

The Growth Study

The IRG purpose

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

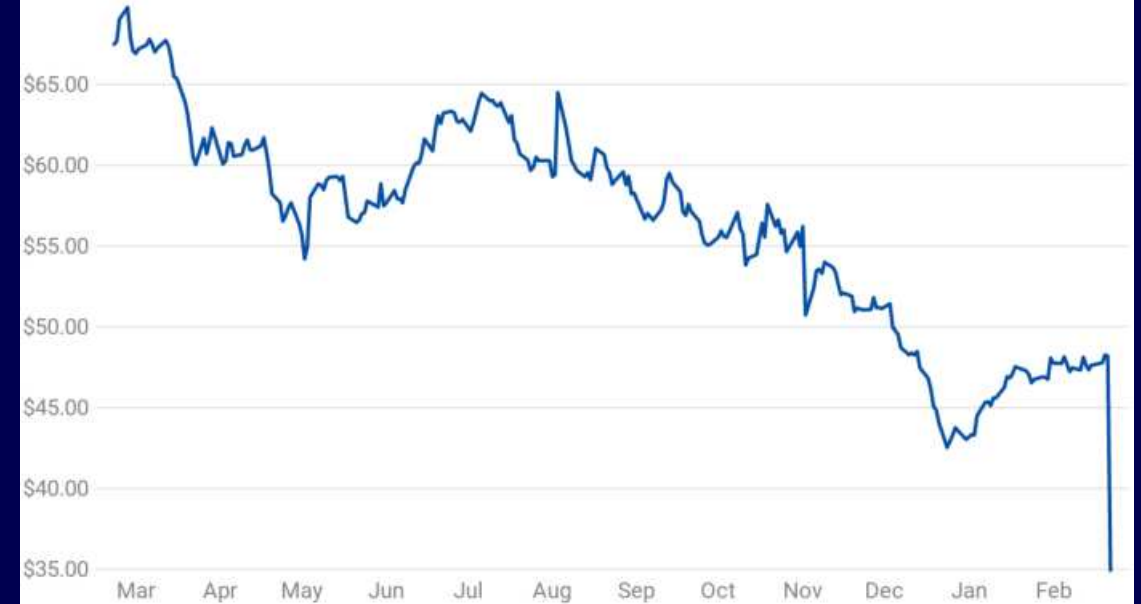
IRG Partners



Traditional business growth formulas are lacking

Kraft Heinz 2019

Kraft Heinz (KHC)



Source: FactSet • [Get the data](#) • Created with Datawrapper

**What does it
take to win**



The Growth Study 2020

750+ QUAL

3,500+ AI analysis
(growth publications)

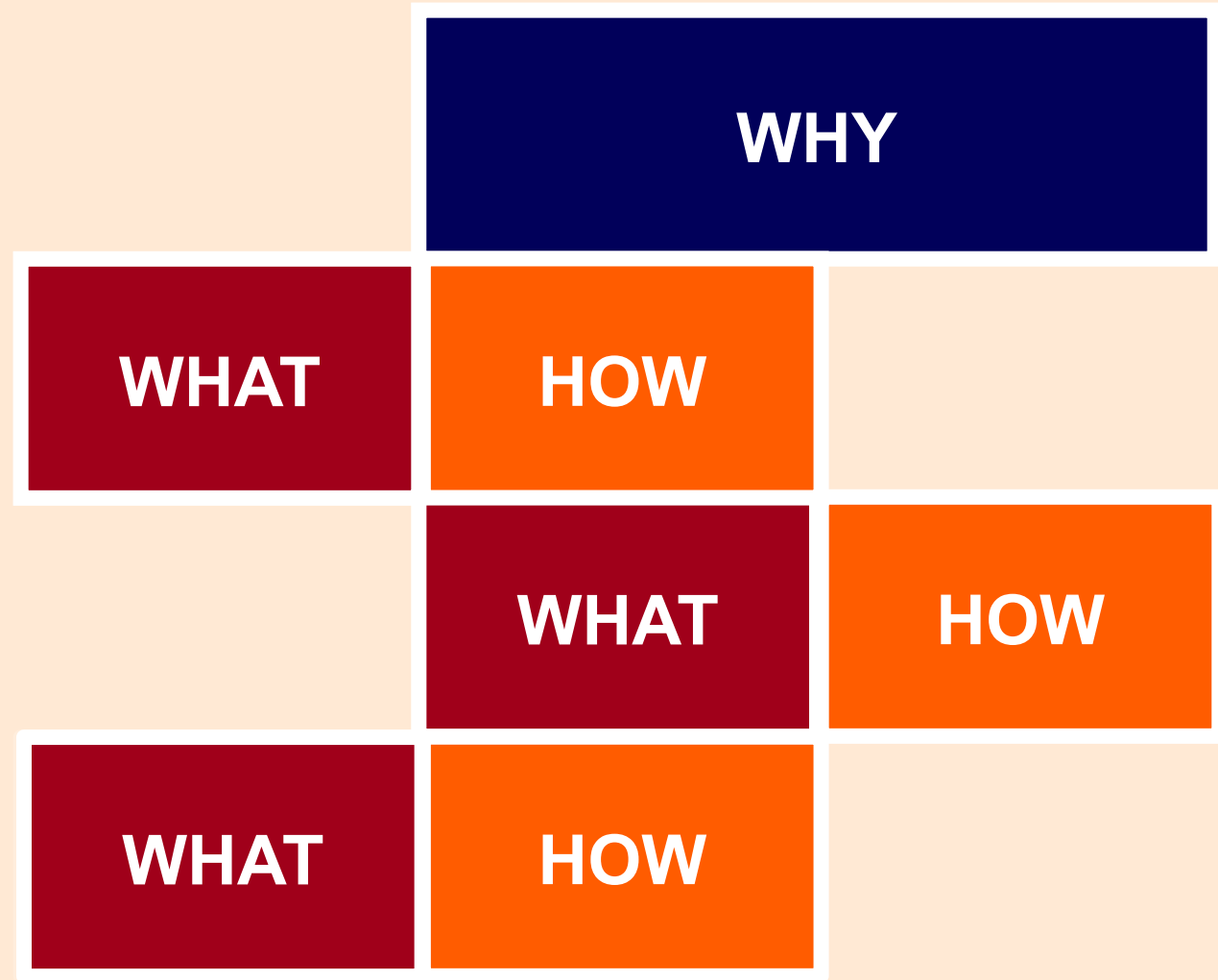
5,000+ QUANT
(across markets and functions)

3M+ LinkedIn
members behavioral analysis



**Contrasting
the revenue growth
of over- and under- performers**

The 7 Building Blocks of Growth



The 7 Building Blocks of Growth



Abundant Markets from Pet Food to Pet Care



MARS
Petcare

Multiple models
from shelves
to cafes & subscriptions

Costa Coffee

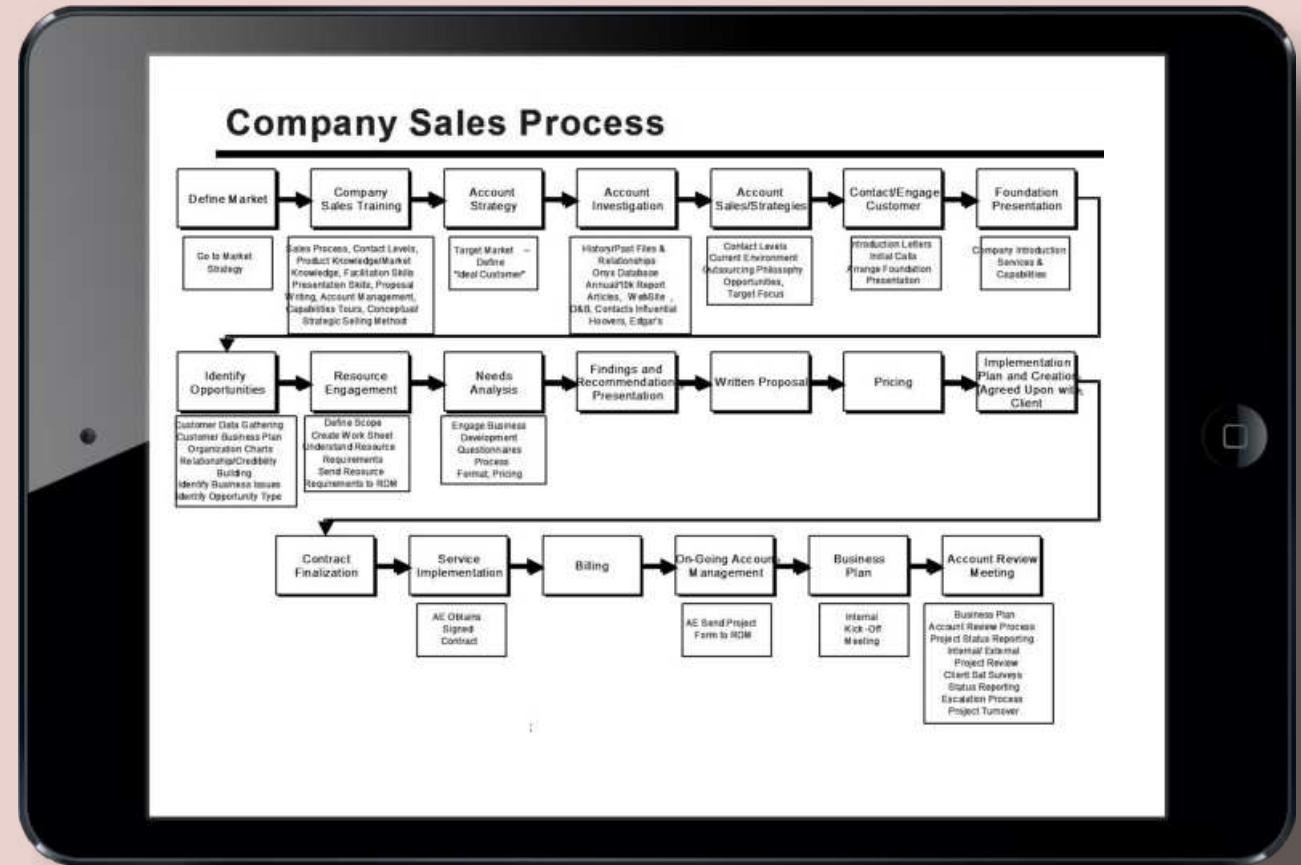


Evolving Experiences from Library to Daily Mixes

How it works



Open Culture from “Procedures, structure & quality”



To “Innovation, Change & Entrepreneurship”



Anticipative Organization from oil tanker



To flock of birds

Connecting horizontally and vertically

3.5x

**more connections
with other functions**

5.5x

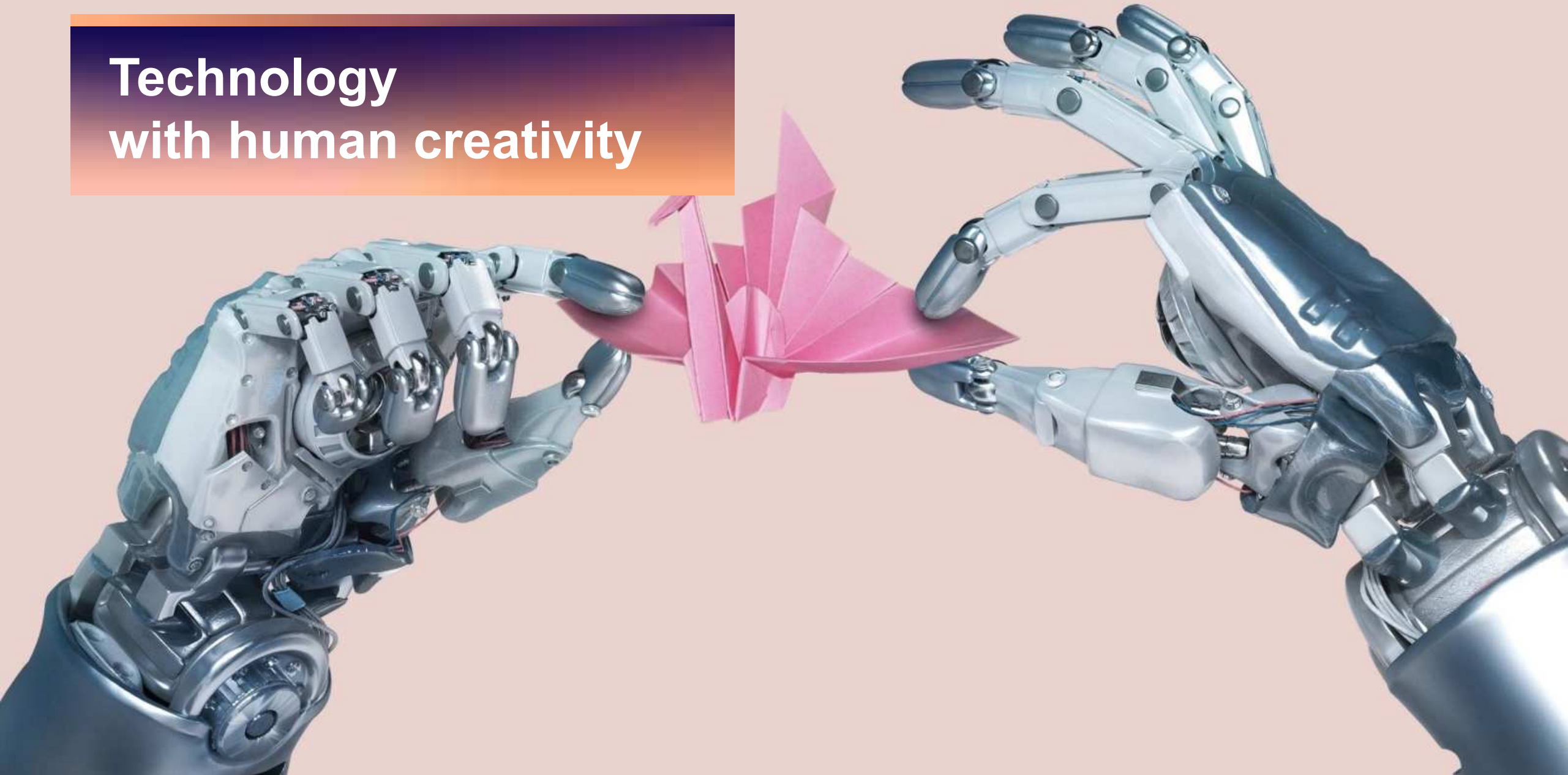
**more connections
with senior leaders**

LinkedIn

Whole Brained data with human insights



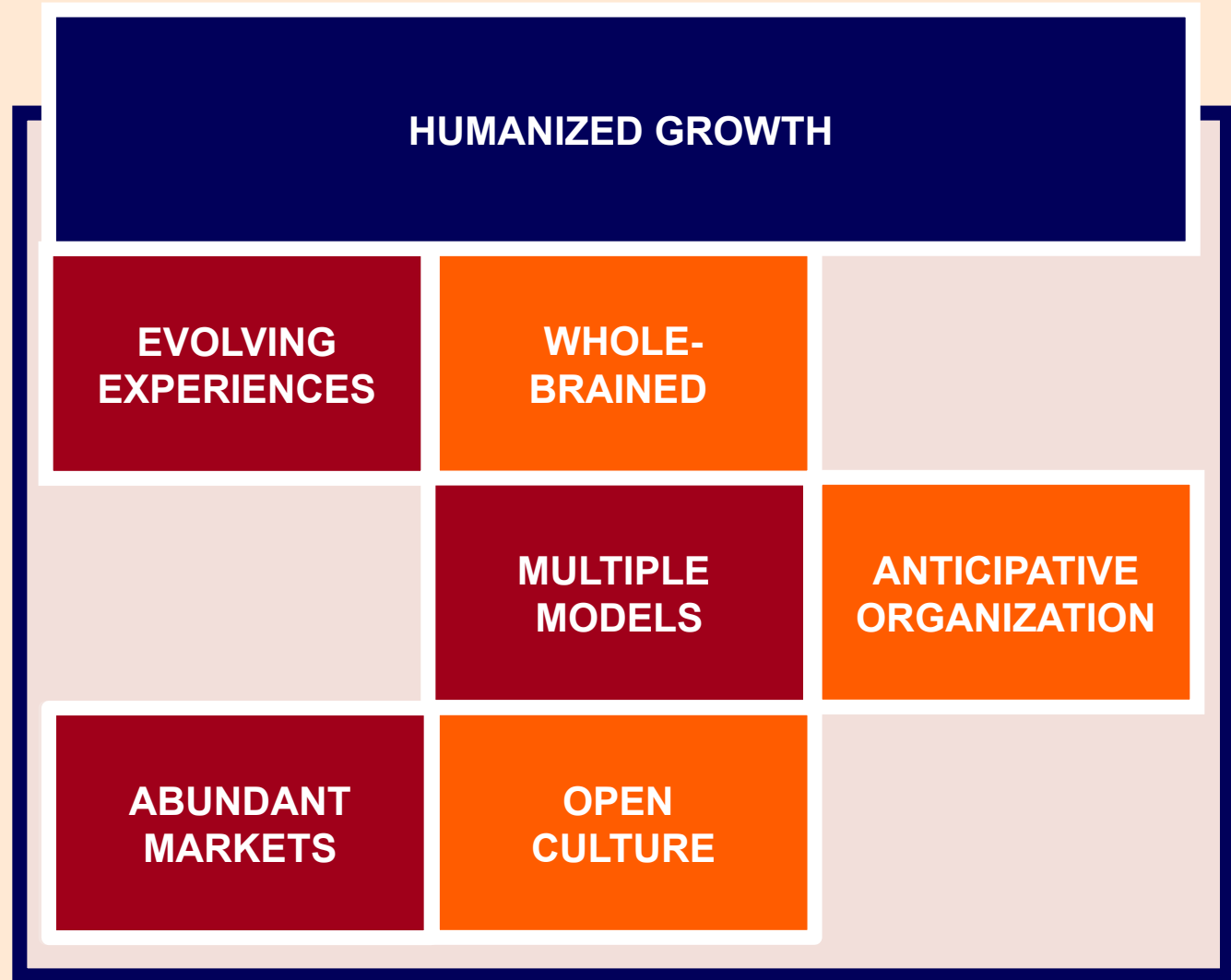
Technology with human creativity



Humanized Growth from shareholders to all stakeholders



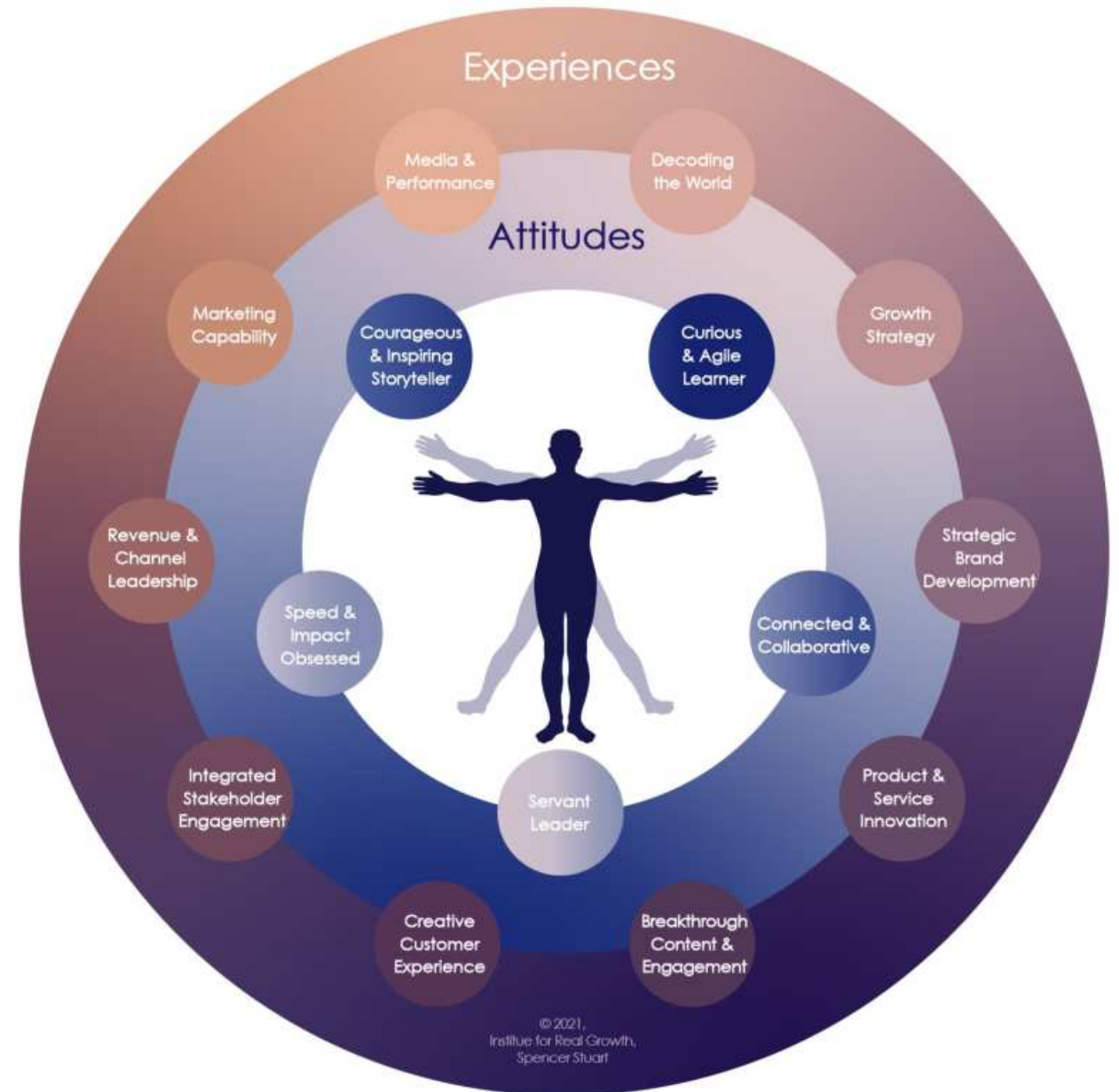
Emerging Future



The da Vinci growth leader profile



SpencerStuart



Program Outline



OBJECTIVES

Deliver concrete humanized business and personal growth plans

Build cross-functional team capability to deliver more humanized growth

Connect with world-class content, experts, and practitioners



CURRICULUM

3 modules – covering the Why, What and How of humanized growth

Milestone sessions to integrate learning into humanized growth plans

Alignment and integration with existing strategy planning processes



WHO & WHEN

Teams of 20 - 50 marketing and cross-functional colleagues >10 yrs. experience

16-week, blended & interactive program requiring 1.5 hrs/week time commitment

Launching H1 2022

Example Program Deliverables

NEW PROPOSITIONS



Derivative from 2020 Program

CORPORATE INITIATIVES



2020 Participant Collaboration

Program Deliverables

**BUILD TEAM CAPABILITY TO DELIVER
MORE HUMANIZED GROWTH**



CERTIFICATE OF COMPLETION



Standard Program Roadmap

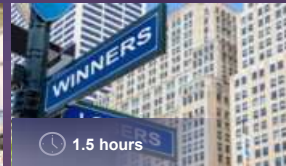
WHY



🕒 1.5 hours

Personal & Program Intro

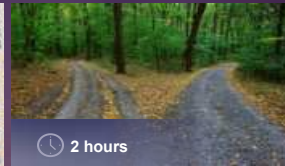
WEEK 1



🕒 1.5 hours

Growth Study

WEEK 2



🕒 2 hours

Change Journey

WEEK 3



🕒 2 hours

Humanized Growth

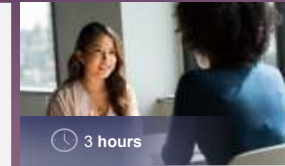
WEEK 4



🕒 2 hours

Leadership: Self

WEEK 5



🕒 3 hours

Human Centric Transformation

WEEK 6

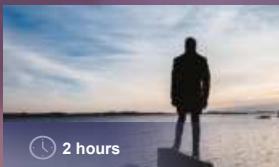


🕒 1.5 hours

Milestone 1 Delivery week

WEEK 7

WHAT



🕒 2 hours

Abundant Markets

WEEK 8



🕒 2 hours

Multiple Models

WEEK 9



🕒 2 hours

Evolving Experiences

WEEK 10



🕒 2 hours

Leadership: Team

WEEK 11



🕒 1.5 hours

Milestone 2 Delivery week

WEEK 12

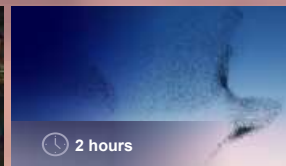
HOW



🕒 2 hours

Open Culture

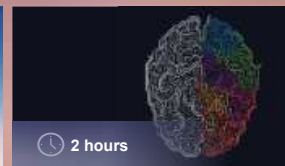
WEEK 13



🕒 2 hours

Anticipative Organization

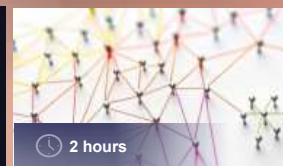
WEEK 14



🕒 2 hours

Whole-Brained

WEEK 15



🕒 2 hours

Leadership: Ecosystem

WEEK 16

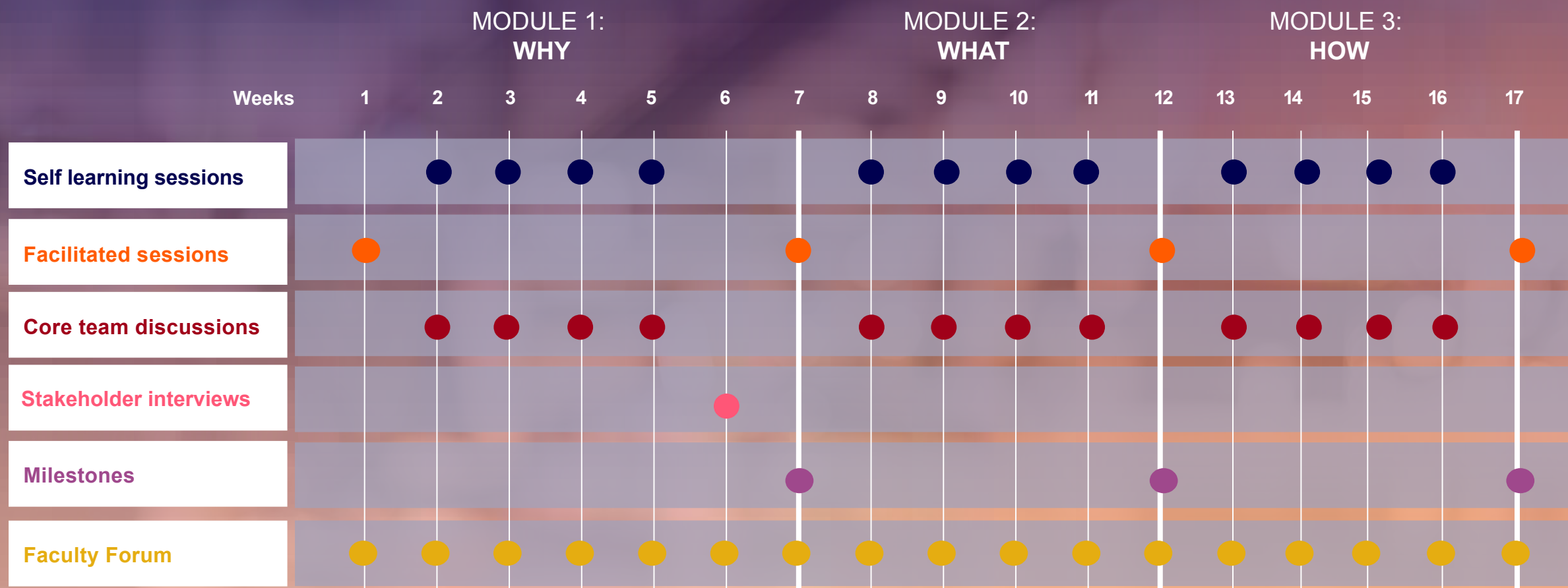


🕒 1.5 hours

Milestone 3 Delivery week

WEEK 17

Standard Learning Journey



Program Roadmap of a global tech company

Core Curriculum

8 weeks – every other week

Module 1



**Personal
Introductions & Growth
Study**



**Humanized
Growth**

Module 2



**Abundant
Markets**



**Multiple
Models**



**Evolving
Experience**

Module 3



**Open
Culture**

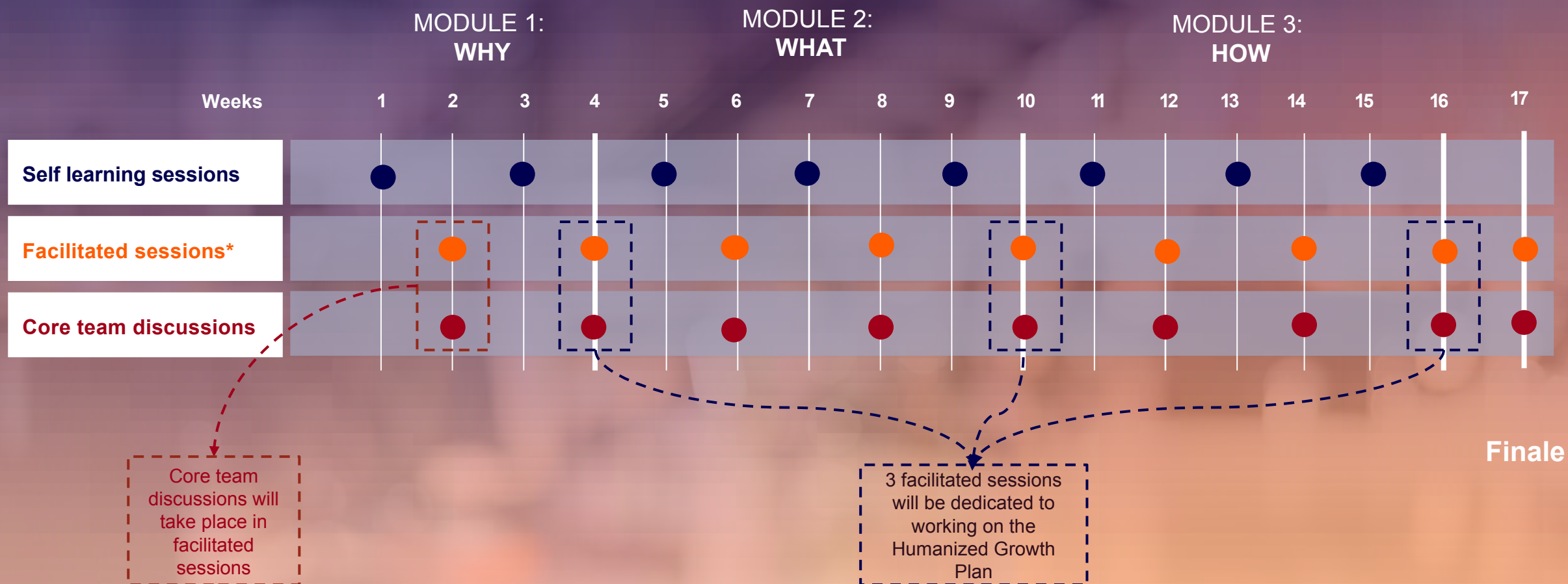


**Anticipative
Organization**



**Whole
Brained**

Global tech company participant journey



* Facilitators needed bi-weekly in 2 time zones

IRG Online Platform

WEEK 2: Change Journey

LEADERSHIP TEAM ONLY

Week Time Commitment: 2 hours

- Self-learning including optional deep dive - 2 hours

Session Objectives

1. Understand the logic of the Business Case for Change
2. Map key stakeholders
3. Develop follow-up strategy for post key stakeholders

Change Journey

The purpose of this program is to equip you with the tools to manage change effectively in your team and your organization. Managing and leading change is a complex process that requires a combination of strategic management, leadership, and communication skills.

In this session, we will focus on what it takes to lead change management and how you can develop a change management strategy for your organization.



CONTINUE

Reasons Transformations Fail

Managing change is difficult to successfully transform, and the change management plan is often the most common reason for failure. According to a survey of 1000 change management professionals, 70% of all organizational transformations fail.

According to a survey of 1000 change management professionals, 70% of all organizational transformations fail. Identify the main reasons why transformations fail to reach their goals.

Select each image to find out more.



Kotter's 8-step Process for Leading Change

Dr. John P. Kotter is a leading expert on change management and the author of the book "Leading Change". He is a senior advisor to the Harvard Business School. He considers the central role of the "State of change management".



2. An example of your current environment, including systems and their associated stakeholders, are used to identify the main stakeholders in the organization.

Deep Dives

If you are interested in learning more about the topics, please refer to the relevant articles in the list below.



[The 8-Step Process for Leading Change](#)

The 8-Step Process for Leading Change, which we consider a guide for change management, is based on the research of Dr. John P. Kotter. It is a process that helps organizations to manage change effectively and successfully.



[The 8-Step Process for Leading Change](#)

With help from some surprising footage, David Green explains how to manage change effectively.



[The 8-Step Process for Leading Change](#)

Allen Coates founder of Allen Coates writes an open letter to his employees to announce the company's new direction. He explains the importance of change management and the role of leadership in managing change.

Online Resource Library

The screenshot displays the 'Online Resource Library' interface for the Institute for Real Growth. The top navigation bar includes links for Home, HOME testing, Participants, Library, Help, and a notification for the IRG100 Test. The left sidebar, titled 'Your Workspaces', shows the 'IRG100 2022' workspace with a 'Find Workspaces' search bar. The main content area is titled 'IRG100 2022 Community' and 'Hidden workspace'. It features filters for 'Type' (All) and 'Topic' (All), and a list of 23 items. The items are displayed in a grid, each with a thumbnail, title, duration, and a 'From Institute for Real Growth' attribution. The items include:

- 21 Days of Abundance Meditation (10+ mins)
- Interview with Yvon Chouinard of Patagonia (5-10 mins)
- The Privilege of Leadership (10+ mins)
- Living Your True Purpose (5-10 mins)
- Going First (10+ mins)
- 10 Ways to Have a Better Conversation (10+ mins)
- Session 4 Recording & PDF: Passion and Purpose (10+ mins)
- Creating Shared Value (10+ mins)
- The Business of Building a Better World (10+ mins)
- The New Leadership Playbook (10+ mins)
- 2021 Spencer Stuart CMO Tenure Study (Less than 5 mins)
- Marketing's Moment is Now (5-10 mins)
- Ikigai of Marketing (5-10 mins)
- Prosperity (10+ mins)
- Uniting Business in the Decade of Action (10+ mins)
- The Net Positive Manifesto (10+ mins)
- Larry Fink's 2019 letter to CEO's (5-10 mins)
- The Heart of Business (10+ mins)

Example List of Speakers



Antonio Lucio
Former CMO Facebook



Greg Welch
Senior Partner & Practice Leader
Spencer Stuart



Jim Stengel
Former CMO P&G



Meredith Verdone
CMO Bank of America



Stan Sthanunathan
Former Head of CMI
Unilever



Rob Reilly
Chief Creative Officer WPP



Keith Weed
Former CMO Unilever



Chris Burggraave
Author 'Marketing IS NOT a
black hole', 'Marketing IS
Finance IS Business'



Robbie Kellman Baxter
Author 'The Membership
Economy', 'The Forever
Transaction'



Hubert Joly
Former CEO Best Buy,
Author 'The Heart of
Business'



Thank you

www.instituteforrealgrowth.com