

Abundant Markets

February 2021

IRG 100 Roadmap

Why

- 0.1 Personal Introductions
- 0.2 Program and business introductions

- 1.1 Humanized Growth Study
- 1.2 Leading Humanized Growth
- 1.3 Decoding the World
- 1.4 Humanized Growth

1.5 Personal Passion & Purpose

1.6 Network & Sparring

 Growth Opportunities

Key

- | | |
|---|---|
|  Set-up & Finale |  Sparring |
|  Core curriculum |  Milestone |
|  Leadership |  Feedback |

What

- 2.1 Abundant Markets
- 2.2 Multiple Business Models
- 2.3 Evolving Experiences
- 2.4 Da Vinci Growth CMO
- 2.5 Da Vinci CMO Attitudes & behaviours
- 2.6 Humanizing Growth Hacks

 Growth Ambition

 Growth Ambition Feedback

How

- 3.1 Human-Centric Transformation
- 3.2 Open Culture
- 3.3 Anticipative Organisation
- 3.4 Whole-Brained

3.5 Diversity for Growth

3.6 Network & Sparring

 Growth Plan

 Growth Plan Feedback

- 4.1 The shared growth opportunity
- 4.2 Cannes preparation
- 4.3 Cannes: community & impact

Milestone 1: Growth Opportunities

Key Learnings Online Survey

- 20% below average on "Evolving Experiences"
- 10% below average on "Open Culture"
- On par with overperformers on pride around **brand purpose**

Key Learnings Stakeholder Interviews

- Global **employee engagement** low
- **Brazil**: overdelivering on employee engagement

Business Growth Opportunities

1. Leverage momentum around brand purpose to increase employee engagement
2. Leverage best practices on a global scale

Personal Growth Opportunities

1. Bring more meaning to my work



Milestone 2: Growth Ambition

Business Growth Ambition

Colleagues:

Use brand purpose to **drive employee pride and engagement** and marcom efficiencies

Customer:

Innovate against purpose to develop breakthrough new products that **improve consumer's lives**.

Community:

Activate brand purpose in communities to make a positive **societal impact**

Capital Markets:

Shift to more emotional positioning territory to **increase consumer salience** and **grow market share**.

Personal Growth Ambition

1. Elevate the relevance of my own role, through **inspiring storytelling** around the purpose
2. Demonstrate the business driving role of marketing amongst senior management by being **impact obsessed**.



Milestone 3: Growth Plan

Business Growth Plan

1. Regenerate own offices in 10 lead markets by repainting them, using own staff
2. Innovate and/or roll out innovation best practices to make the painting journey a more easy and pleasant one
3. Single campaign operating in key markets
4. Share best practice from Brazil – roll out community regeneration projects.

Business Growth KPIs

1. KPI: 'I am proud to work for' up by 10% in next year employee survey
2. 10 cross-regional innovation projects by end 2021 (reduction from 50 local projects)
3. Advertising cost reduction of \$10% by end 2021
4. 200 painters trained by end 2021 across lead markets

FINANCIAL RESULT:

- Sales +4% globally for 2021
- Market share growth of minimum 3% across 10 lead markets by end 2021

Personal Growth Plan

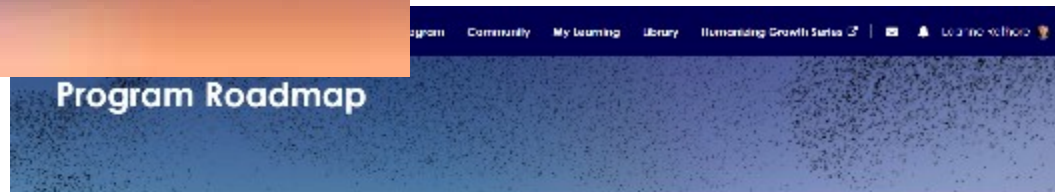
1. Engage with country teams - inspire them around the purpose and help build required skills and toolset
2. Push global brand team members to fast forward roll out of innovations to demonstrate business impact

Personal Growth KPIs

360 review demonstrating **1 full point increase** in scores on "**inspiring storyteller**" and "**speed and impact obsessed**" (on 5 point scale)



Weekly Poll



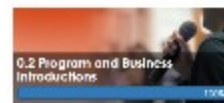
▼ Key

- Collective Live Sessions
- Self Learning Sessions

Program Overview

FAQ

▼ Why



▼ What



▼ How



Poll

(2min)

Please take a few moments to complete this week's poll. We'll be discussing the results at the start of the meeting.

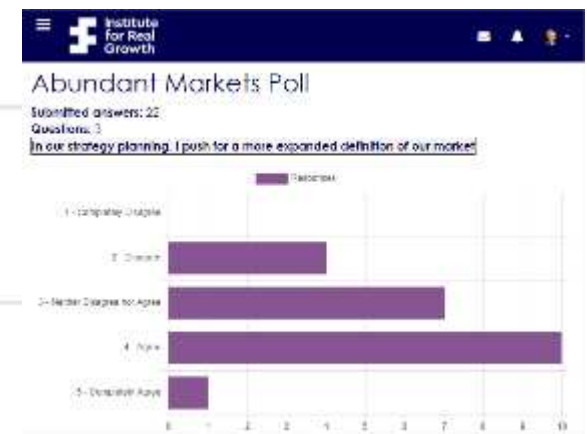
[Click here to complete](#)

Reflection

(5min)

At the end of the live session, we'll give you an opportunity to capture your reflections. Click on the link below to access.

[Reflection](#)



Today's Agenda

- Intro & presentation
- Group discussion
- Humanized abundance
- Plenary discussion
- Next steps & close

Myth

“Growth is about winning market share from competitors”





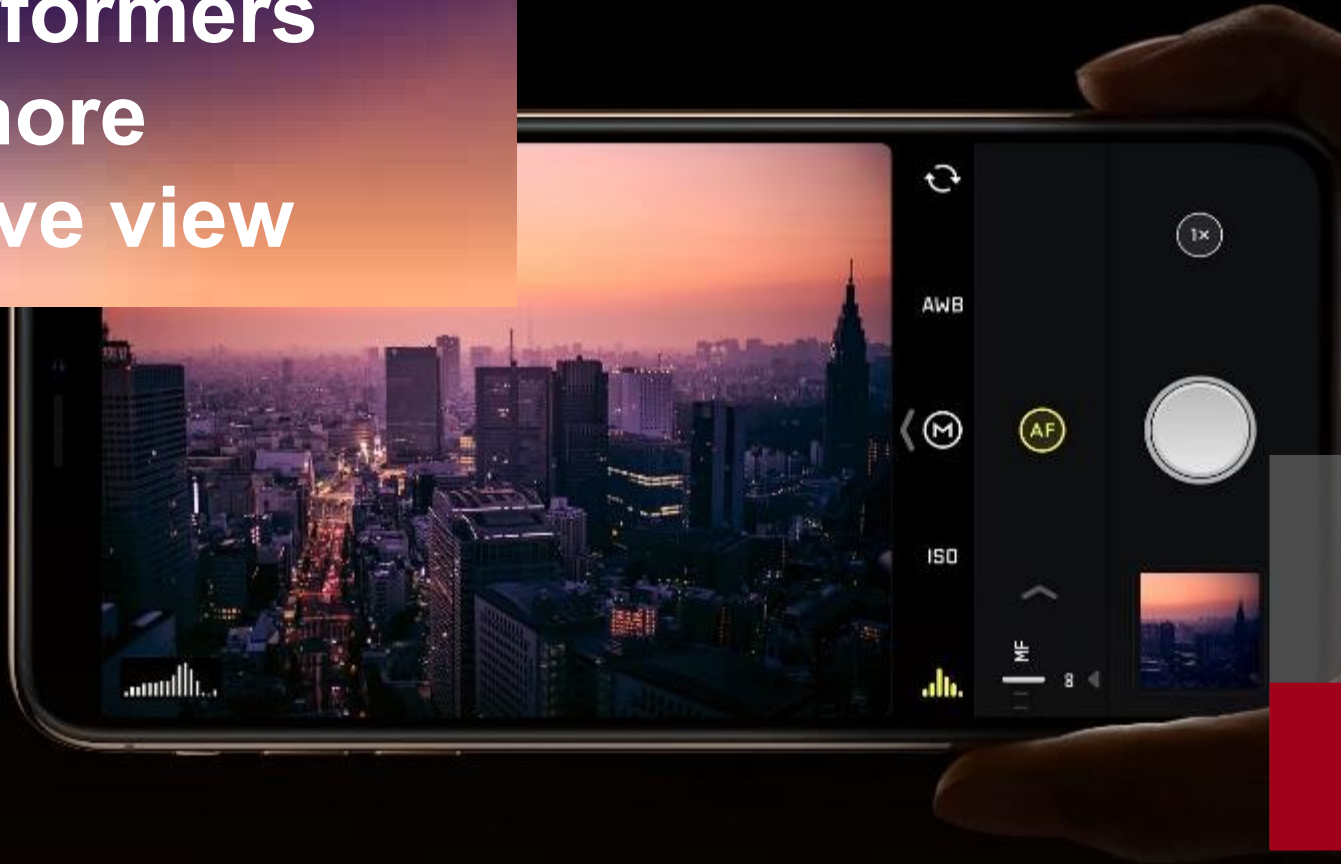
More underperformers
Focus on
their slice of the pie

55%

44%

Focus on increasing
market share

**Overperformers
take a more
expansive view**



46%

56%

**Focus on category
growth and beyond**

From creative software to total marketing solutions



From pet food to pet care



Remember this?

27%

nielsen
.....

11%

amazon

3%

KICK
STARTER
.COM

Approaches to thinking abundantly

From product to service and experience



From functional, to emotional and social

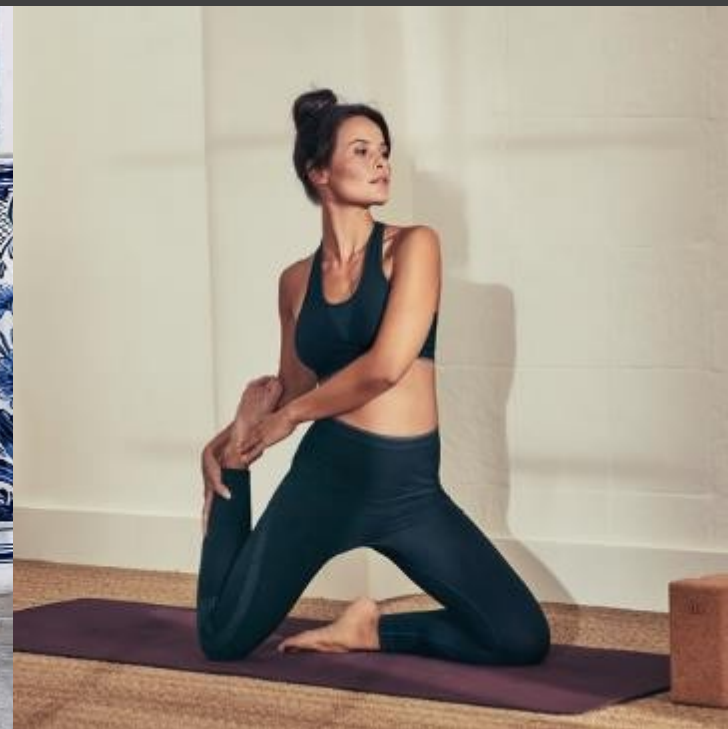


**Extend based
on core
competencies**

dyson



Explore adjacent categories



But watch out!



Pierre Cardin
PARIS

Building the skill

Spotting and riding the right wave

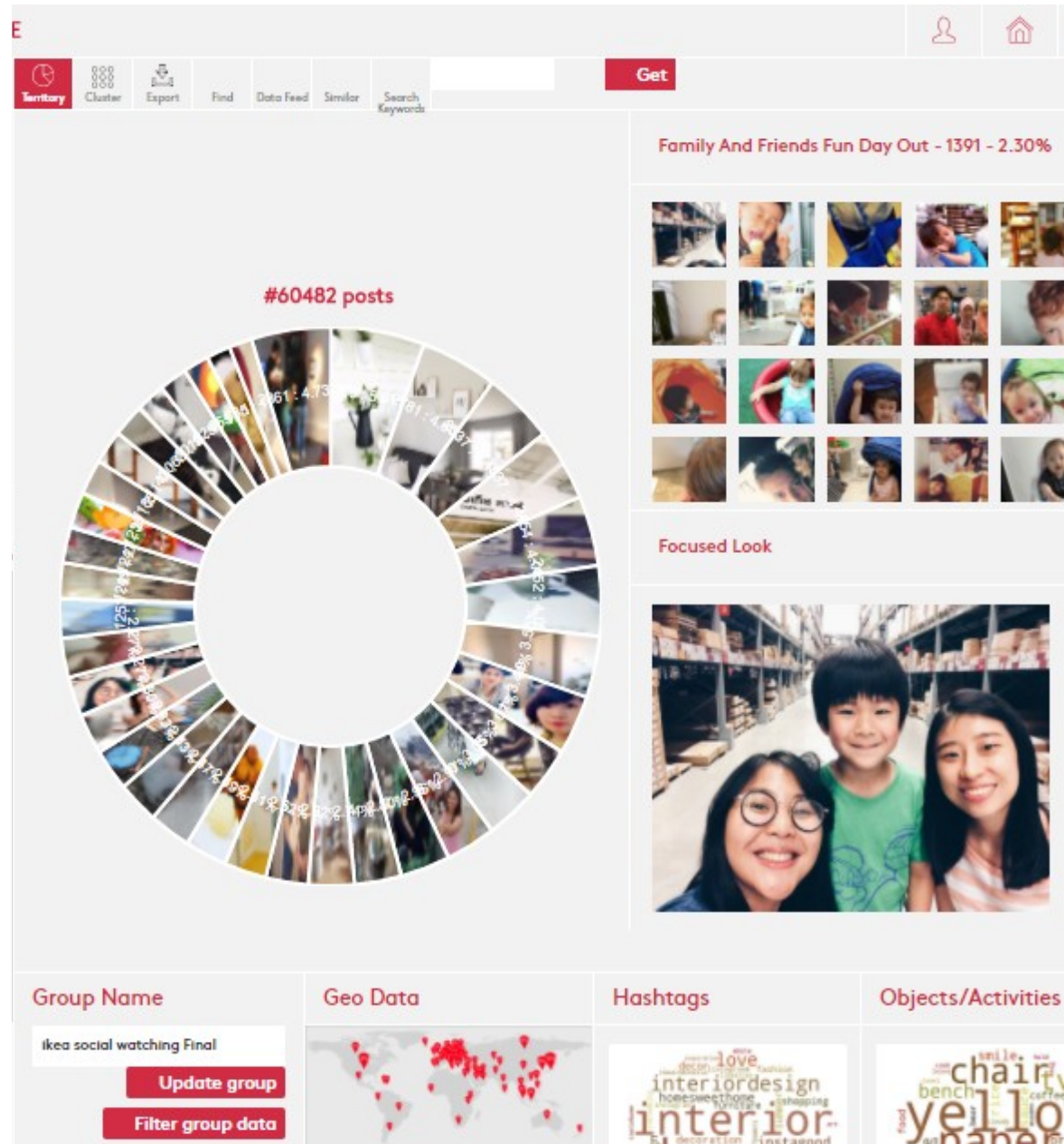
43%

86%

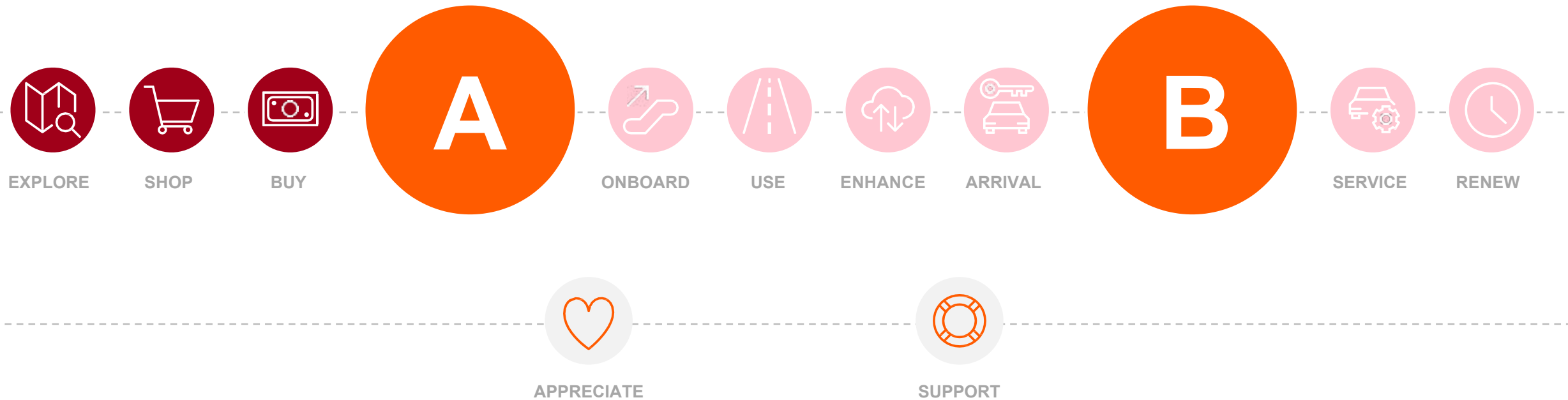
Assess and understand
market developments

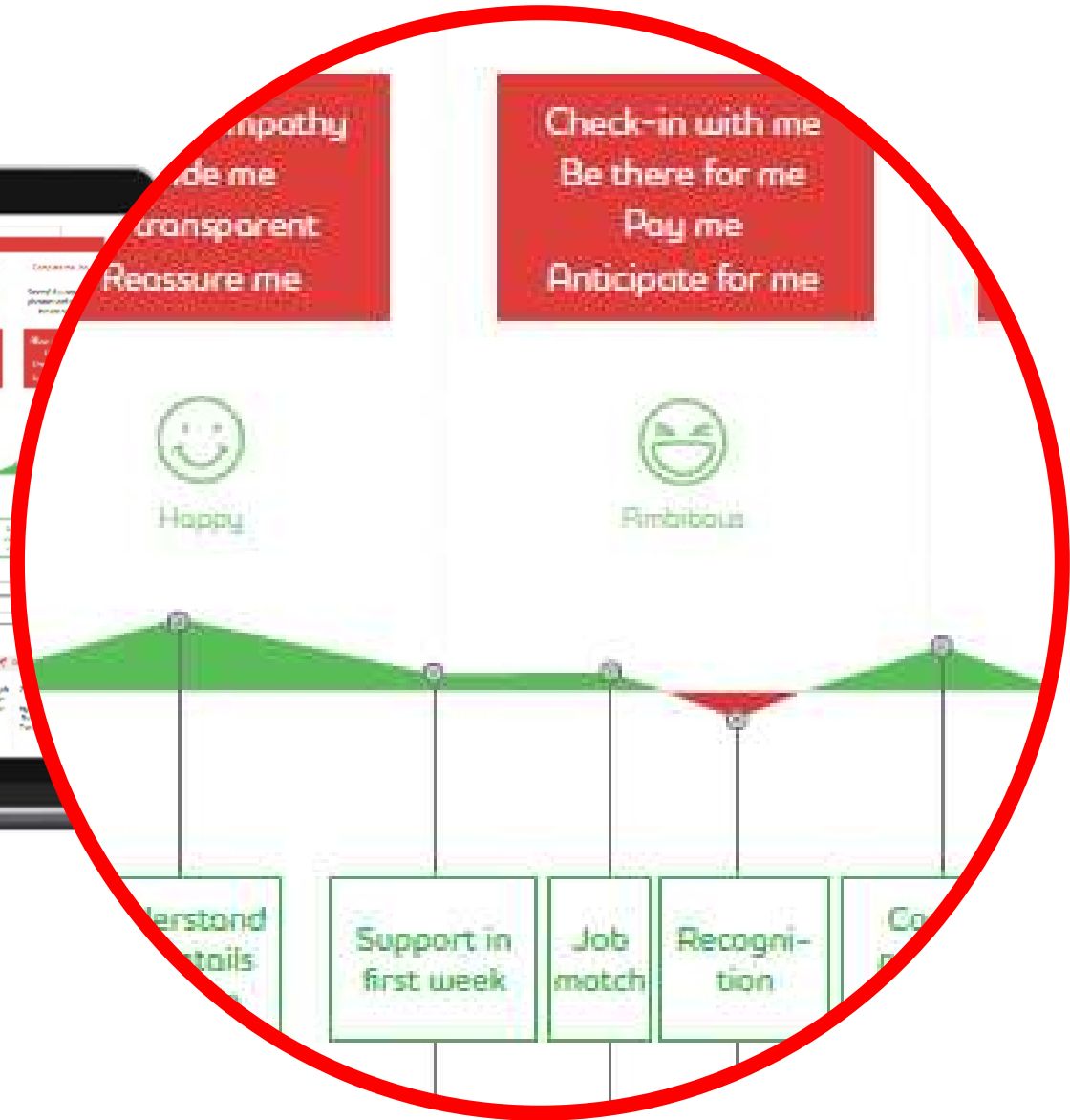
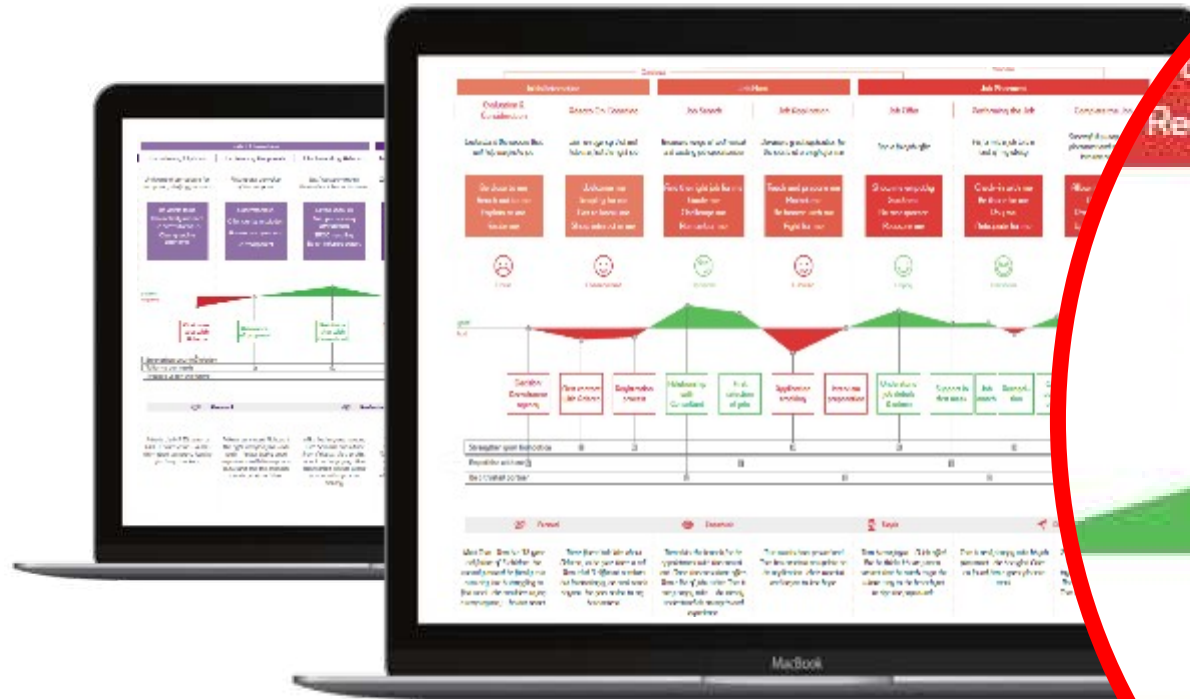
Listening differently

A close-up photograph of a classic Swedish meatball dish. The plate is white and contains several golden-brown meatballs, a portion of bright green peas, and a mound of creamy mashed potatoes. A small Swedish flag is stuck into the potatoes. A dark red lingonberry sauce is served on the side, and a light brown gravy is drizzled over the meatballs. A silver fork is visible on the left side of the plate.



Journey maps





One version
of the truth
for all



34%

67%

Ability to link different data
sources to distil insights

So what & now what



Working differently



13%

40%

Embracing risk and experimentation



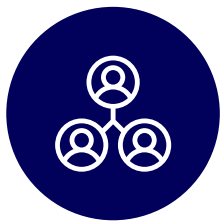
Hiring differently



**Make *human*
centricity Important**



Humanized Growth



**Colleague
Value**

x



**Customer
Value**

x



**Community
Value**

x



**Capital Market
Value**

h and Liam, two of our Customer
om. They're friendly, enthusiastic
to make customers smile.

more peop
ants all arou
great with p



Crew Members

If you're at your best when
most people are still in bed,
way
bers.

in
h.



Colleagues

ertainers

WANTED

alds.co.uk/people

EARLY BIRDS

wanted

mcdonalds.co.uk/people

Crew Members

Meet Holly. She's got a knack
for knowing exactly what our
customers are thinking, so they
don't even have to ask.

We need more people like Holly.
If you're friendly, enthusiastic
and great with people, then get
in touch.



MIND READER

wanted

mcdonalds.co.uk/people

Customer

credit karma

Bluetooth, Wi-Fi, 89% 10:03 AM

Take control of your
credit

702

20

TransUnion

Updated on Sep 26

GOOD

899

12

quifax

Updated on Sep 26

FAIR

Check your reports anytime,
and zero in on the factors that
help your scores grow.

...

Sign Up

Already have an account? [Sign In](#)

AT&T LTE 6:56 PM 82%

creditkarma.com



Home



Recommendations



Cards



Loans



818

Excellent

TRANSCONION



818

Excellent

EQUIFAX

Updated Mar 1, 2019

[How is my score calculated?](#)

CREDIT



ACCOUNTS



AUTO



TAX



Suggested for your credit

We suggest offers based on your credit profile, Approval Odds, and money we make from our partners. [Advertiser Disclosure](#)

Community



Capital markets




PATEK PHILIPPE
GENEVE

Begin your own tradition.

You never actually own
a Patek Philippe.
You merely look after it for
the next generation.



Calatrava Ref. 6006G
patek.com

Exercis

Individually

Where are we leading and lagging with Abundant Markets?

Why? What is blocking success?

What can I do to enable success?

Exercis

In Groups:

1. **Introduce yourself**
2. **Schedule sparring call re milestone 1**
3. **Discuss and prioritize best practices for enabling Abundant Markets success**

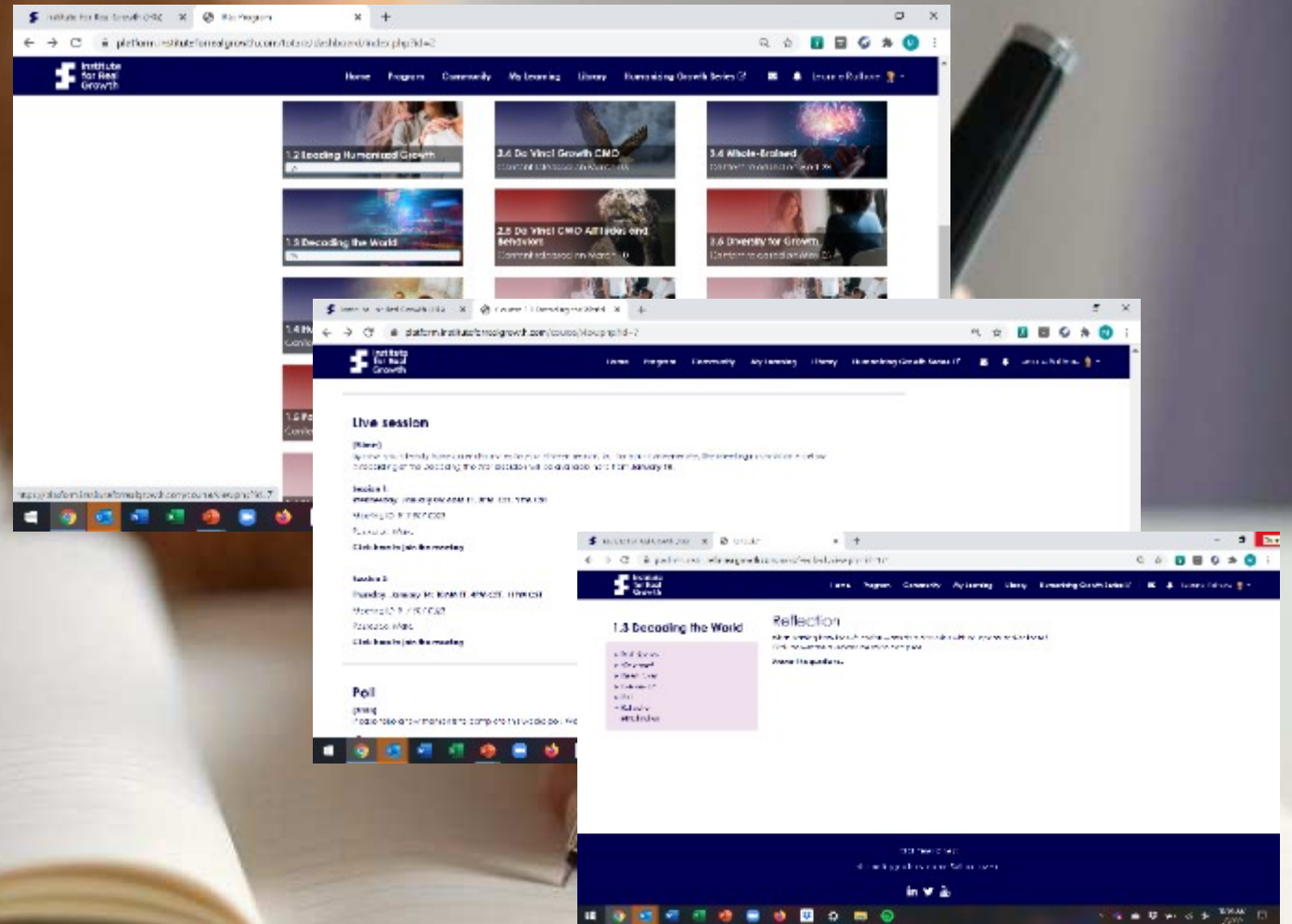


35 min

Reflection

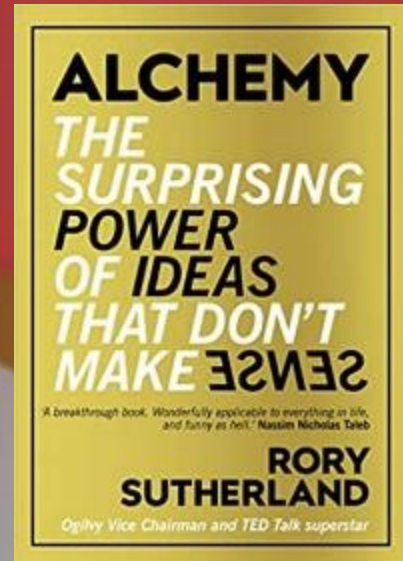
Reflect on the Abundant Market opportunities & challenges:

- What are key take-outs?
- What do you need to action?



Rory Sutherland

10 Rules of Alchemy





SPOTLIGHT ON WHERE STRATEGY STUMBLES

Red Ocean Traps

The mental models that undermine market-creating strategies *by W. Chan Kim and Renée Mauborgne*

The Turnaround – Lego

Excerpt from
the Moment of
Clarity

CHRISTIAN MADSBJERG / MIKKEL B. RASMUSSEN

USING THE HUMAN SCIENCES TO SOLVE
YOUR TOUGHEST BUSINESS PROBLEMS

THE MOMENT OF CLARITY

HARVARD BUSINESS REVIEW PRESS



The **LEGO**
Case Study

Dimensions of Strategy from
John Ashcroft and Company



experience worth sharing

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Growth Plan



Growth Plan Feedback

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**Traditional
business growth
formulas are
lacking**

Marketing perceived as insufficiently commercial





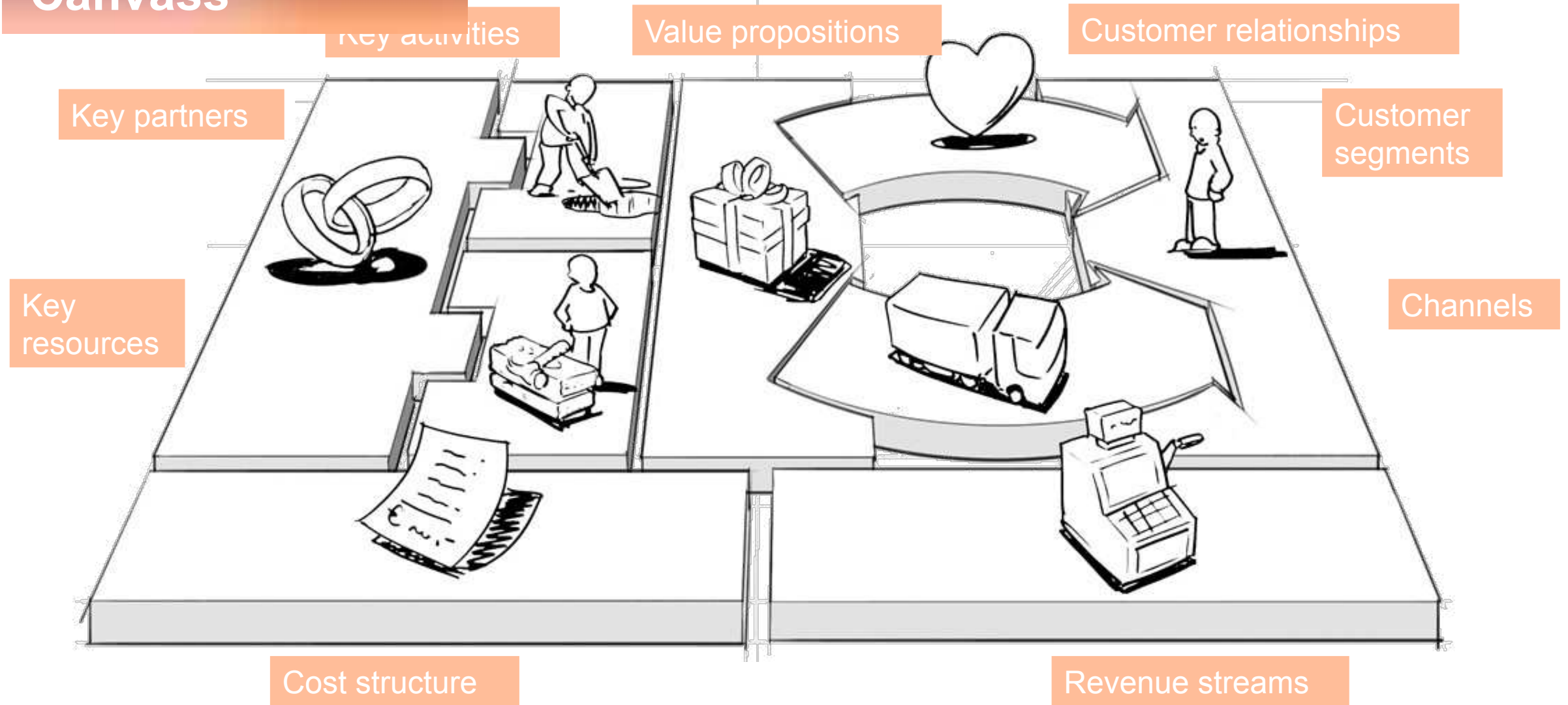
**Overperformers
play chess and
checkers
simultaneously**

39%

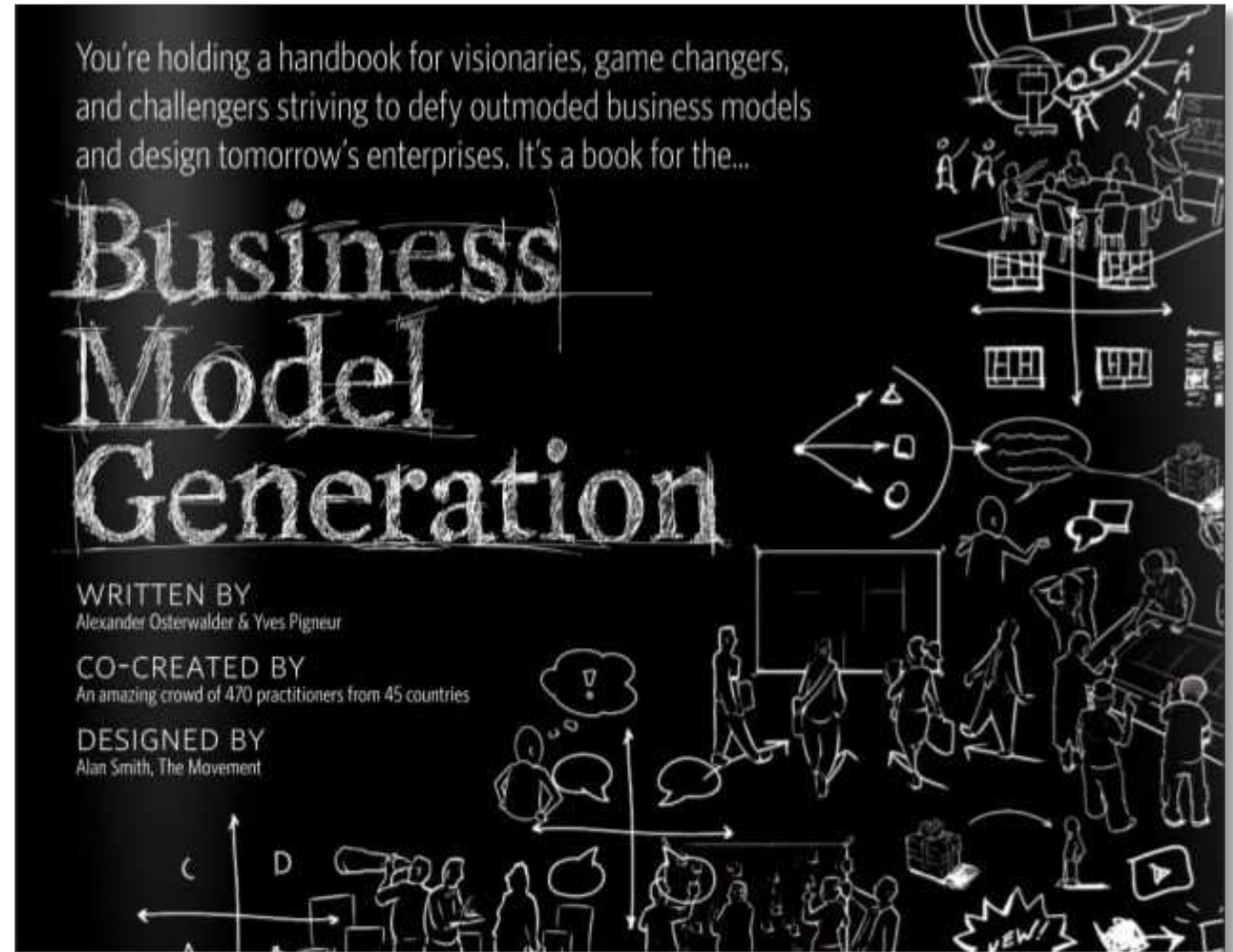
71%

**Willingness to accept new
business models**

Business Model Canvass



- > 3 million copies.
- > 35 translations





DOLLAR SHAVE CLUB

Alex Weller & Evelyn Doyle



Friday February 12

9 AM EDT | 2 PM BST | 10 PM CST

patagonia[®]

Hosted by IRG Founder **Frank van den Driest**

Charlotte Petri Gornitzka

Assistant Secretary General



Friday February 26

9 AM EDT | 2 PM BST | 10 PM CST



Hosted by IRG Founder **Marc de Swaan Arons**

See you next week!