

Star5 on Real Growth

Panama, November 19, 2021



IRG Introduction

Frank van den Driest

Marc de Swaan Arons

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



WPP

Google

FACEBOOK

Optimizely

salesforce

MORNING
CONSULT

EXETOR
Group

UNIVERSITY OF
OXFORD
Saïd
Business
School

NYU
SCHOOL OF
PROFESSIONAL STUDIES

CKGSB
长江商学院

CMO
COUNCIL™

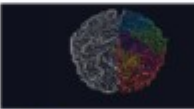
SpencerStuart

IRG100 Program



IRG1000

Online Platform

	 Preparations & Getting Started Session 0: Nov 10	 IRG & Personal Introductions Session 1: Nov 17	 IRG Growth Study & Business Introductions Session 2: Nov 24	 Da Vinci Growth CMO Session 3: Dec 01	 Personal Growth: Passion & Purpose Session 4: Dec 08	 Networking Session: Growth Hypothesis Session 5: Dec 15	
Module 2 	 Decoding the World Session 6: Jan 05	 Humanized Growth Session 7: Jan 12	 Abundant Markets Session 8: Jan 19	 Multiple Models Session 9: Jan 26	 Evolving Experience Session 10: Feb 02	 Personal Growth: Da Vinci Leader Attitudes Session 11: Feb 09	 Networking Session: Growth Ambitions Session 12: Feb 16
Module 3 	 Open Culture Session 13: Mar 09	 Anticipative Organization Session 14: Mar 16	 Whole Brained Session 15: Mar 21	 Analytics & Creativity Session 16: Mar 30	 Personal Growth: Unlocking Diversity Session 17: Apr 06	 Networking Session: Business Growth Plan Script Session 18: Apr 13	
Module 4 	 Humanized Commerce Session 19: May 04	 Marketing & Finance Session 20: May 11	 Leading Transformation Session 21: May 18	 Bringing it all together Session 22: May 25	 Personal Growth Plan Session 23: Jun 01	 Networking Session: Business Growth Plan Video Session 24: Jun 08	

IRG Masterclasses

Full Masterclass Series



Humanized Growth

January 13, 9-12pm ET

[Find out more](#)



Abundant Markets

January 25, 9-12pm ET

[Find out more](#)



Multiple Models

February 10, 9-12pm ET

[Find out more](#)



Humanizing Commerce

February 22, 9-12pm

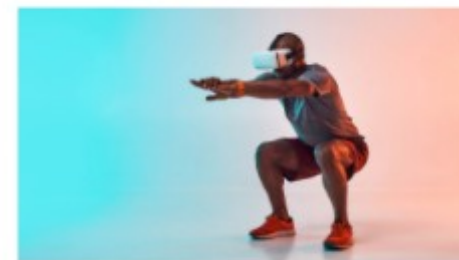
[Find out more](#)



Da Vinci Growth CMO

March 10, 9-12pm ET

[Find out more](#)



Evolving Experiences

March 29, 9-12pm ET

[Find out more](#)



Humanized Growth Series

Angela Ahrendts DBE

Former CEO, Burberry
Former SVP, Apple



Friday
9 AM EDT



In conversation
with

Hakan Bulgurlu

Chief Executive Officer



Friday
9 AM EDT



In conversation
with

Brian McNamara & Tamara Rogers

CEO & CMO



Andisa Ntsubane

Strategy Executive; Group Marketing,
Public Affairs and Sustainability



Friday
9 AM EDT



Register
here

In conversation
with

Sanda Ojiambo

CEO & Executive Director



Friday January 14

9 AM EDT | 2PM GMT | 9 PM CST



Register here

Hosted by IRG Founder Marc de Swaan Arons

IRG Growth Study

Frank van den Driest

**Traditional
business growth
formulas are
lacking**

The Humanized Growth Study

750+ QUAL

3,500+ AI analysis
(growth publications)

5,000+ QUANT
(across markets and functions)

3M+ LinkedIn
members behavioral analysis

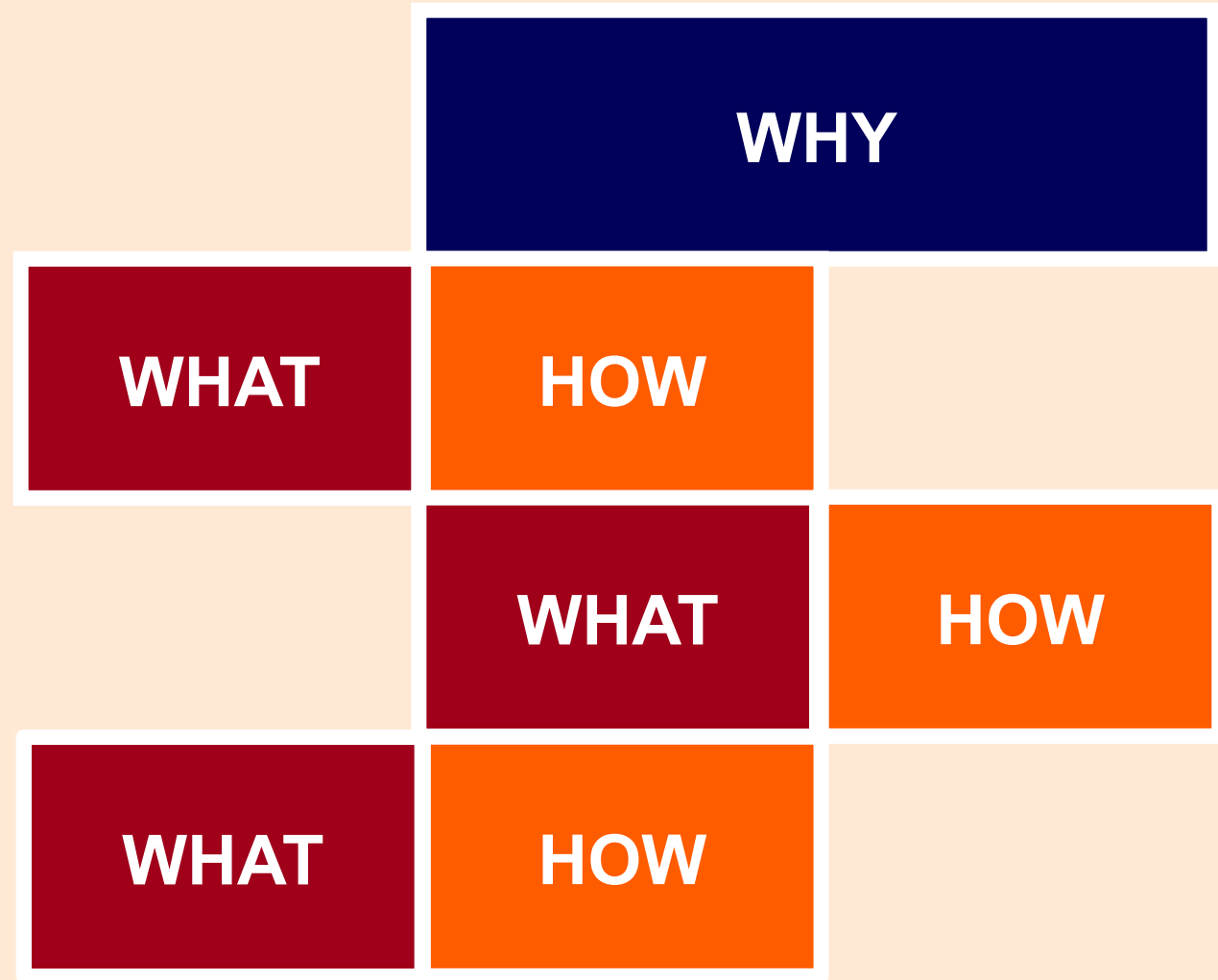


**Contrasting
the revenue growth
of over- and under- performers**

**What does it
take to win**



The 7 Building Blocks of Growth



The 7 Building Blocks of Growth



Abundant Markets

27%

nielsen
.....

11%

amazon

3%

**KICK
STARTER
.COM**

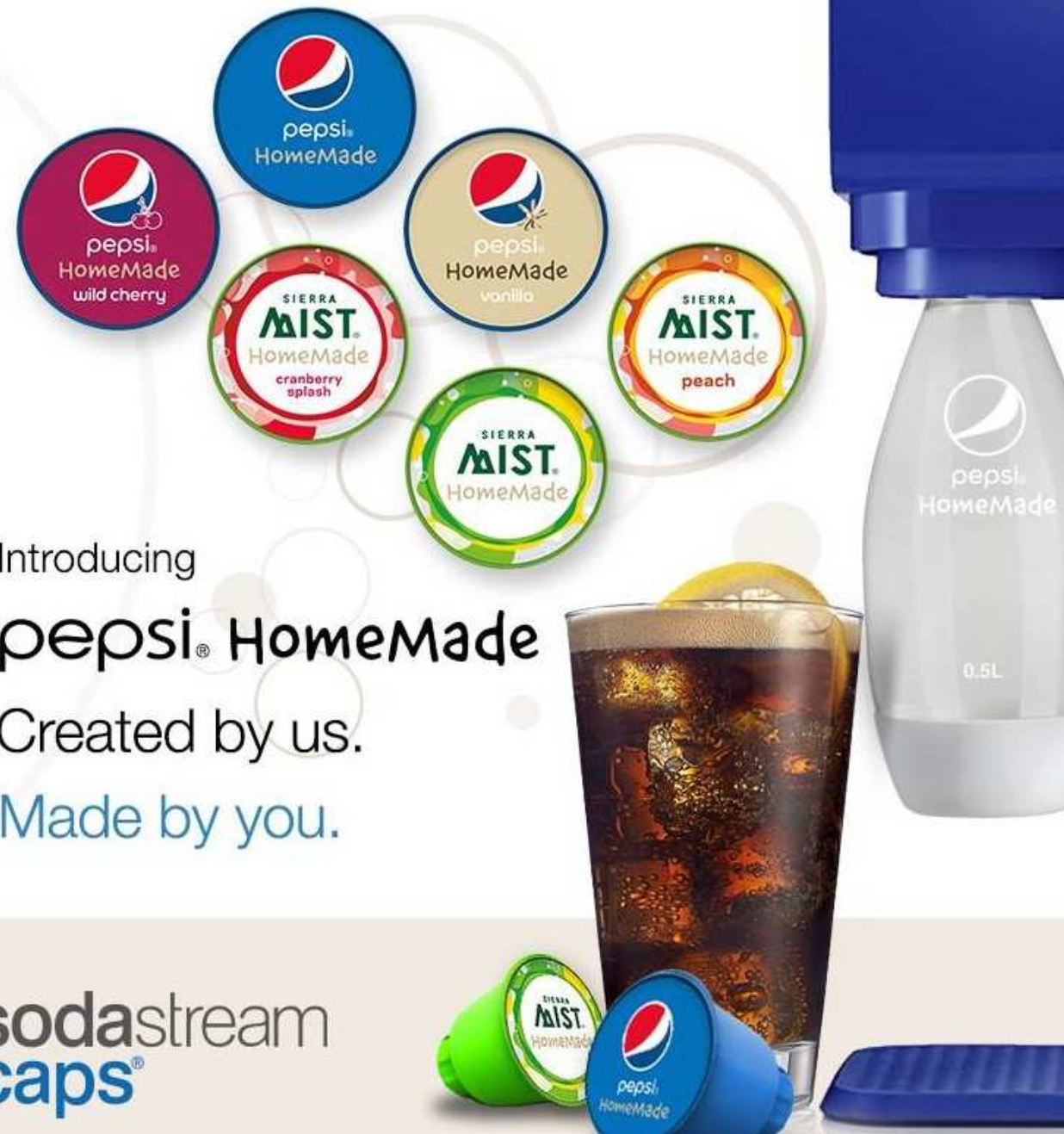
Abundant Markets from Pet Food to Pet Care



MARS
Petcare

***Multiple models
from shelves
to cafes & subscriptions***

Costa Coffee



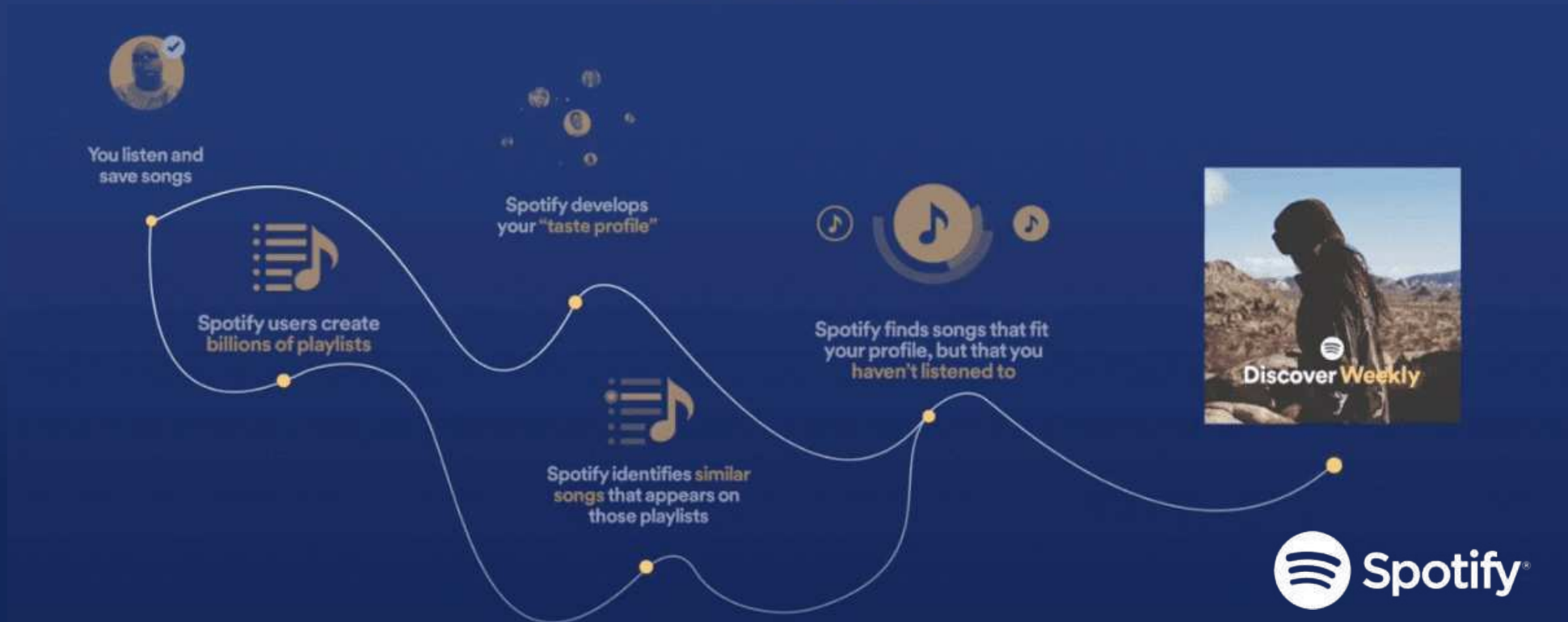
Introducing
pepsi® HomeMade
Created by us.
Made by you.

sodastream
caps®

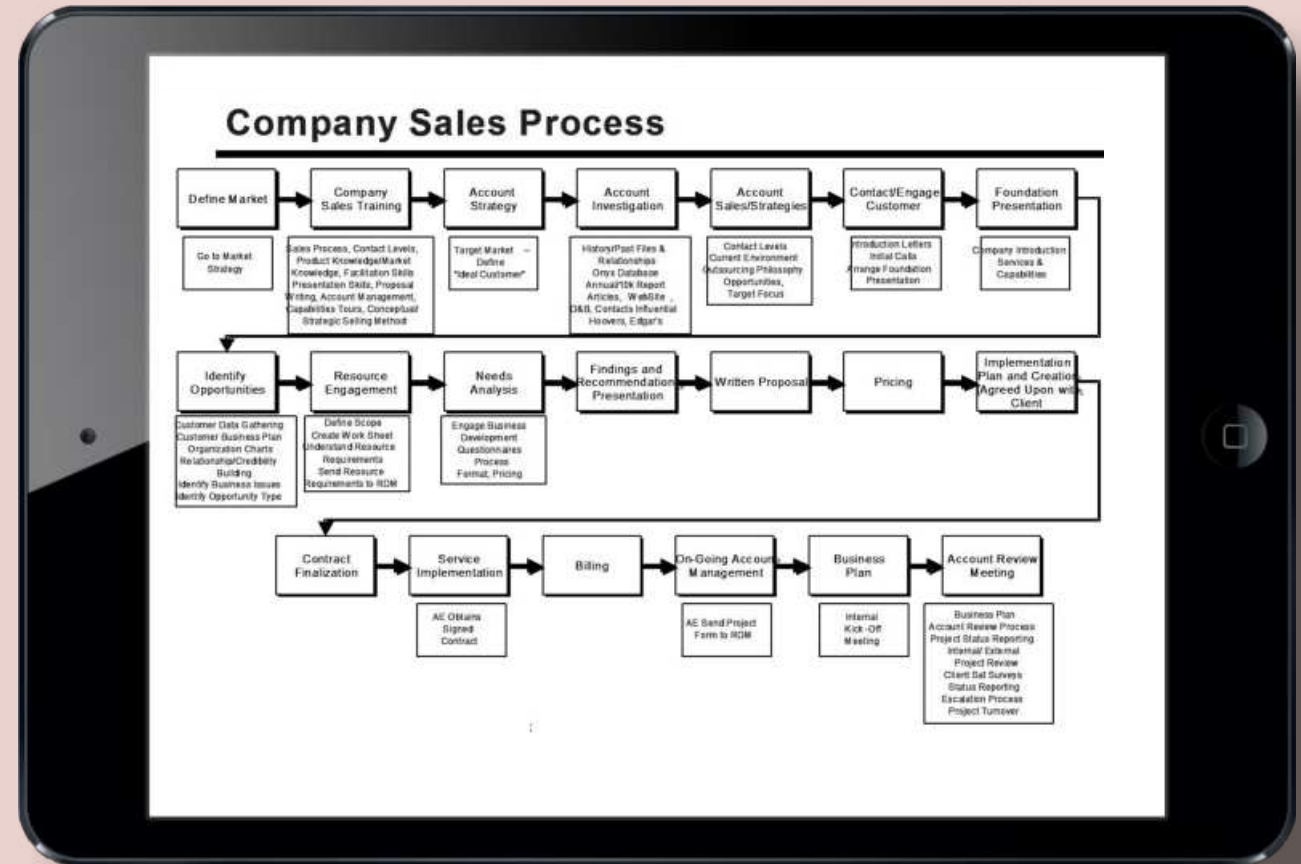
The advertisement features a collection of seven circular soda caps arranged in a cluster. The caps are for various flavors: 'pepsi HomeMade wild cherry' (purple), 'pepsi HomeMade' (blue), 'pepsi HomeMade vanilla' (tan), 'SIERRA MIST HomeMade cranberry splash' (red and white), 'SIERRA MIST HomeMade' (green), 'SIERRA MIST HomeMade peach' (orange and yellow), and 'pepsi HomeMade' (blue). To the right is a clear plastic bottle with a blue cap, labeled 'pepsi HomeMade 0.5L'. In the foreground, a tall glass filled with dark soda, ice, and a lemon slice is shown. Next to the glass are two more caps: a green 'SIERRA MIST HomeMade' cap and a blue 'pepsi HomeMade' cap. A blue tray is visible at the bottom right.

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

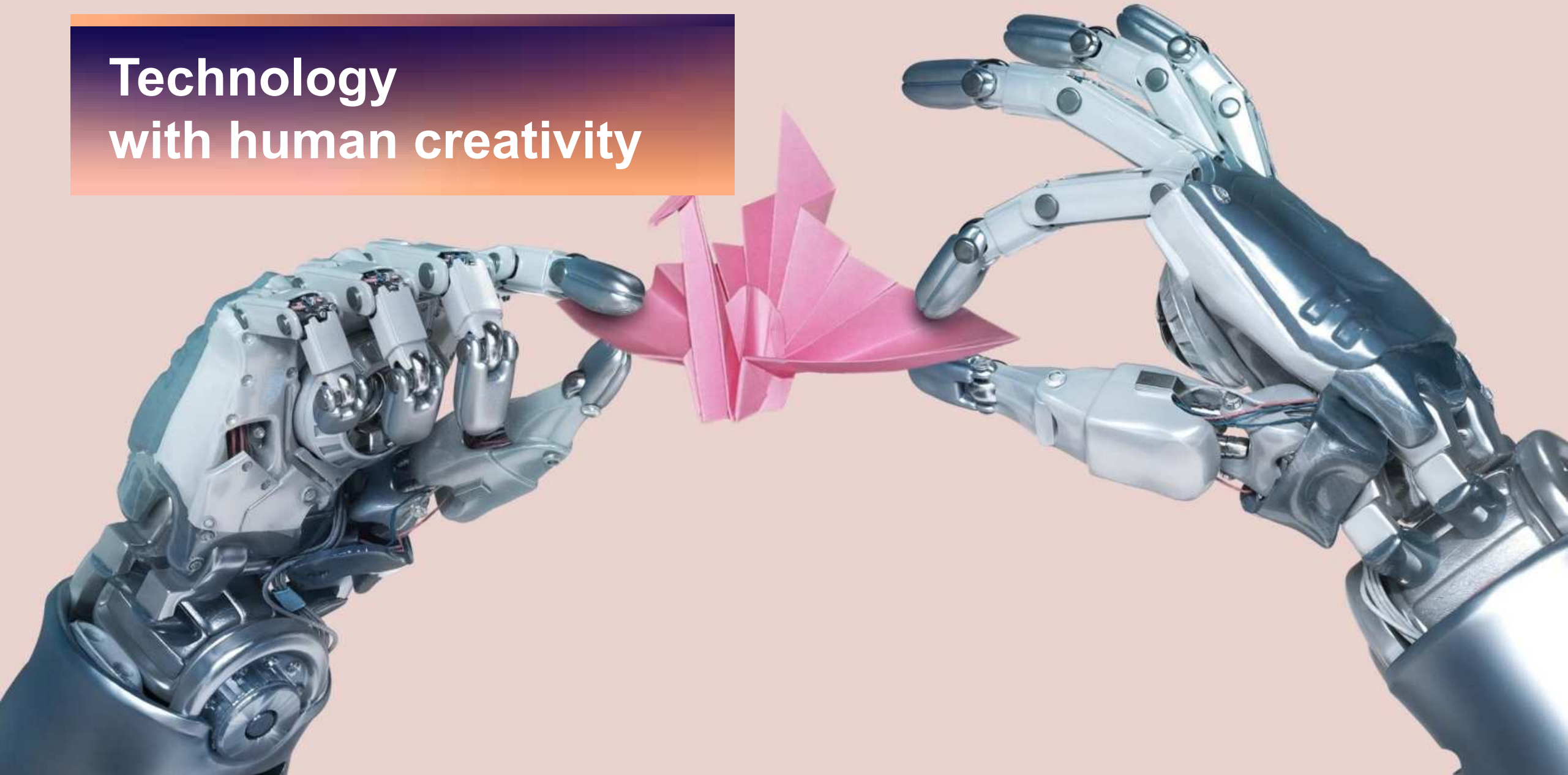
**more connections
with senior leaders**

LinkedIn

Whole Brained data with human insights



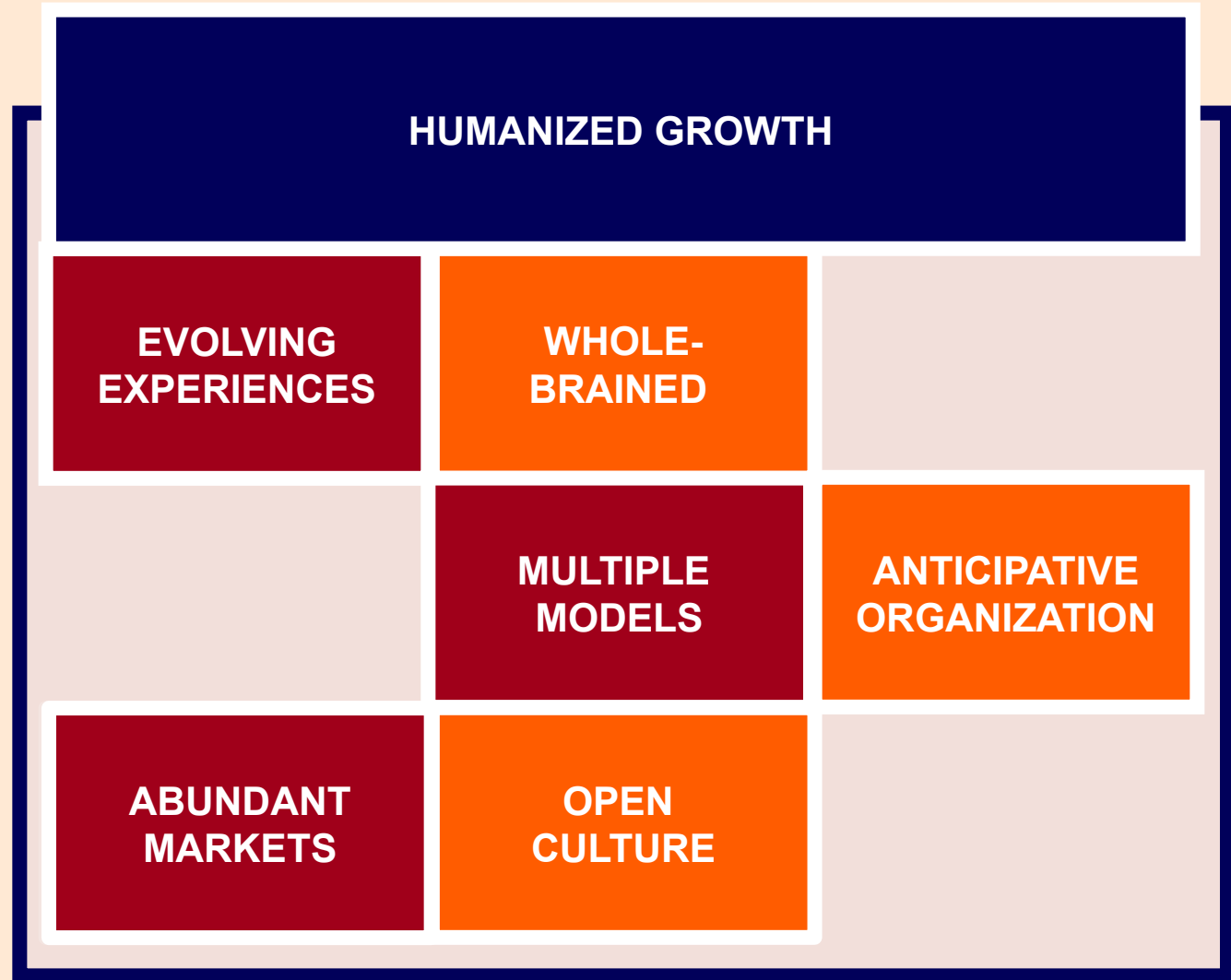
Technology with human creativity



Humanized Growth from shareholders to all stakeholders



Emerging Future



Pre-COVID Stakeholders

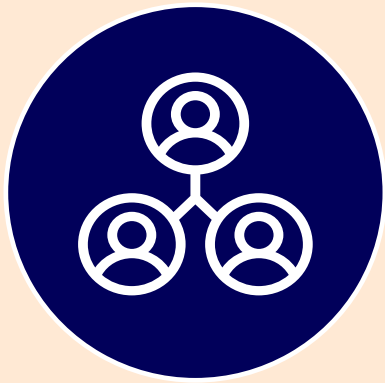


Customers



Capital Markets

At COVID Outbreak Stakeholders

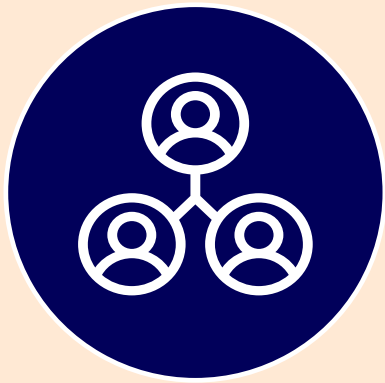


Colleagues



Community

Multi-stakeholder Humanized Growth



Colleagues



Customers



Community



Capital Markets

Table Discussion 1

Exercise

Give your organization a score out of 10 per building block and explain why you gave very high or very low scores

1. HUMANIZED GROWTH		
2. EVOLVING EXPERIENCES	3. WHOLE-BRAINED	
	4. MULTIPLE MODELS	5. ANTICIPATIVE ORGANIZATION
6. ABUNDANT MARKETS	7. OPEN CULTURE	

New Leadership Context



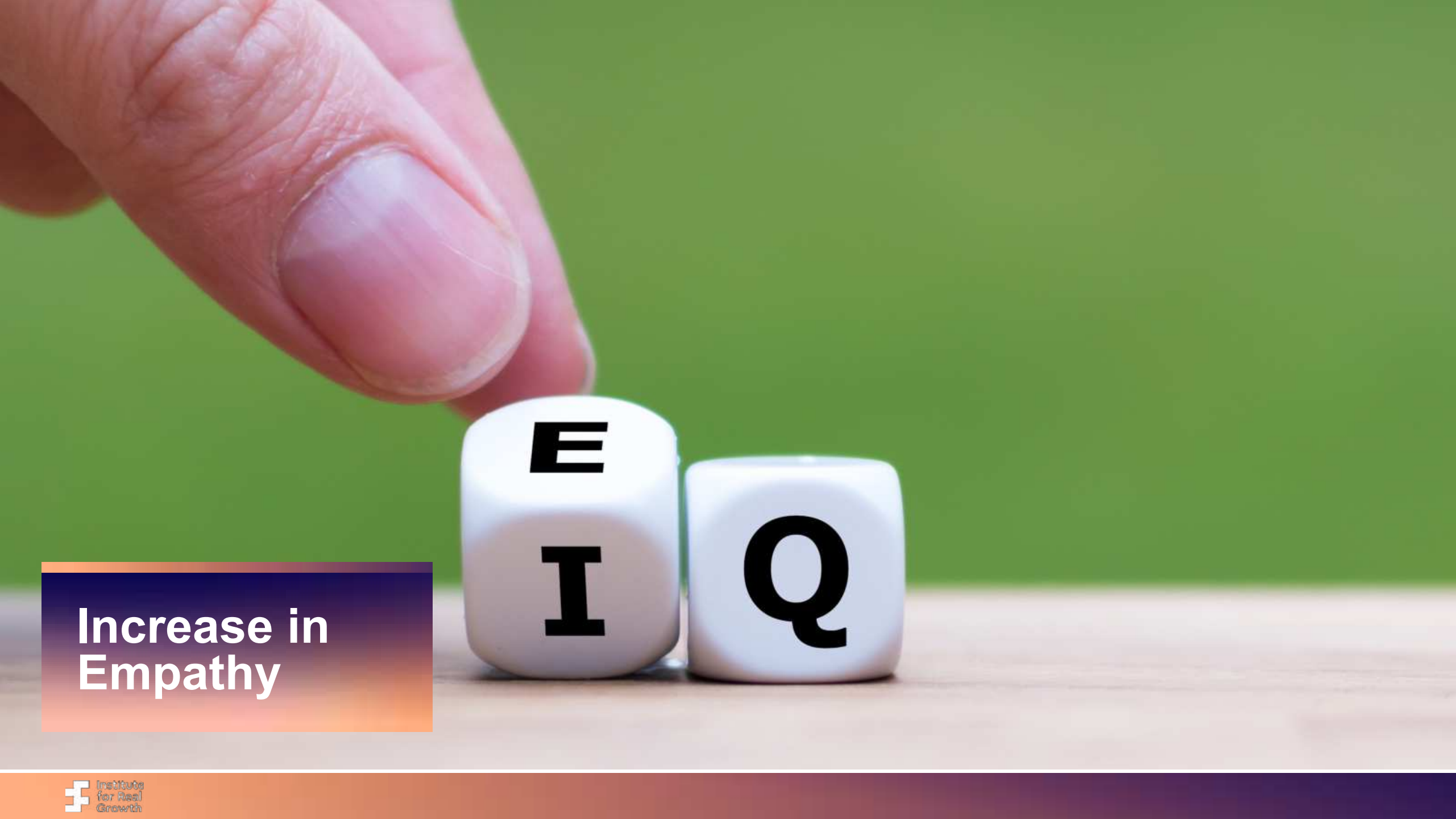
'License to operate' being challenged

Systems are being questioned



**And then
Covid-19 hit....**



A close-up photograph of a person's thumb placing a white die with the letter 'E' on top of another white die that has the letter 'I' on its front face. To the right of this die is another white die with the letter 'Q' on its front face. The dice are resting on a light-colored wooden surface. The background is a soft, out-of-focus green. In the bottom left corner, there is a dark blue and orange gradient box containing the text 'Increase in Empathy'. At the very bottom left, there is a small logo for the 'Institute for Real Growth'.

From professional facade



To family reality



From Separately



**IT'S IN ALL
OUR HANDS
TO MAKE
A DIFFERENCE**



To Together



adidas (at 🏠) 🔵

@adidas

Together is how we move forward.
Together is how we make change.



Nike 🔵 @Nike · 1d

Let's all be part of the change.

#UntilWeAllWin

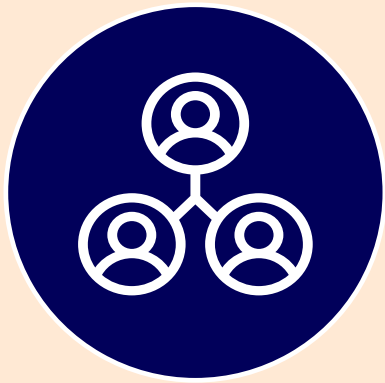
'DON'T DO IT'

All Purpose based ...

Courage is beautiful



Multi-stakeholder Humanized Growth



Colleagues



Customers



Community



Capital Markets

2008



2018

“... also show how it makes a positive contribution to society”

Laurence D. Fink
Chairman & Chief Executive Officer, BlackRock

2019: US 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.

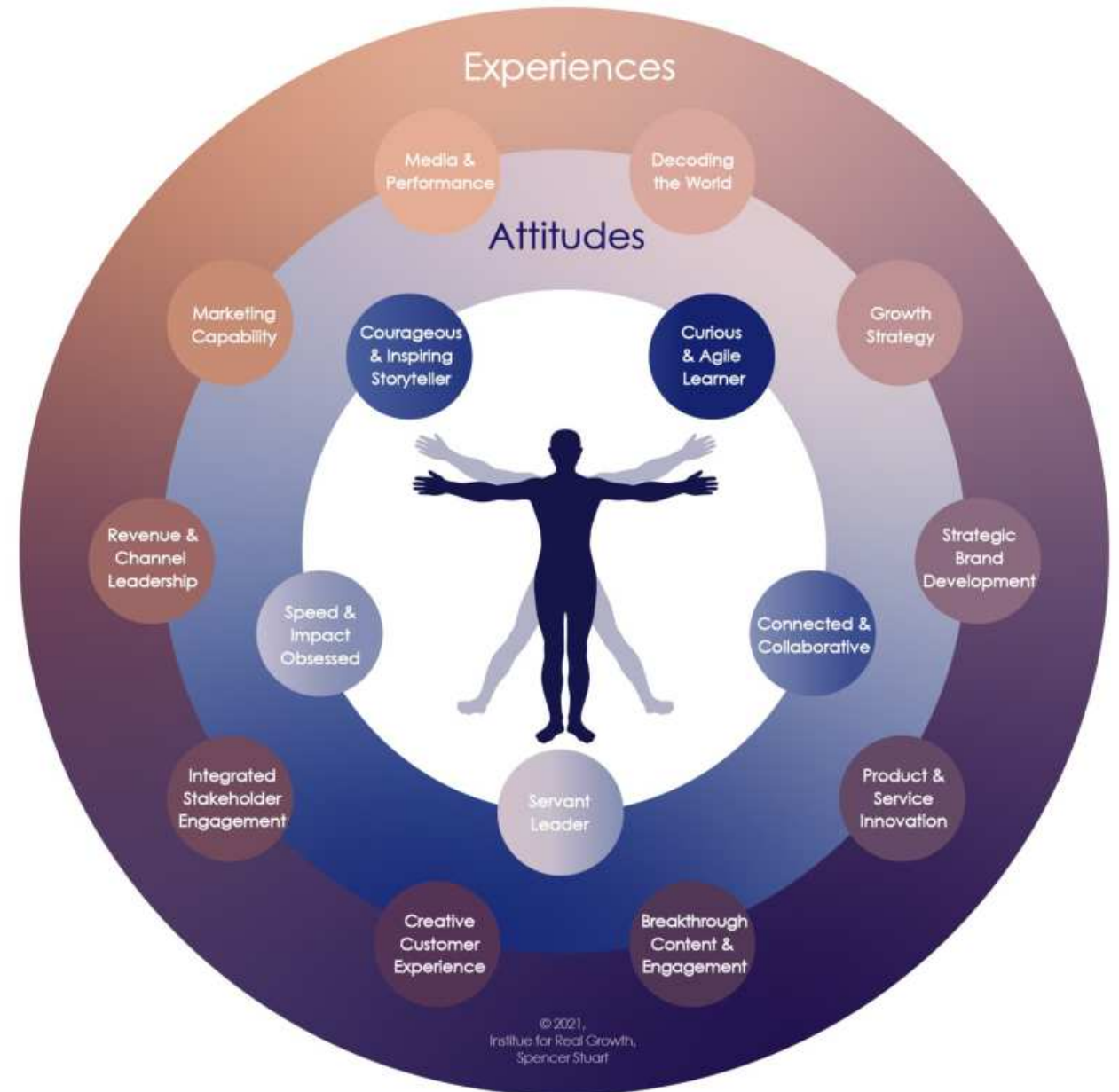
BRT.org/OurCommitment BR Business Roundtable



The da Vinci growth leader profile



SpencerStuart



Curious & Agile Learner



A photograph of four children of diverse backgrounds playing tug-of-war in a grassy field. From left to right: a girl with blonde pigtails in a white shirt and pink shorts, a boy with curly hair in a striped polo and dark shorts, a boy in a blue button-down shirt and khaki shorts, and a girl with dark hair in a white shirt and denim overalls. They are all pulling on a thick rope with effort and joy. The background is a soft-focus green field with trees.

Connected & Collaborative

Servant Leader



Speed & impact obsessed

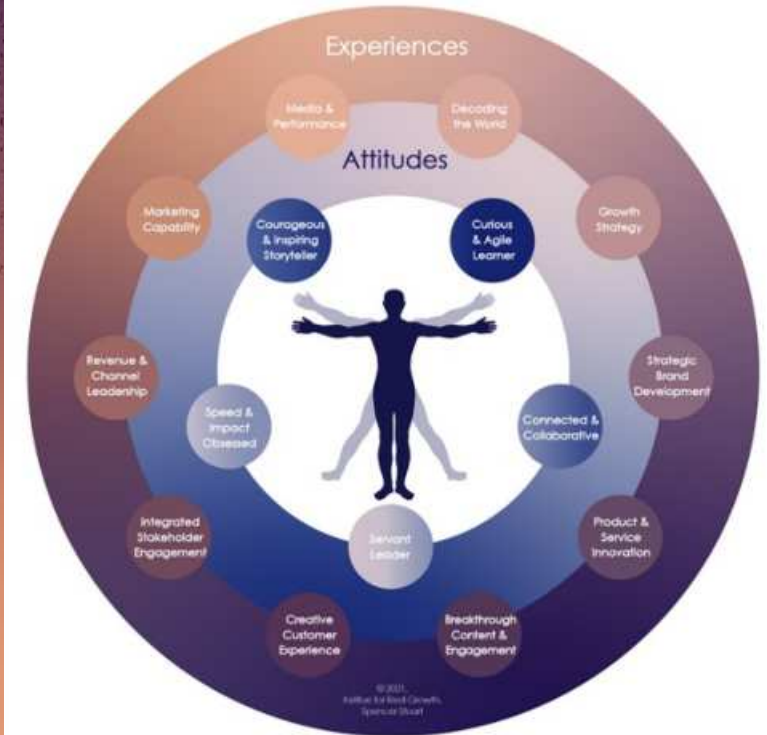


Courageous and inspiring storyteller



Table Discussion 2

DA VINCI GROWTH LEADER



Weekend Exercise

Marketing Ikigai





Thank you

www.instituteforrealgrowth.com