Why and how marketers drive innovation for all stakeholders

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Traditional business growth formulas are lacking

Losing influence

Kimberly-Clark

Johnson & Johnson

Mondelēz International

Kellogg's

MARS

The IRG Growth Study

750+ QUAL

3,500+ AI analysis
(growth publications)

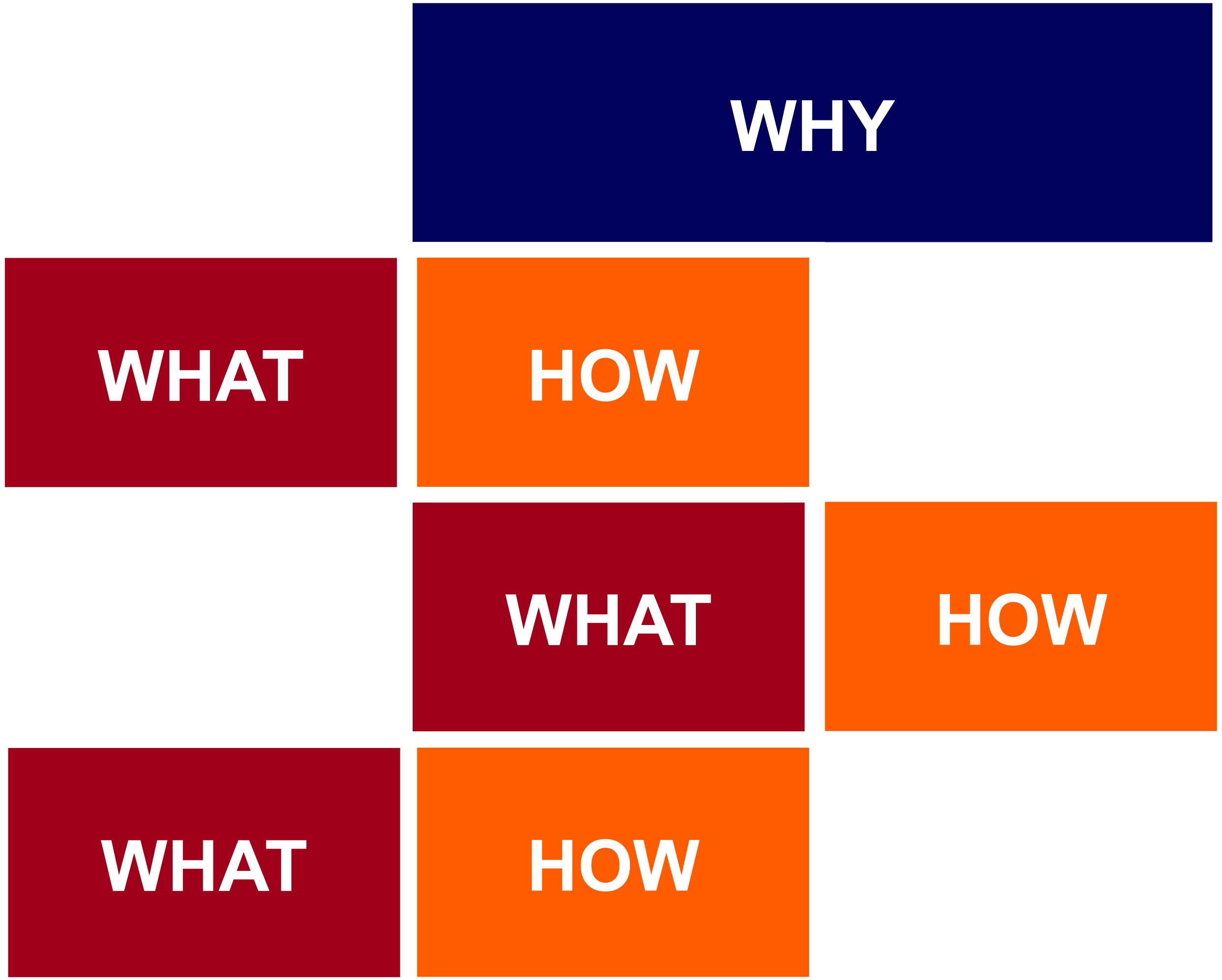
5,000+ QUANT
(across markets and functions)

3M+ LinkedIn
members behavioral analysis

Looking at overperformers and underperformers

What does it
take to win

The 7 Building Blocks of Growth



Emerging Future

HUMANIZED GROWTH

EVOLVING EXPERIENCES

WHOLE-BRAINED

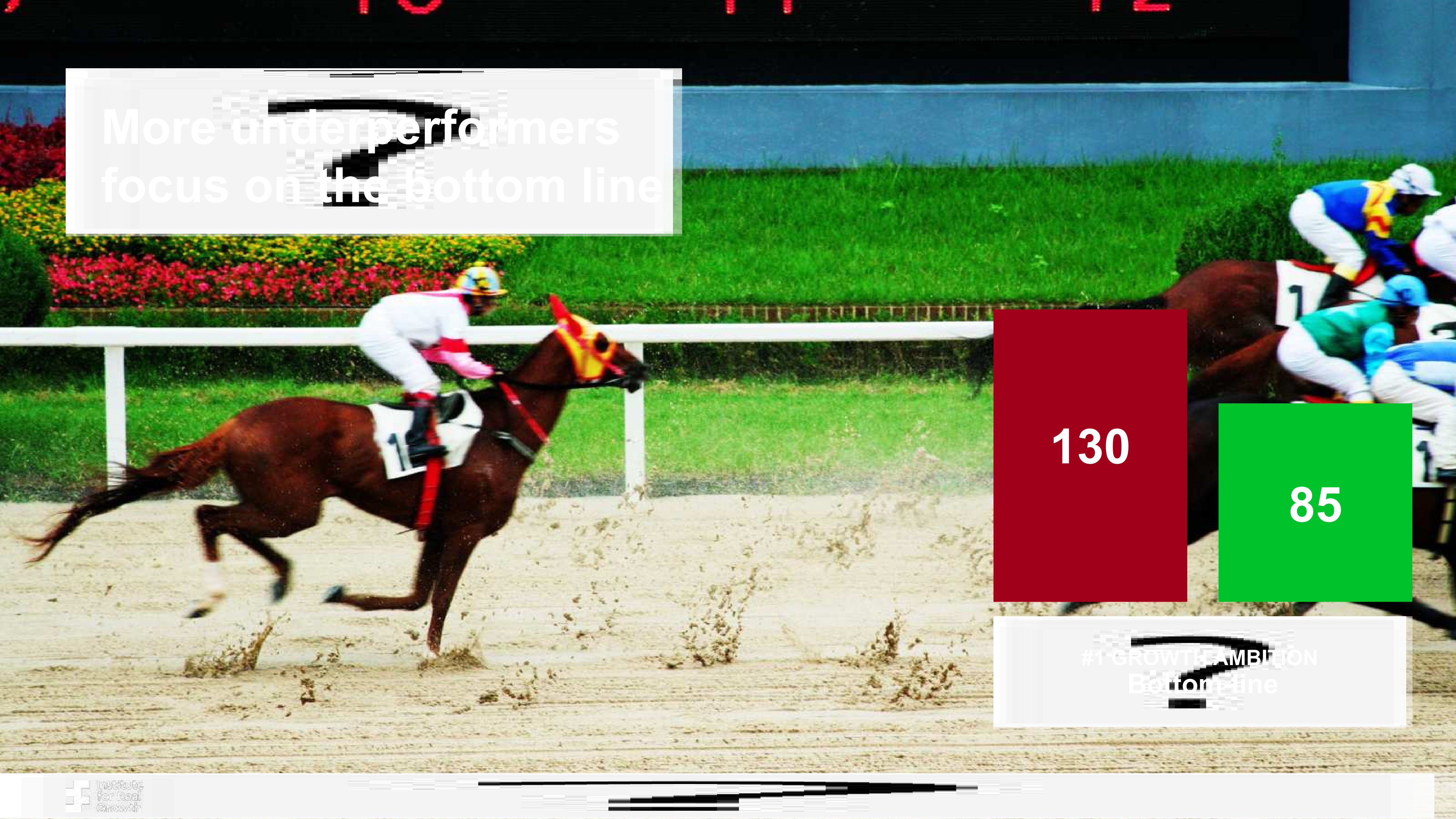
MULTIPLE MODELS

ANTICIPATIVE ORGANIZATION

ABUNDANT MARKETS

OPEN CULTURE


Everyone focuses on top-line growth.
93
98
#1 GROWTH AMBITION
Top-line revenue


More underperformers
focus on the bottom line
130
85
#1 GROWTH AMBITION
Bottom line
Institute for Real Growth

More overperformers focus on the people they serve

76	120

#1 GROWTH AMBITION

Impact on people

Humanized Growth

Colleague Value x Customer Value x Community Value x Capital Market Value

IRG Purpose

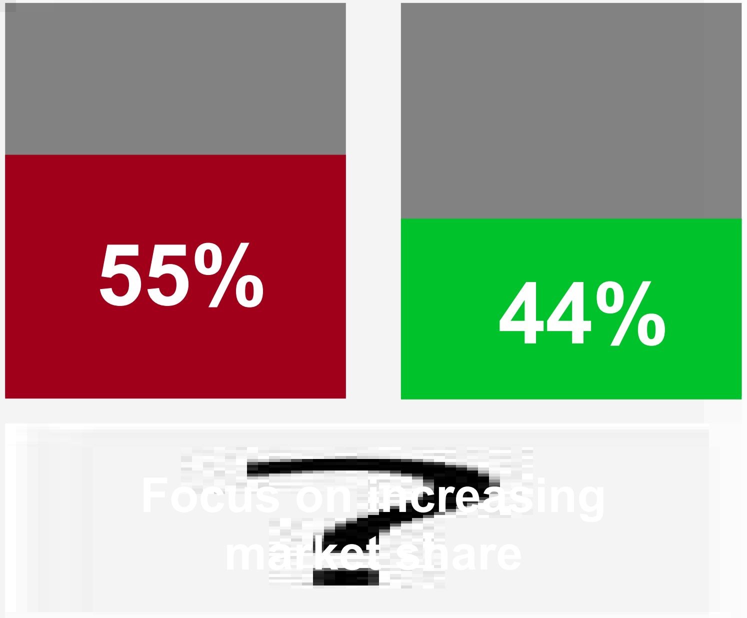
We help CMOs and other growth leaders **drive more humanized growth** by connecting them to peers, experts and best practices

Abundant Markets

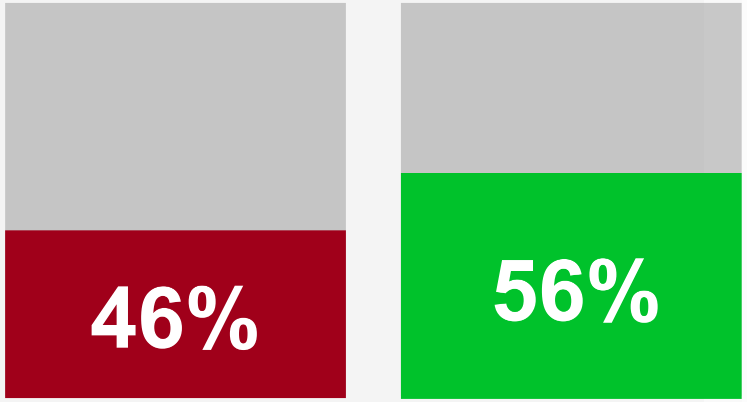
Myth

“Growth is about winning market share from competitors”

More underperformers focus on their slice of the pie



Overperformers take a more expansive view



Focus on category growth and beyond

From creative software to total marketing solutions

From pet food to pet care

From lunch and dinner to coffee and breakfast

Remember this?

27%

11%

3%

Approaches

to thinking abundantly

- Innovate from the core Dyson
- Enter adjacent categories rituals /
- Expand the target group
- Add services and/or experiences to offering - diapers
- Redefine market in terms of human needs
- Ladder up: elevate offering from functional to emotional and societal benefits

From product to service and experience

From functional, to emotional and social

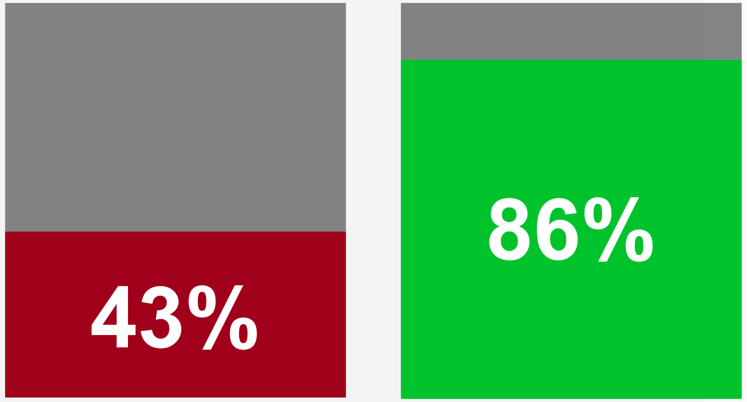
Extend based on core competencies

Explore adjacent categories

But watch out!

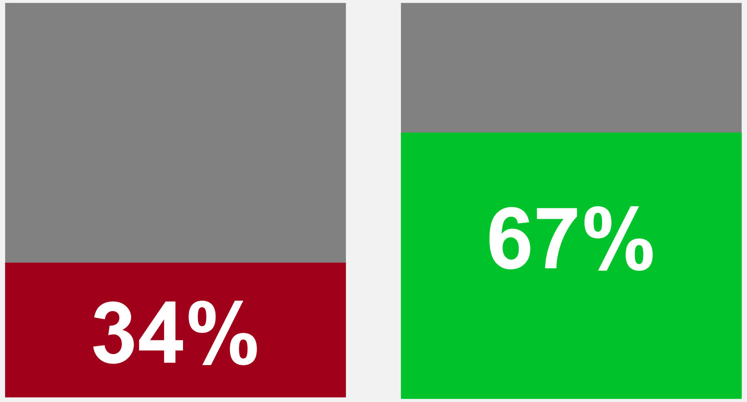
Building the skill

Spotting and riding the right wave



Assess and understand market developments

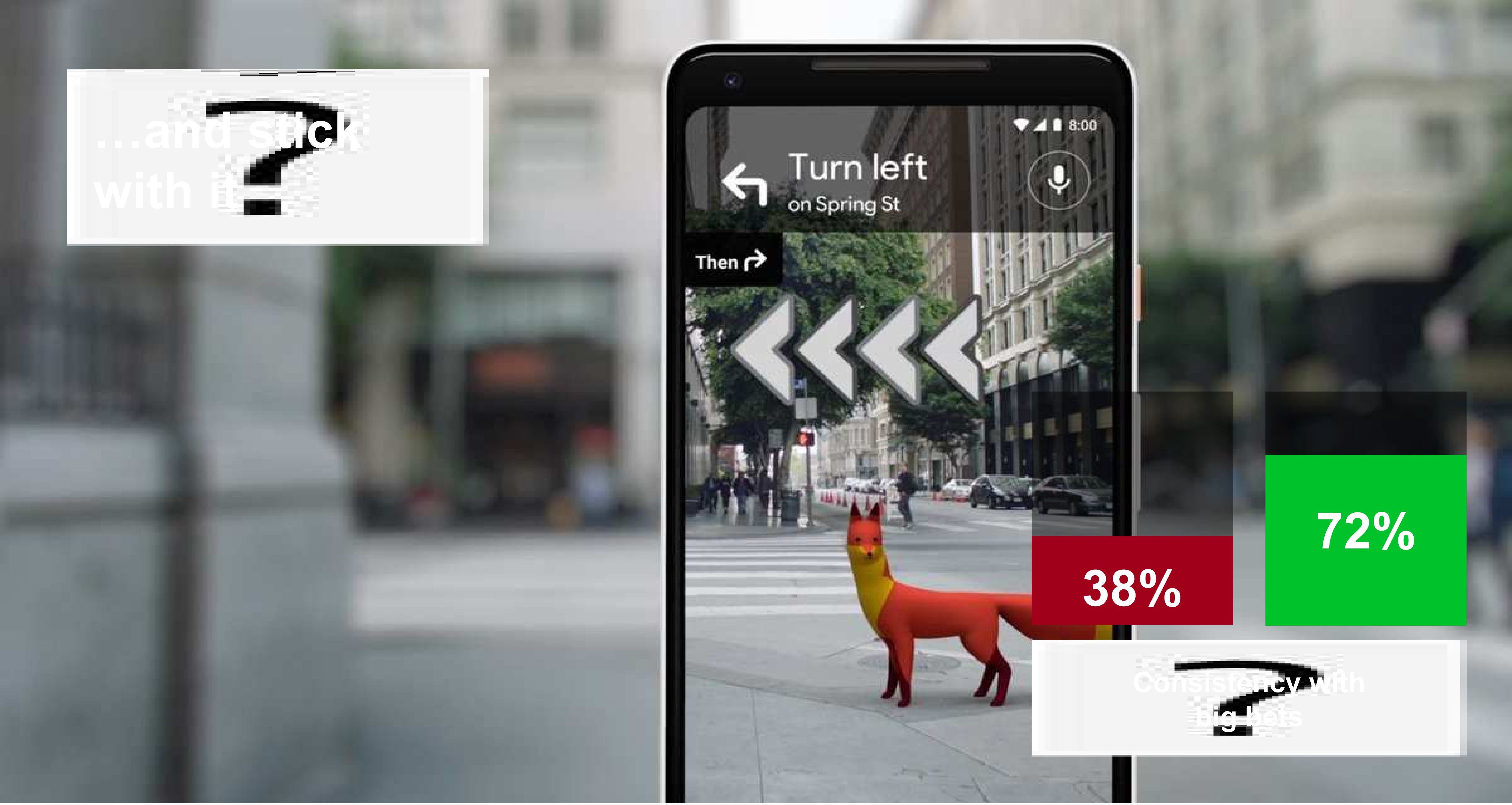
One version of the truth for all



Ability to link different data sources to distil insights


They make a bet about the future...
29%
63%
Long-term growth focus

...and stick with it?



38%

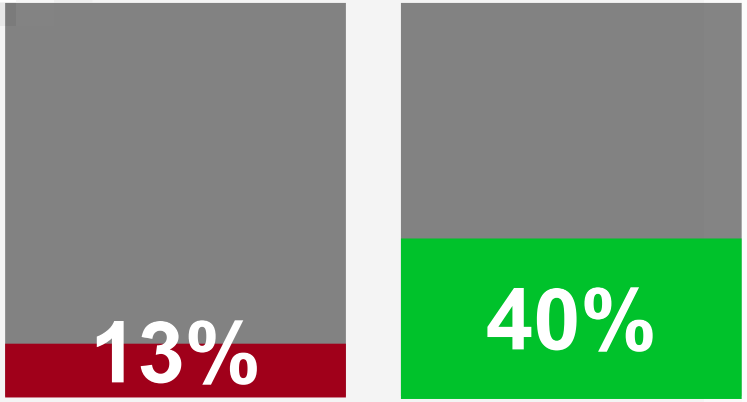
72%

Consistency with big bets

Hiring differently

Listening differently

Working differently



Embracing risk and experimentation

Watching differently

Progression checklist

FROM…	TO…
Product-based market definition	**Future needs-based market definition**
Ad hoc trend presentation	**Proactive systemic approach for aligning investments with size & shape of future demand**
Traditional usage & attitude studies	**AI-based social watching, tension mining, & friction identification**
Ad hoc, unaligned initiative overkill	**Embedding “one vision of the future” into the organization**

Drive innovation for all stakeholders

Humanized Growth

Colleague Value x Customer Value x Community Value x Capital Market Value

Colleagues

Customer

Community

?

Capital markets

Key Learning

1. Creating abundance is about growing the size of the pie, not just the size of your slice

2. Abundance can be found when you watch, think, and work differently than others

3. Abundance doesn't always have to mean more – but it should definitely deliver value to all your stakeholders: colleagues, customers, communities, capital markets

Institute for Real Growth

Humanizing Growth Series

www.instituteforrealgrowth.com

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Thanks

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