

Humanizing Growth

CHRO Forum 2022

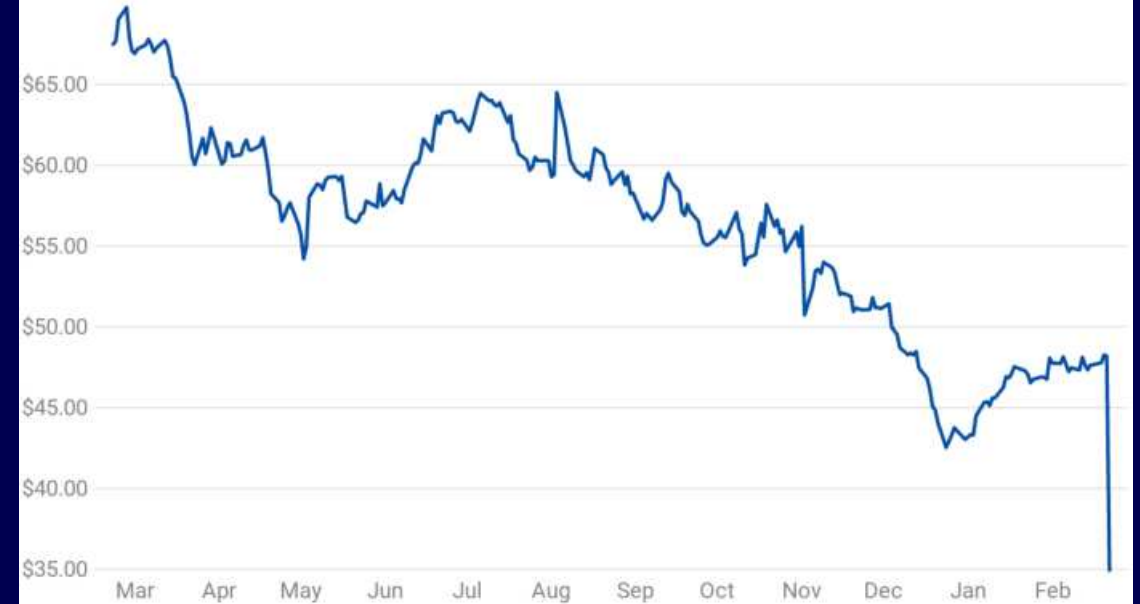




The IRG Growth Study

February 22, 2019

Kraft Heinz (KHC)



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

Value extraction or
value creation to
fuel growth?



Traditional business growth formulas are lacking

IRG Partners



WPP

Google

Meta

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



The Humanized Growth Study

750+ QUAL
(CEOs, CMOs)

3,500+ AI analysis
(growth publications)

5,000+ QUANT
(across markets and functions)

3M+ LinkedIn
(members behavioral analysis)



WINNERS

LOSERS

Contrasting the
revenue growth of
over- and under-
performers

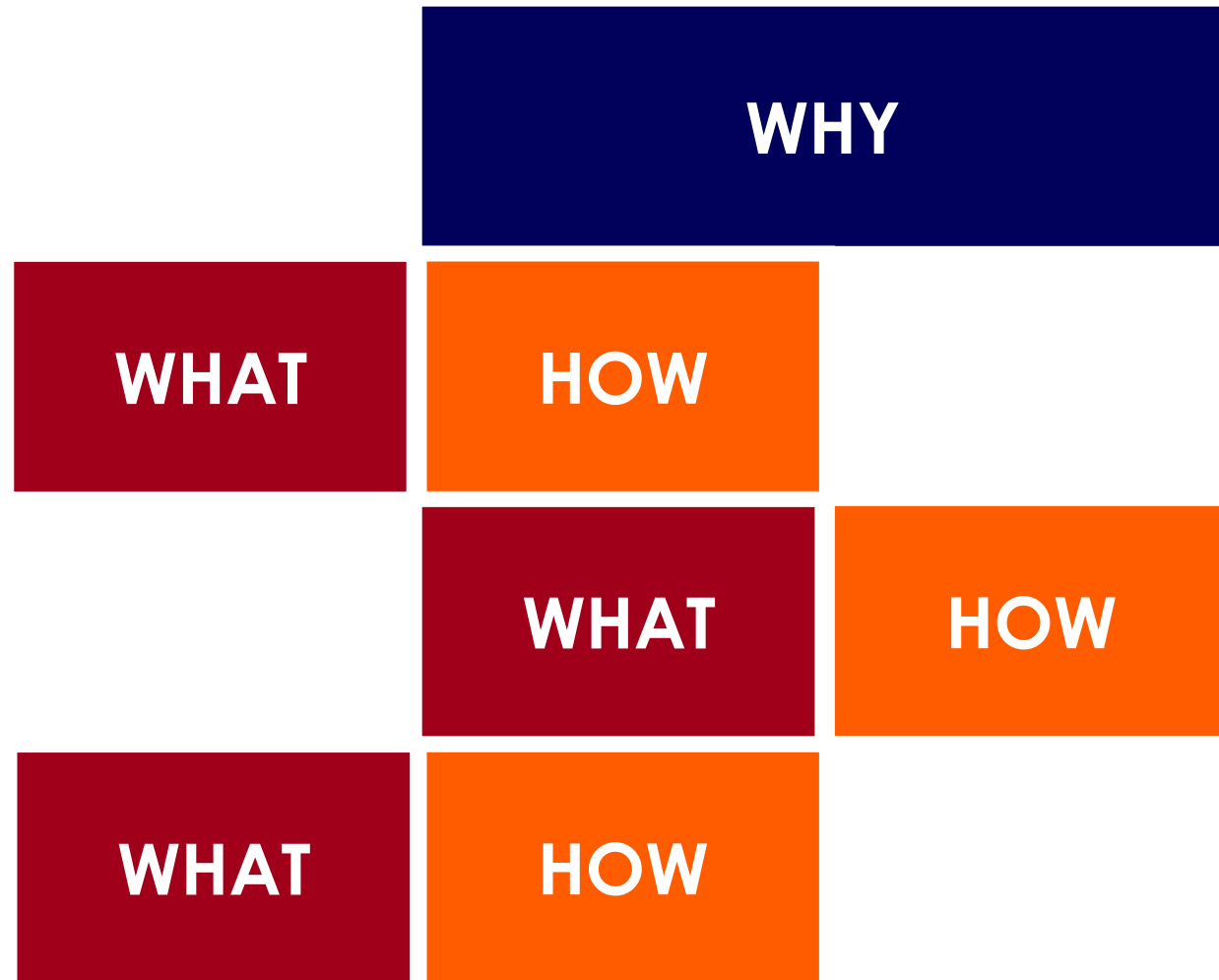
**What it
takes to win**





Updated since
COVID struck

The 7 Building Blocks of Growth



1. Abundant markets



Overperformers think about Nielsen, Amazon and Kickstarter

27%

nielsen
.....

11%

amazon

3%

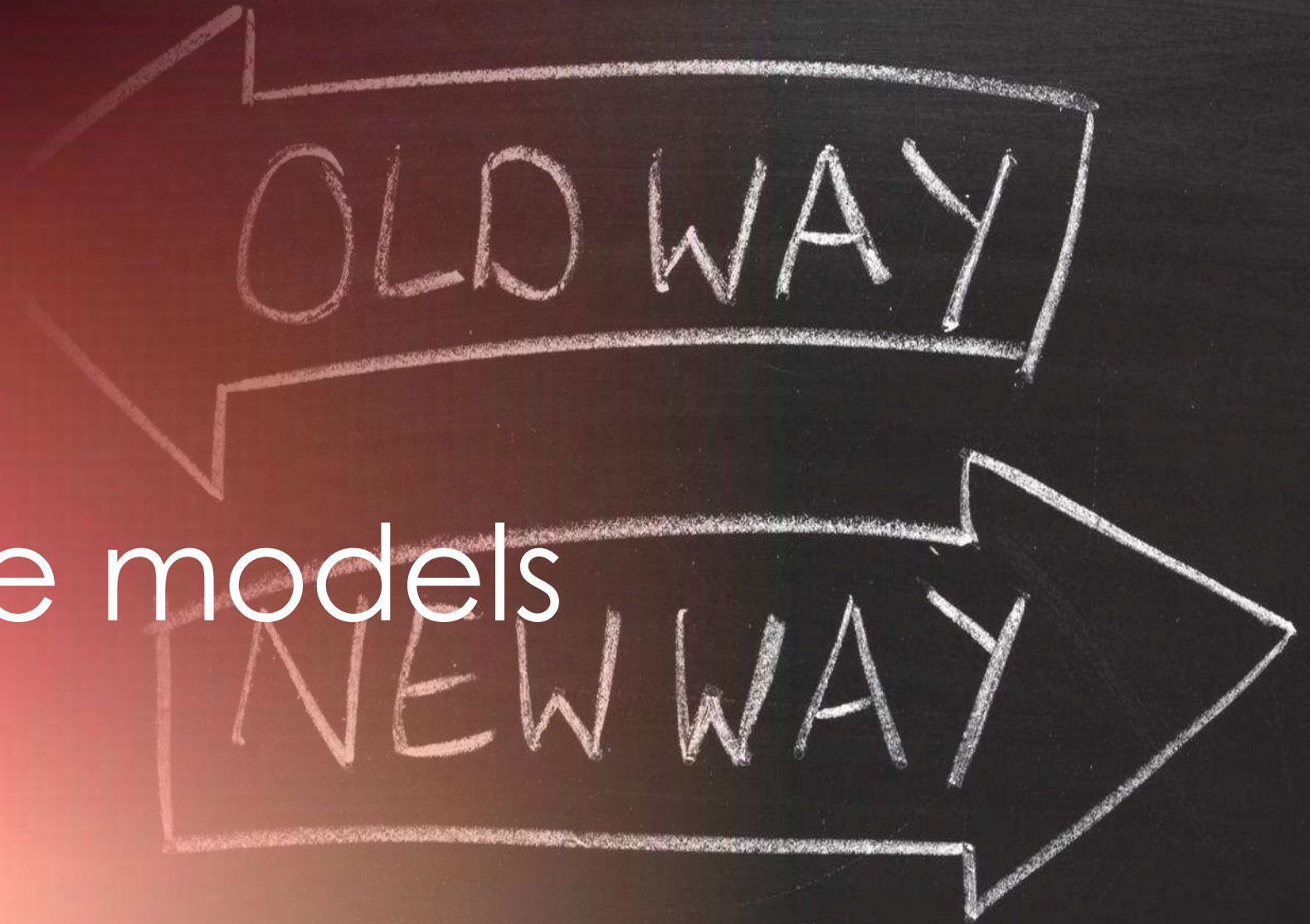
KICK
STARTER
.COM

Mars: from Pet Food to Pet Care



2.

Multiple models





**Overperformers play
chess and checkers
simultaneously**

**Willingness to
accept new
business models**

71%

39%

From supermarket
shelves to cafes &
subscription models

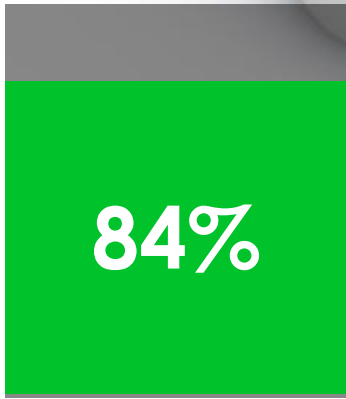
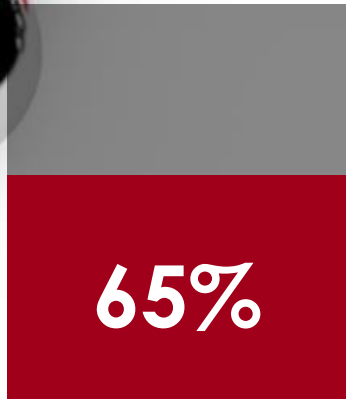
Costa Coffee



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

soda stream
caps®

The advertisement features a collection of SodaStream caps for various flavors: wild cherry, vanilla, cranberry splash, peach, and two others. A glass of iced soda with a lemon slice is shown next to a SodaStream bottle. The caps are arranged in a circular pattern around the glass.



Confidence in conversations with Finance on Marketing impact

3.

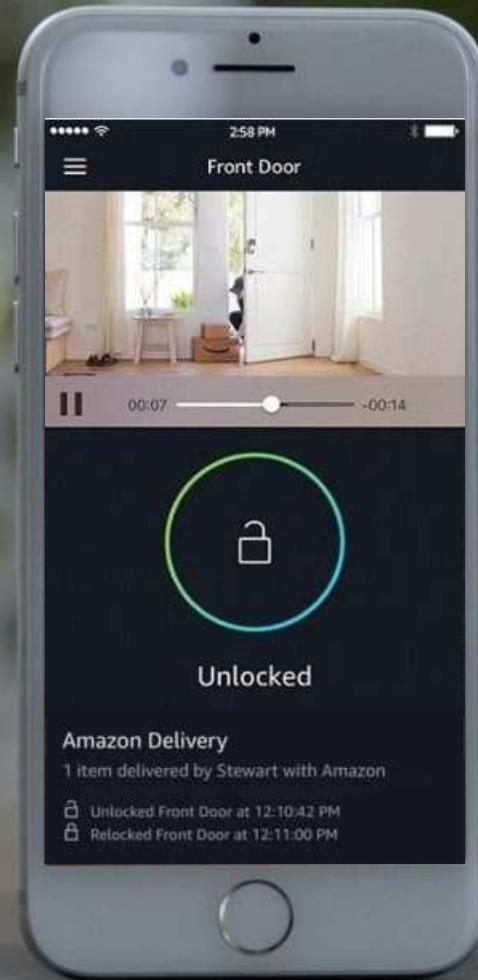
Evolving experiences



A photograph of Jeff Bezos, CEO of Amazon, standing on a stage. He is wearing a dark suit jacket over a light blue shirt. He is looking upwards and to the left. In the foreground, a large, three-dimensional white Amazon logo is mounted on a dark grey structure. The background is a blue screen with faint white mathematical equations and a large, stylized white 'A' logo. A semi-transparent orange and purple gradient box is overlaid on the right side of the image, containing white text.

**Overperformers
embrace the 'Always
Beautifully Dissatisfied'**

Focusing on
eliminating friction



Deliver
ever-evolving
experiences

81%

39%

4. Open culture





More diverse strategic decision-making

Diversity in strategic decision making

70%

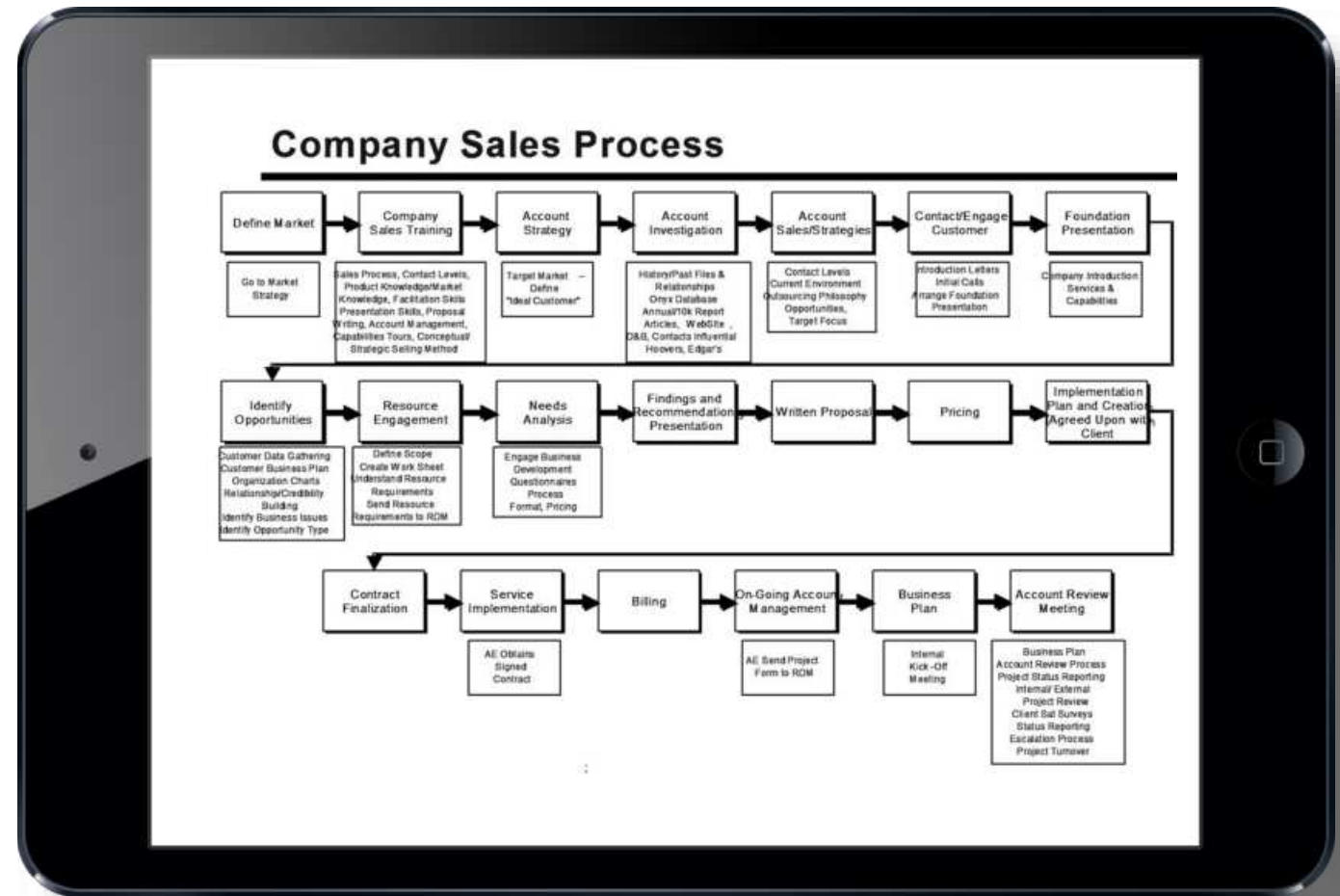
45%

“Procedures, structure & quality”

Index

underperformers 146

overperformers 62





“Innovation, change & entrepreneurship”

Index

underperformers 93

overperformers 129

A group of business professionals are gathered around a chalkboard in a meeting room. One person is writing on the board, which contains diagrams and text including 'PROJECT', 'TEAM A', 'TEAM B', 'TEAM X', 'TEAM S', 'MARKETING', 'OUR SUCCESS', and 'ANALYSIS'. Another person is holding a tablet displaying a bar chart. The scene is brightly lit, and the atmosphere appears collaborative.

“People, teamwork and collaboration”

Index

underperformers 75

overperformers 118

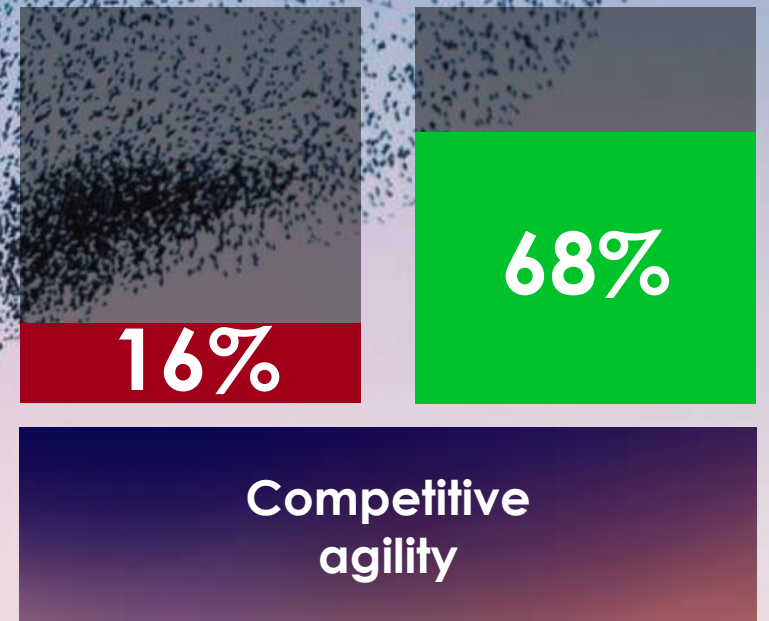
5. Anticipative organization



Switching
perspective...



...on organizational change



Connecting horizontally and vertically



3.5x
more connections
with other functions

5.5x
more connections
with senior leaders

6. Whole brained



Unlocking big data with deep human insights



Combining technology and human creativity

Ability to attract whole-brain

65%

25%

Starting with the data

Data and
analytics at the
core of strategic
decision making

66%

36%

7. Humanized Growth





More underperformers
focus on the bottom line

#1 GROWTH AMBITION
Bottom-line
profit

85

130



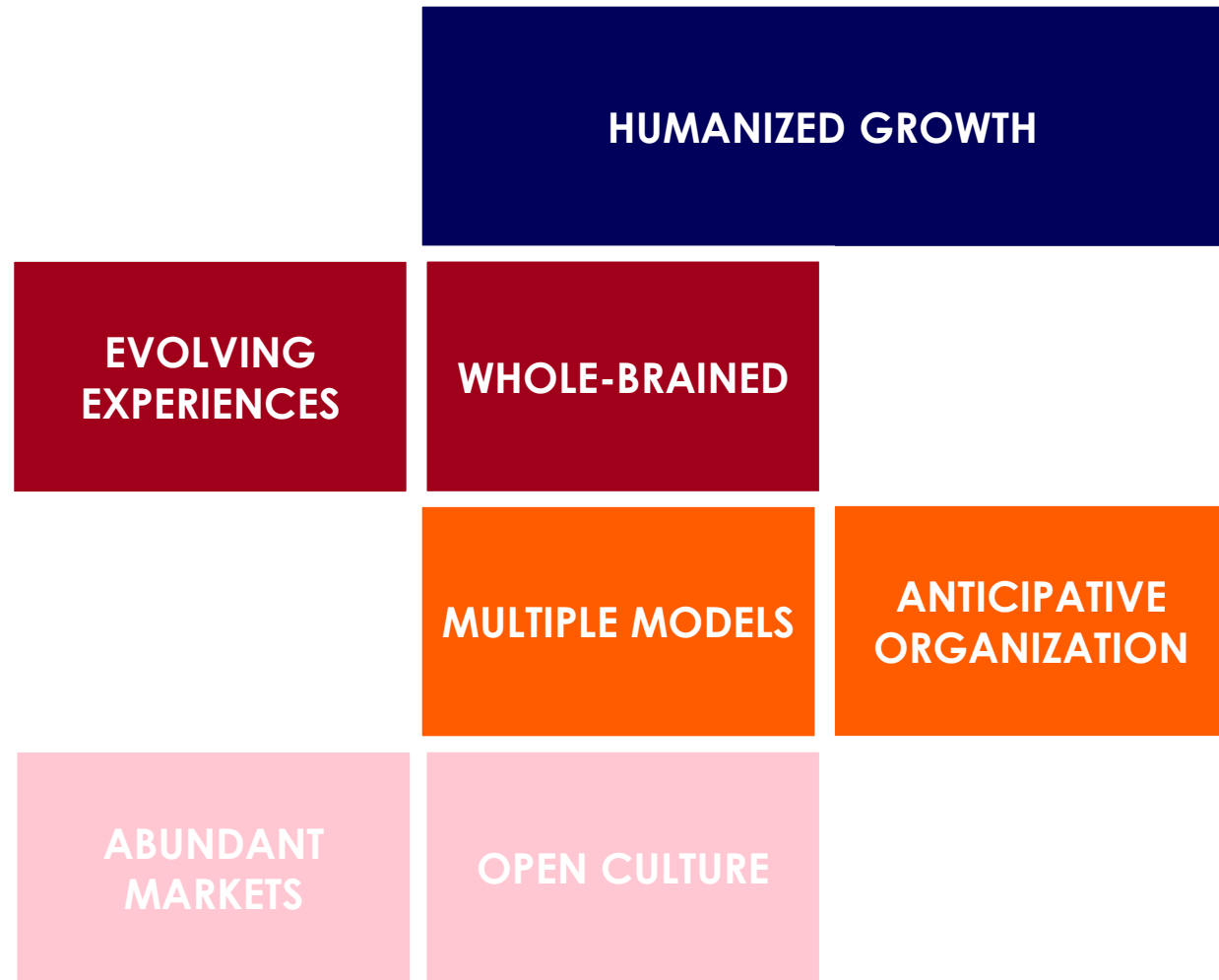
More underperformers
focus on the bottom line

#1 GROWTH AMBITION
Impact
on people

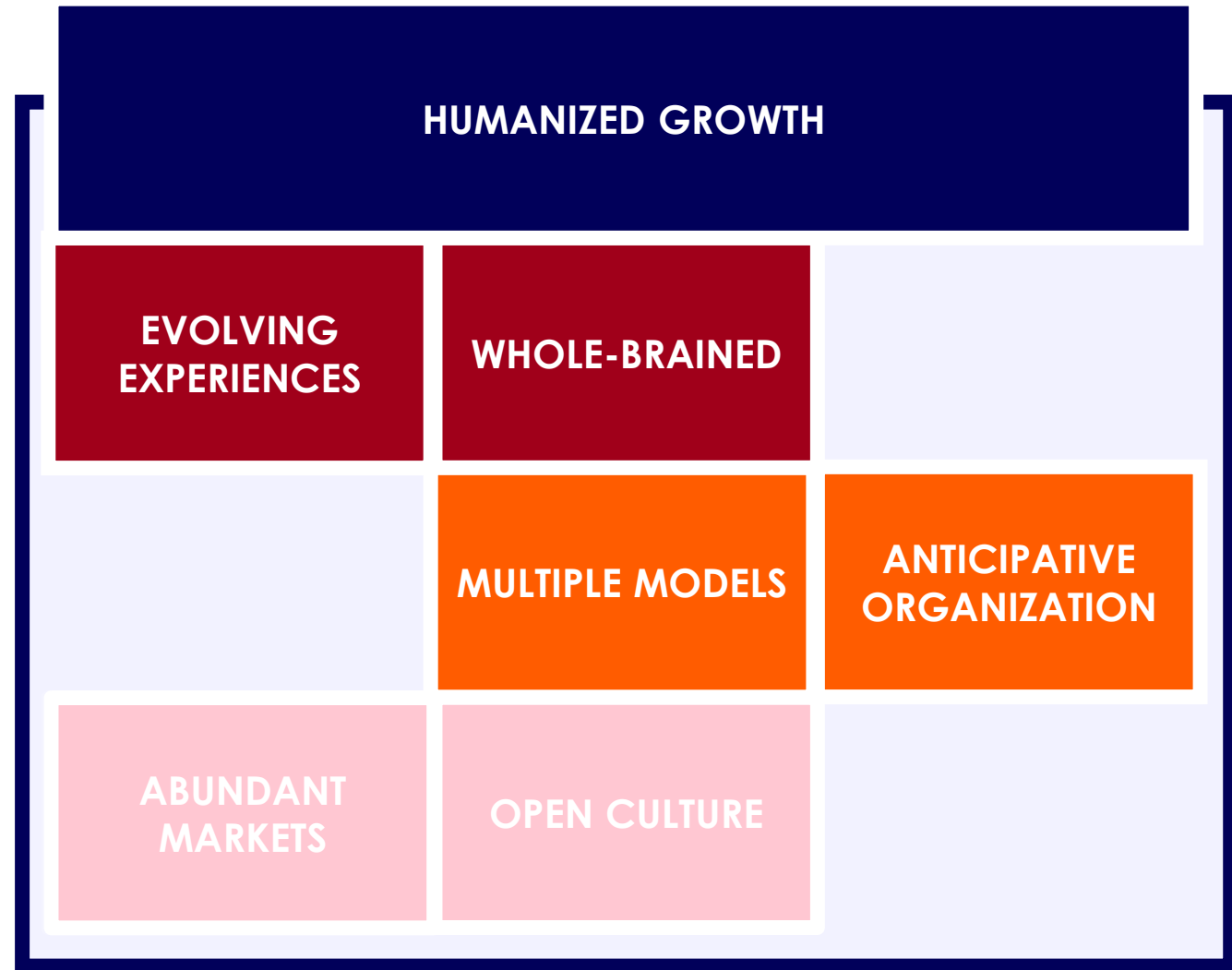
120

76

The 7 Building Blocks of Real Growth



Emerging Future



Pre-COVID

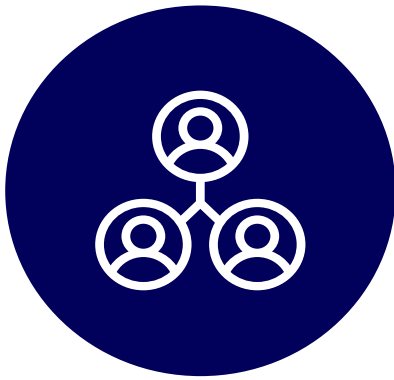


Customers



Capital Markets

Post-COVID

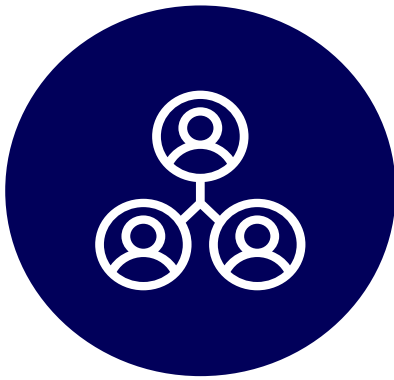


Colleagues



Community

Humanized Growth



Colleagues



Customers

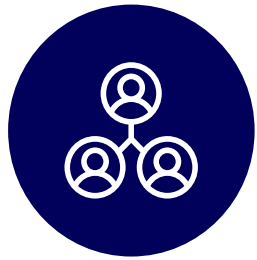


Community



Capital Markets

Humanized Growth equation



**Colleague
Value**

X



**Customer
Value**

X



**Community
Value**

X



**Capital Market
Value**

Short Termism



2008

“To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society”

Laurence D. Fink
Chairman & Chief Executive Officer, BlackRock

2018

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  Business Roundtable



Update: Significant shift towards more Humanized Growth

More humanized
growth focus

IRG CMO Panel

78%

4%

Thank You

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