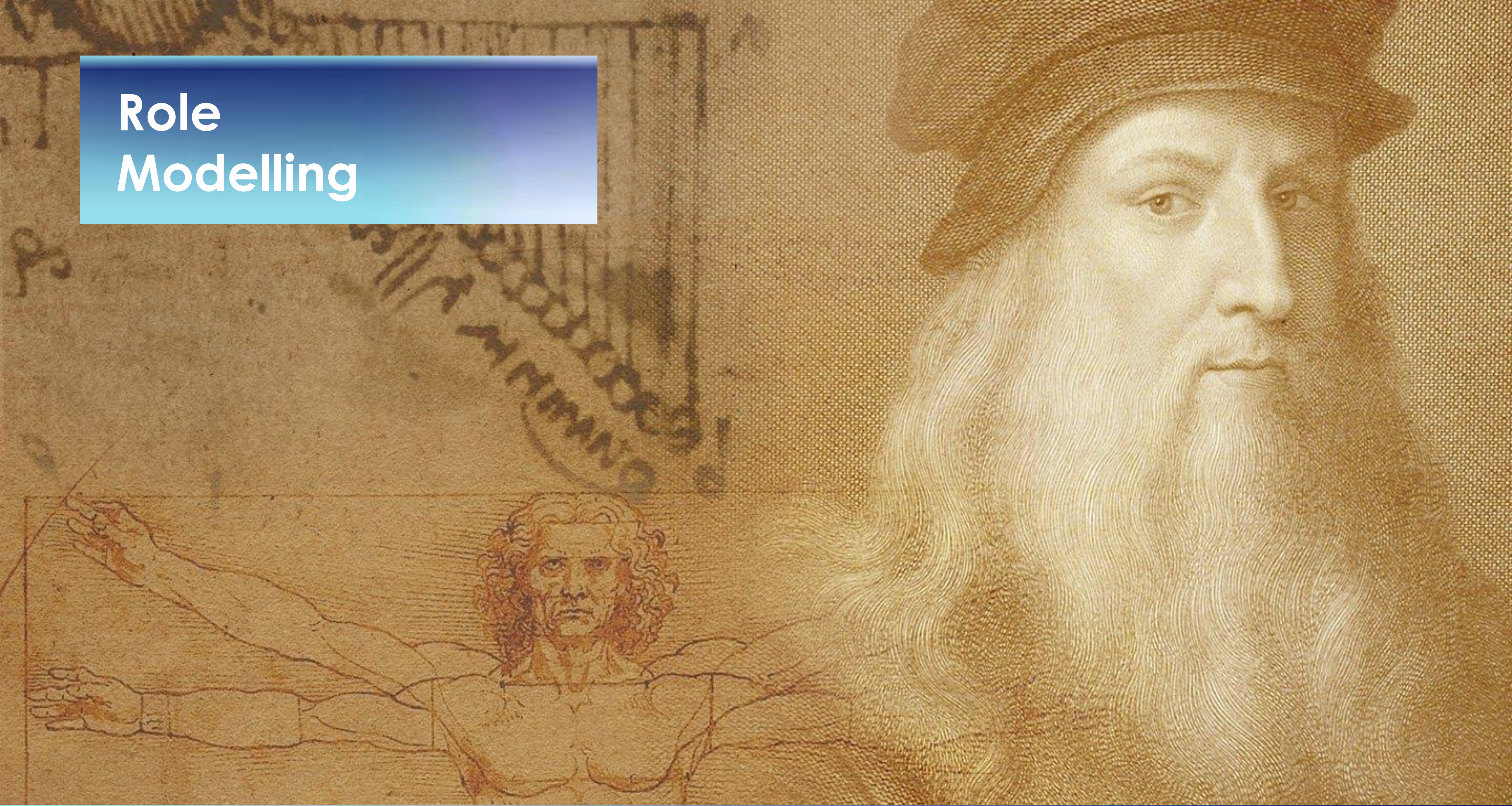


Unleash

Role Modelling
Da Vinci Leadership

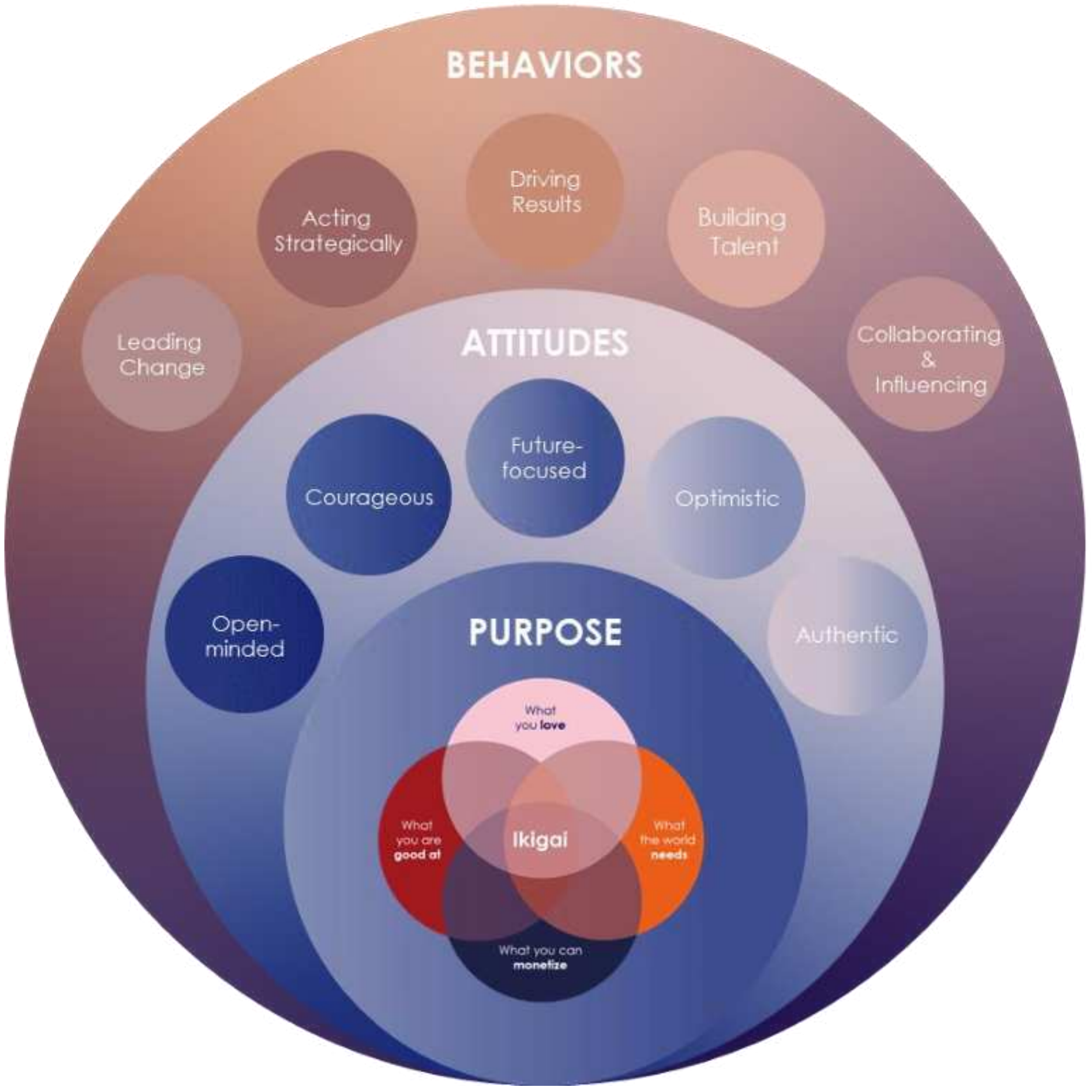
Create space for all people & ideas

Showing Vulnerability

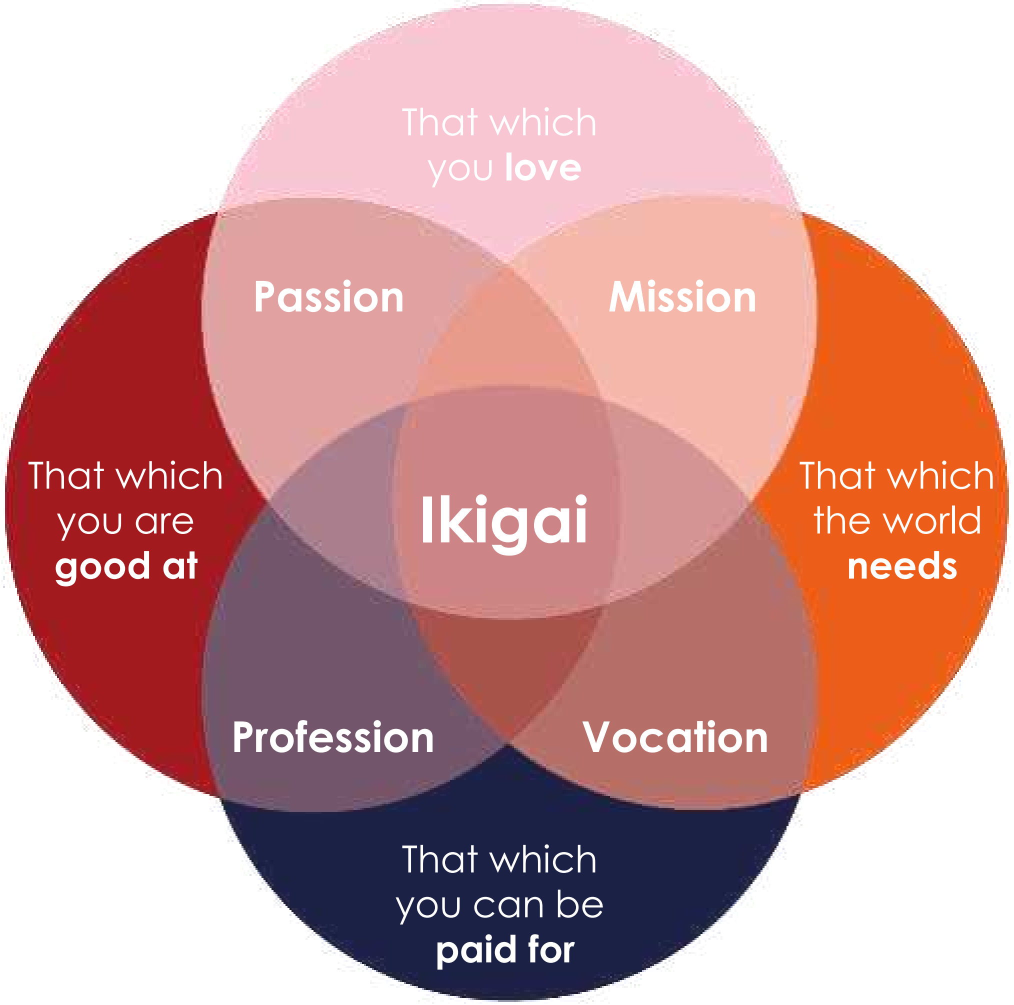


Role Modelling

Da Vinci Leader Profile



Your Ikigai


That which you **love**
Passion
Mission
That which you are **good at**
Ikigai
That which the world **needs**
Profession
Vocation
That which you can be **paid for**

Institute for Real Growth

Thank You