

FIRST:

PLEASE ANSWER 7 SIMPLE QUESTIONS

GROWTH CHALLENGES:

WHAT
HOW
HOW

WHAT

**FACTORS ARE RESTRICTING
GROWTH**

LOSS OF TRADITIONAL 'BARRIERS TO ENTRY'



DISRUPTORS BEING DISRUPTED



NEW PLAYERS BREAKING THE 'RULES'



Clear Channel

IF $\frac{3}{4}$ OF YOUR DRINK
IS THE MIXER,
MIX WITH THE BEST™

NAMED TONIC OF CHOICE BY THE WORLD'S
TOP BARS AND RESTAURANTS

A photograph of three Fever-Tree tonic water bottles (one blue, one yellow, one red) and a large glass filled with ice and a drink, garnished with a lime wedge. The scene is set on a wooden surface.

FEVER-TREE

NEW PLAYERS BREAKING THE 'RULES'



NEW PLAYERS BREAKING THE 'RULES'



HOW

**GROWTH HAS BECOME MORE
DIFFICULT TO MAINTAIN**

BRICS RUNNING OUT OF STEAM



MARKET MATURITY

BROADBAND MOBILE CONNECTIVITY

THE NUMBER OF BROADBAND MOBILE CONNECTIONS COMPARED TO POPULATION



DIFFICULTY OF MAINTAINING STRATEGIC FOCUS



WHY

**KEY STAKEHOLDERS ARE PUSHING
BACK ON GROWTH**

TRANSPARENCY OF CORPORATE CULTURE



DECREASED WORKFORCE 'LOYALTY'



SOCIETAL PUSHBACK ON ENVIRONMENTAL IMPACT



AS WELL AS ...

INCREASED MARKET VOLATILITY



ZERO-BASED BUDGETING LOSING ITS SHINE

Schumpeter

3G Capital, magicians of the consumer industry, need to learn a new act

The investment firm's main props—cheap debt and stable demand for Big Food's products—are wearing out

The
Economist



18/08/2026

EXPLOSIVE GROWTH OF D-2-C COMMERCE

NEVER THINK ABOUT DETERGENT AGAIN

Our simplest laundry solution. Delivered right to your door, regularly.

Try It Now



ON DEMAND
BETA

INTERMEDIARIES 'OWNING' THE CONSUMER

Food Love Stories

TESCO

Every little helps



**FIND THE FRESH, QUALITY INGREDIENTS
YOU LOVE IN STORE AND ONLINE**

AMAZON...



...ALIBABA...



... OH, AND DID I MENTION AMAZON?



WHEN GROWTH IS LACKING



**→ NEED FOR A NEW
GROWTH MODEL**

Tested & proven approach



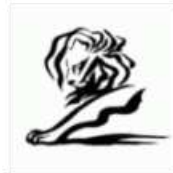
11 WPP companies & practitioners



Program orchestration & partners

KANTAR CONSULTING

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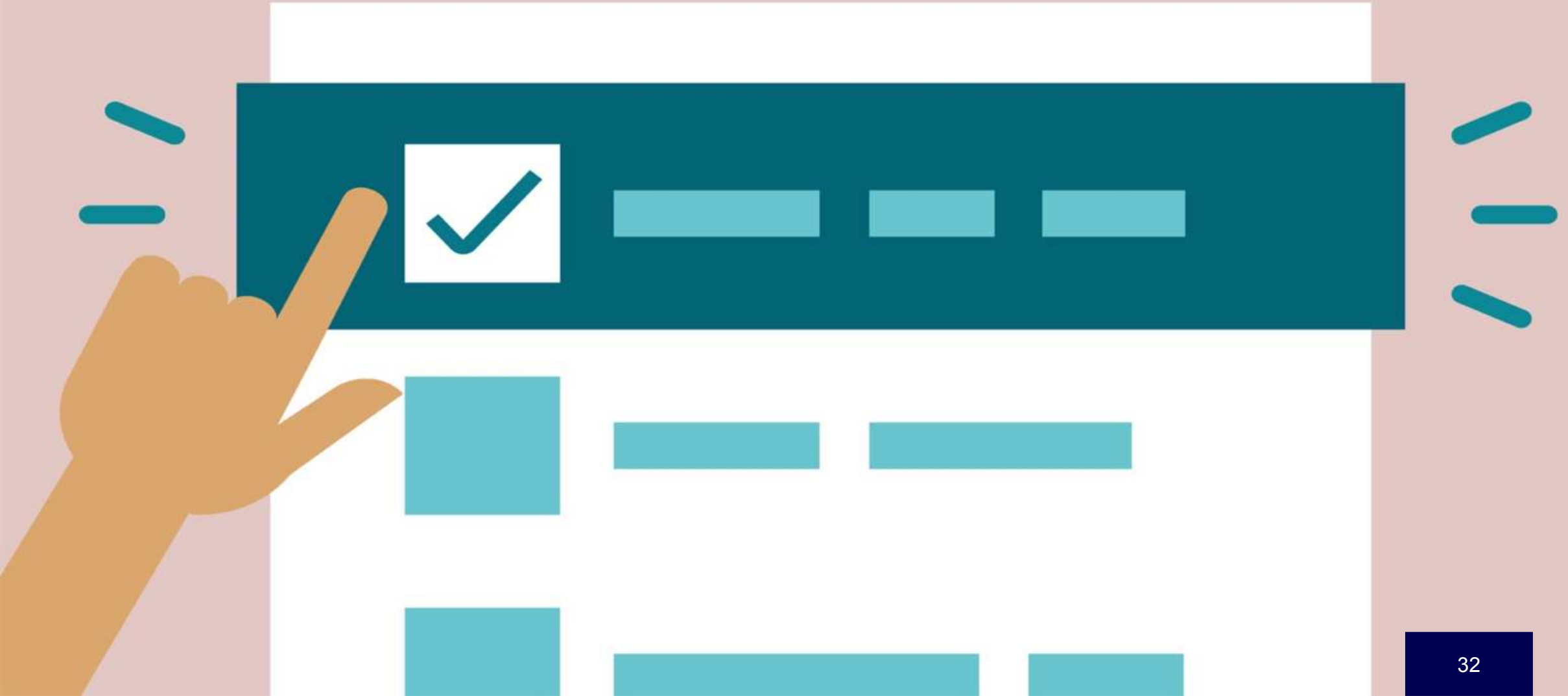


Cindy Wang
CMO, UXIN
Group



Frank Cooper
CMO, BlackRock

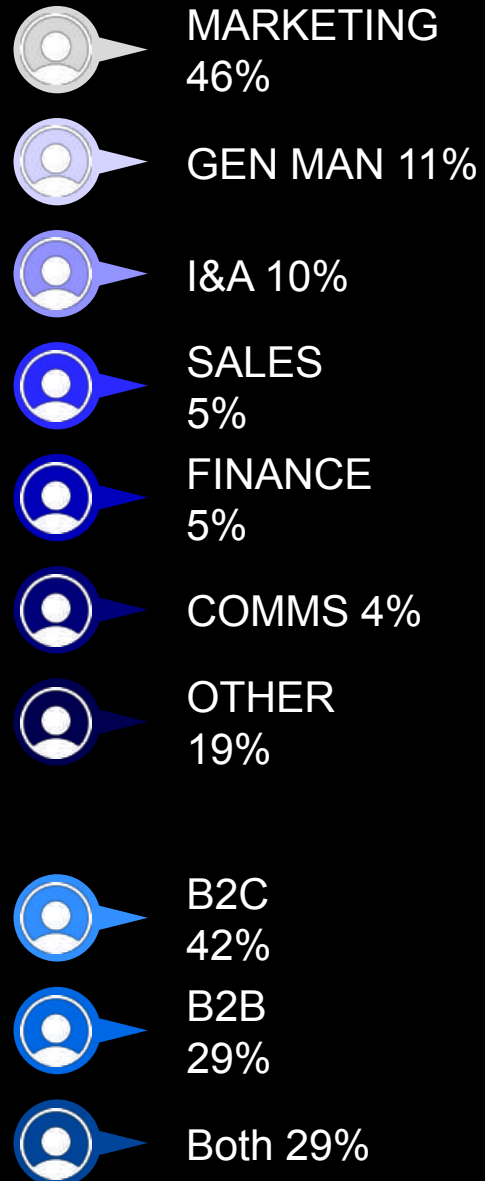
1,250 online survey respondents...



... from across 73 countries



Wide sample of functions, levels and industries





Real Growth leadership

Need to move way beyond advertising...



... and shiny digital toys that distract...



... back to the basics of marketing...



... *making* markets ...

THE DISCIPLINE OF GROWTH

Francisco Crespo
Chief Growth Officer



THE COCA-COLA COMPANY
beverages for life



... and driving 'real' business growth



HERSHEY'S[®]

Michele Buck

INCOMING
PRESIDENT & CEO

The 5 Qualities of the New Growth Leaders

7. Humanized Growth		=> Humble & Courageous
3. Ever-Evolving Experiences	6. Whole-Brain Intelligence	=> Visionary
2. Multiple Business Models	5. Anticipative Organization	=> Empowering
1. Abundant Market View	4. Open Culture	=> Connected

So...now what?!

Put 'you' in 'humanizing' growth

- 1. Take an honest look at where you are now**
- 2. Design your real growth journey**
- 2. Write your growth story**

But...no need to go at it alone

1. Benchmarking



2. The characteristics of Real Growth journeys are universal

**CONNECTING WITH
THE WORLD
AROUND YOU**



**THE STRENGTH WE
GET FROM OTHERS**



**PRACTICAL
STRATEGIES TO MAKE
THINGS HAPPEN**



**CARING FOR
OTHERS TO ENRICH
YOUR OWN LIFE**



**EMBRACING
DIVERSE CULTURAL
ROOTS**



**DEVELOPING
THROUGH FUN AND
PLAY**



**THE POWER OF
CONTINUALLY
LEARNING**



**DIVERSE & SURPRISING
SOURCES OF
INSPIRATION**



**TAKING UP THE
CHALLENGE OF
CHANGE**

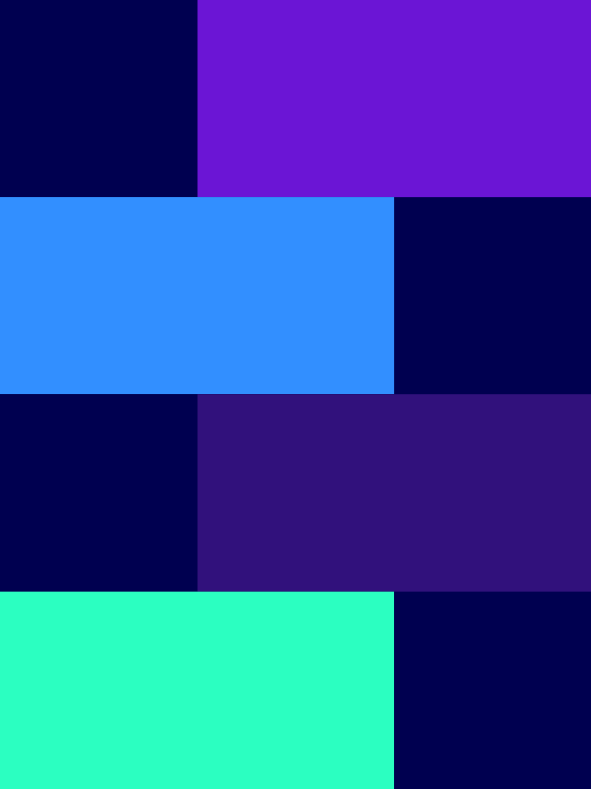


**EMBRACING
ADVERSITY TO
DRIVE PROGRESS**



3. Don't go at it alone

Real Growth Foundation name and logo



**Real
Growth
Foundation**

Thank you

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