

WELCOME TO THE C-SUITE ROUNDTABLE EVENT



**Institute
for Real
Growth**

The Impact Study

Amsterdam, February 27th 2024

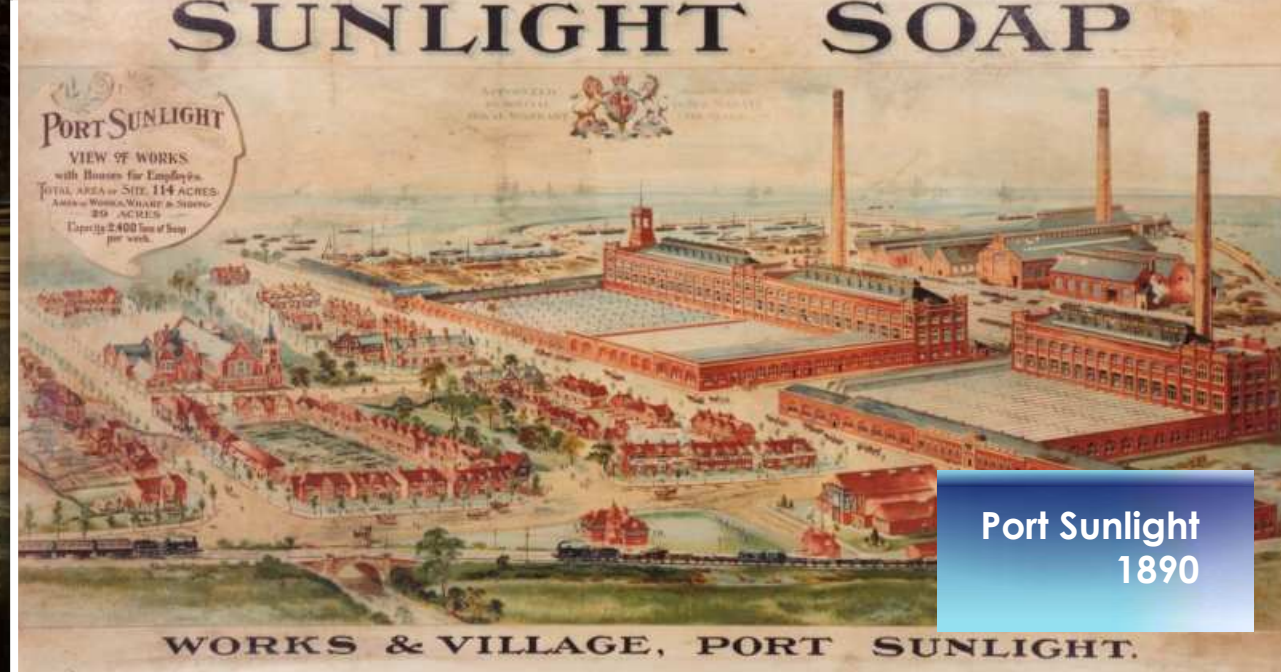


Role of Business in Society





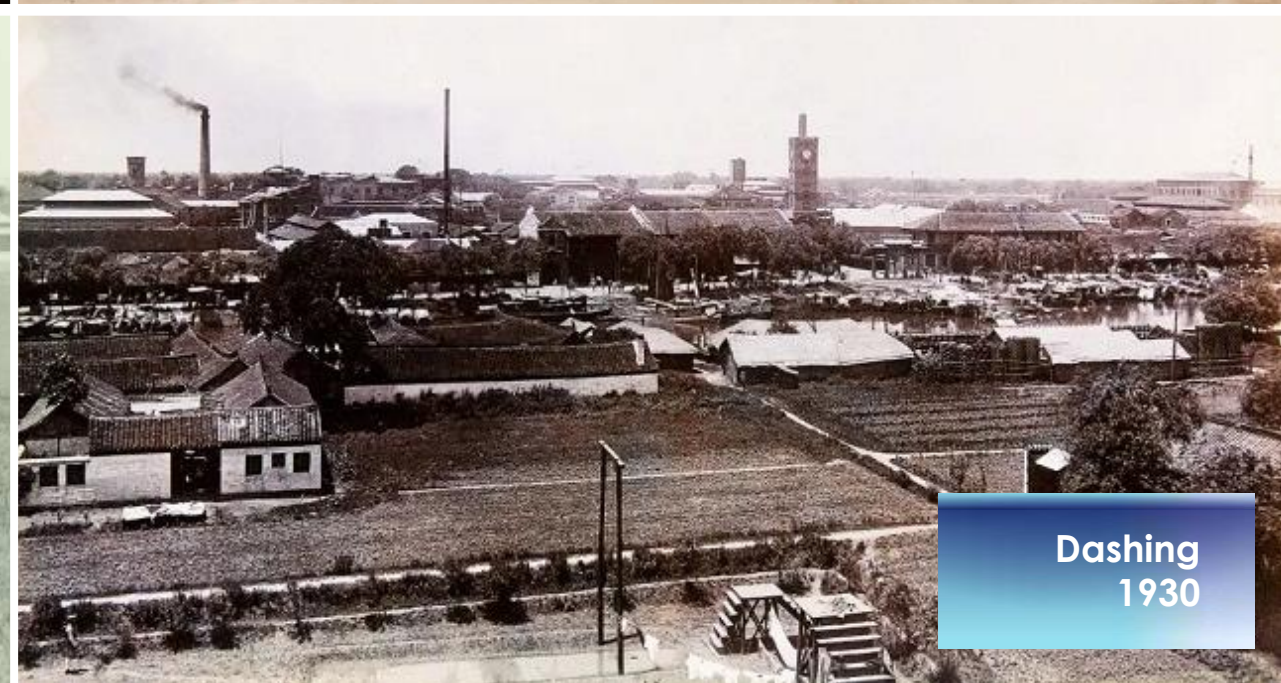
Florence
1480



Port Sunlight
1890

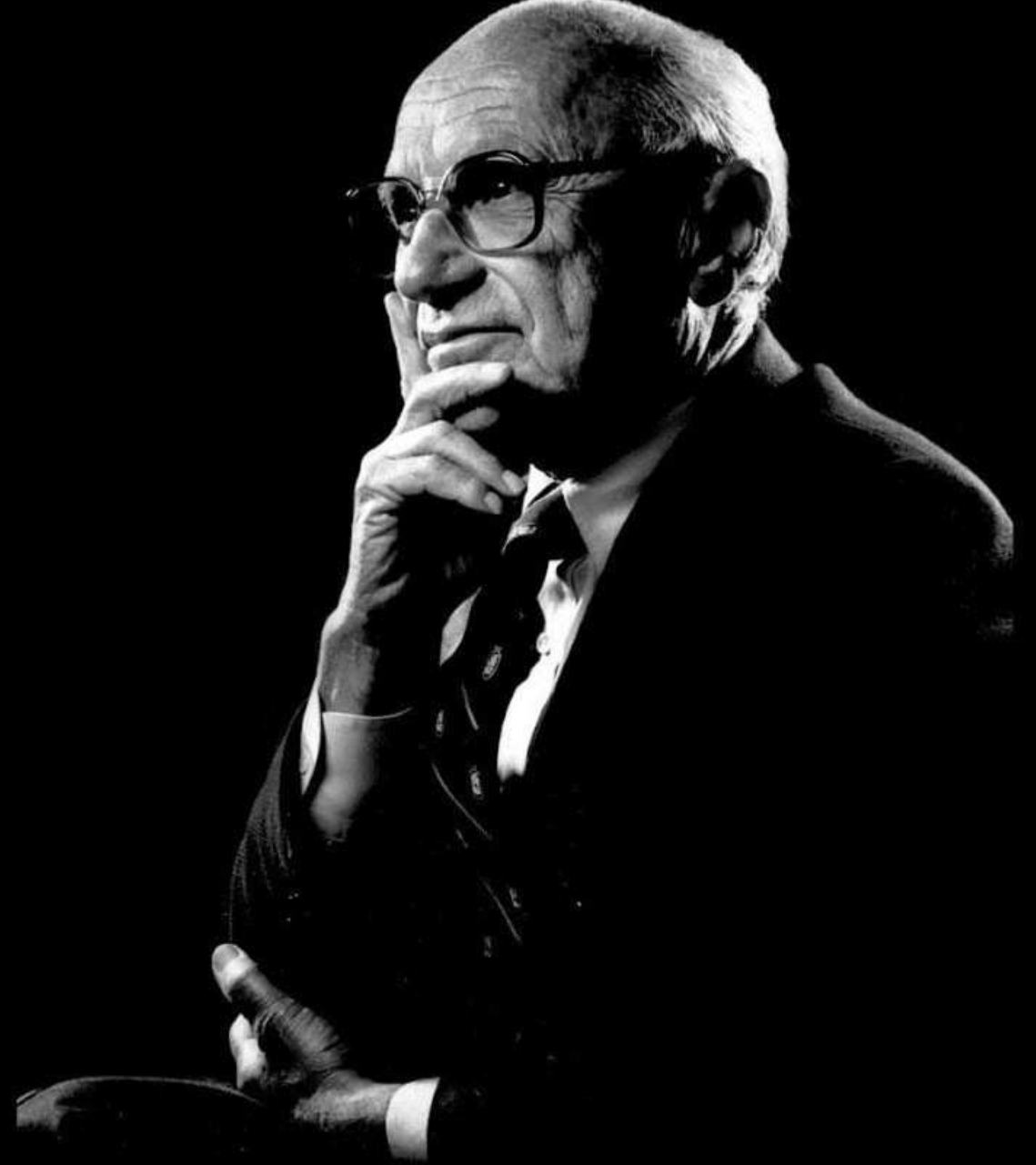


Hershey
1912



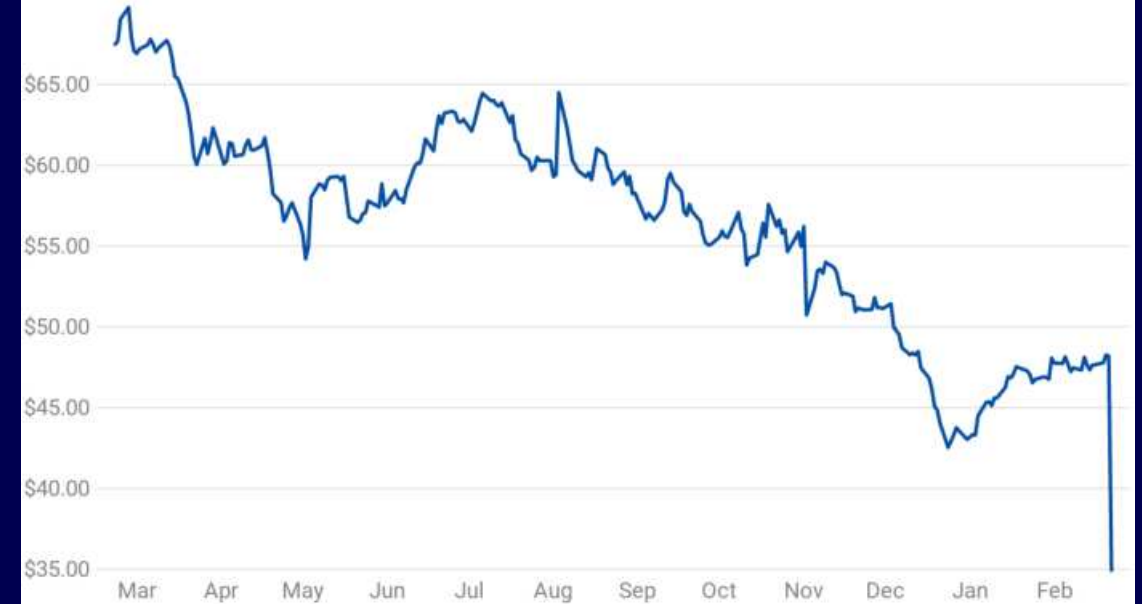
Dashing
1930

1974: Shareholder Primacy



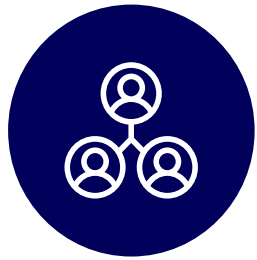
February 22, 2019

Kraft Heinz (KHC)



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

2019 Humanized Growth



X



X



X



**Colleague
Value**

**Customer
Value**

**Community
Value**

**Capital Market
Value**

Short Termism

End of a 50 Year Era

I must focus on short-term shareholder profits
I must focus on short-term shareholder profits
I must focus on short-term shareholder profits
I must focus on short-term shareholder profits
I must focus on short-term

Ferguson

Fast forward 4 years

Colleagues



Customers



Communities



Capital Markets



**NELSON
PELTZ**

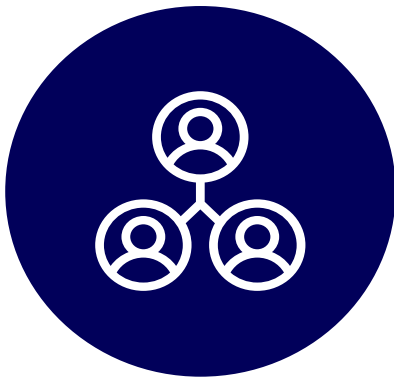
TRIAN FUND MANAGEMENT
FOUNDER & CEO

**SQUAWK ON
THE STREET**

SOAP OPERA AT UNILEVER
PELTZ NAMED TO CO'S. BOARD



Louder, More Demanding, More Powerful



Colleagues



Customers



Community



Capital Markets

Last Summer



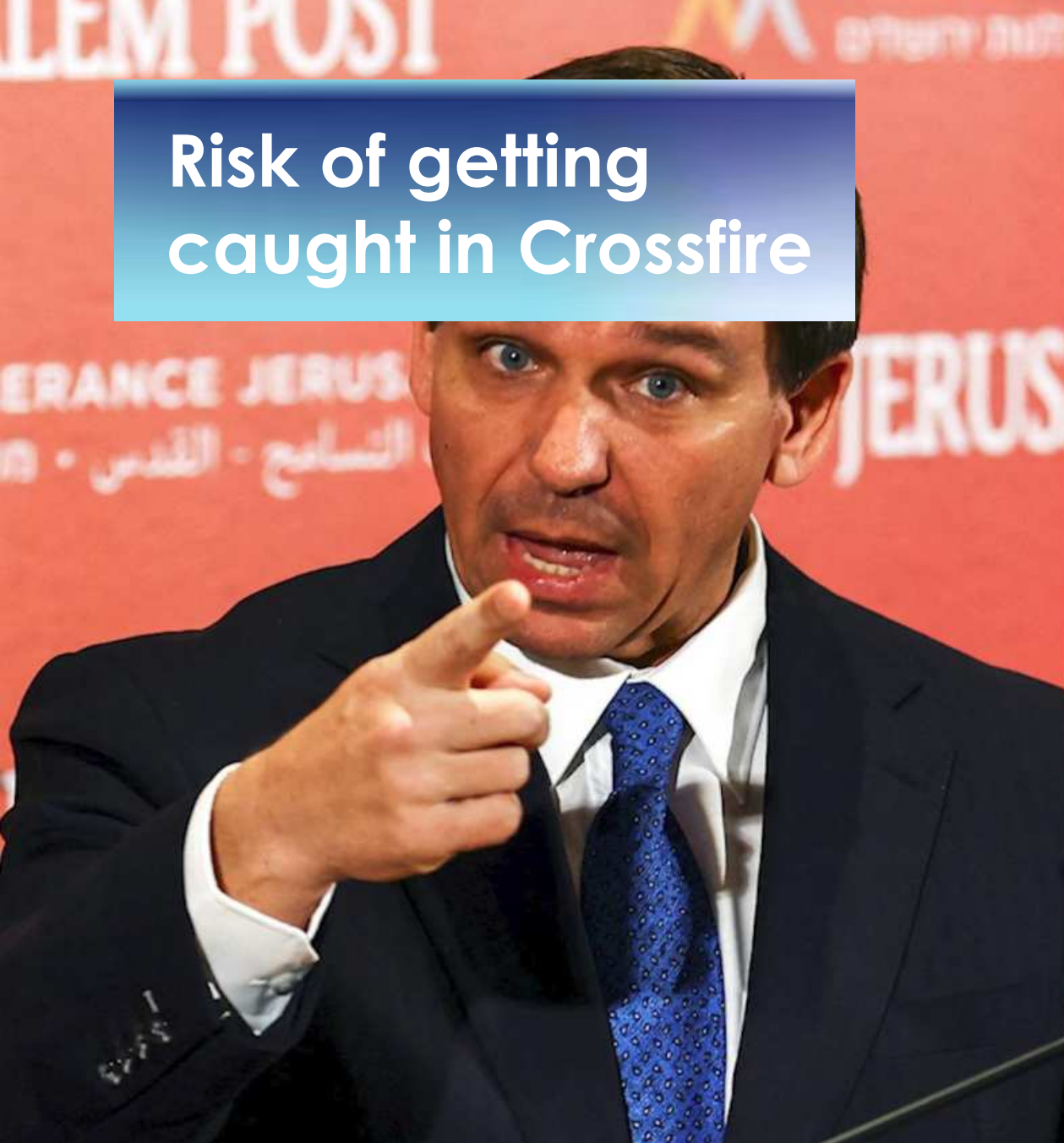
Accusations of doing too little ...





... or
too much

Risk of getting caught in Crossfire



Need for a practical Roadmap



Your ambition?

CREATOR

LEADER

COLLABORATOR

CHALLENGER

SUPPORTER

Study Partners



Yale Program on Stakeholder Innovation and Management

SpencerStuart



WARC



KENNEDYFITCH



MINDSHARE

THE B TEAM ▶

450+ Vision Interviews

Ed Freeman



Patrica Nzolantino



Mark Kramer



Jeremy Grantham





**750+ QUANT
Online Survey**



**120K Social AI
Hypertrend Study**



**Board and
6 C-Suite Functions**

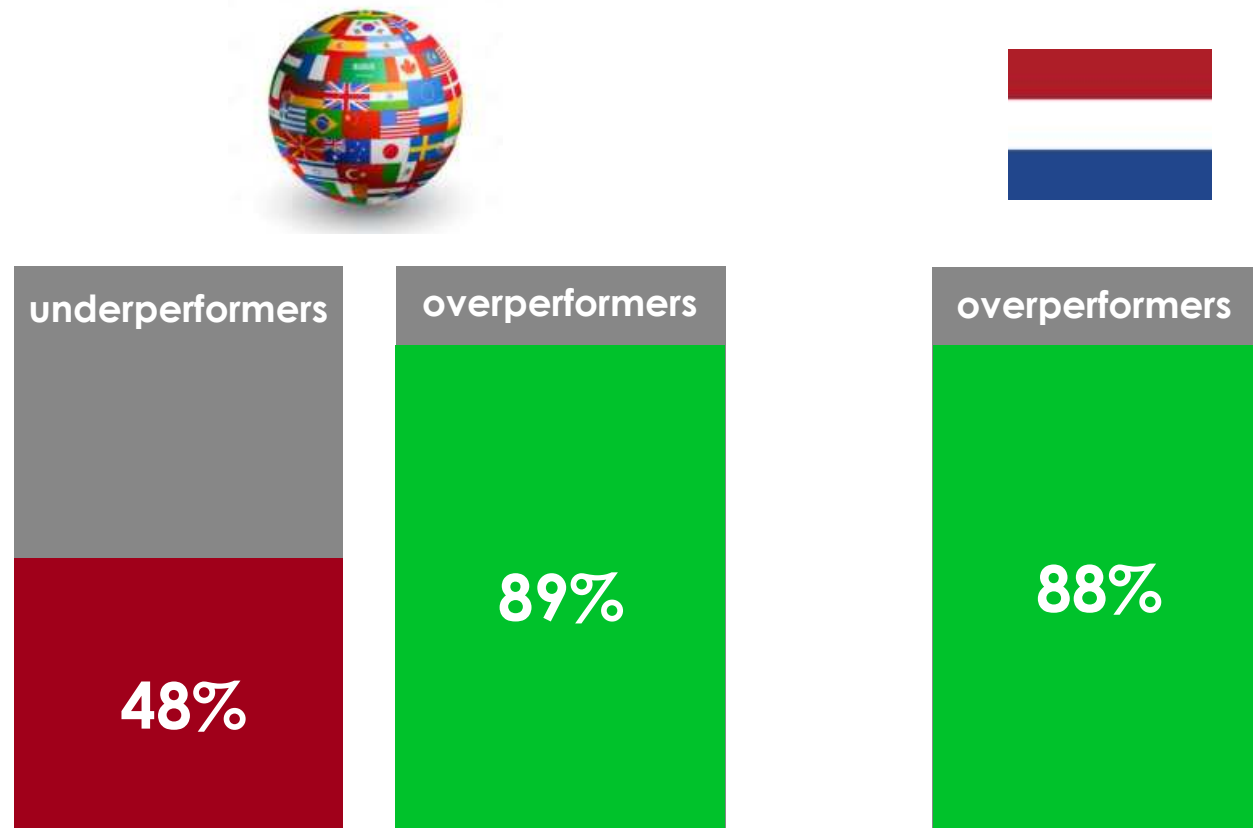


**52 Markets
9 Country deep-dives**



Overperformers vs. Underperformers

How we present this:



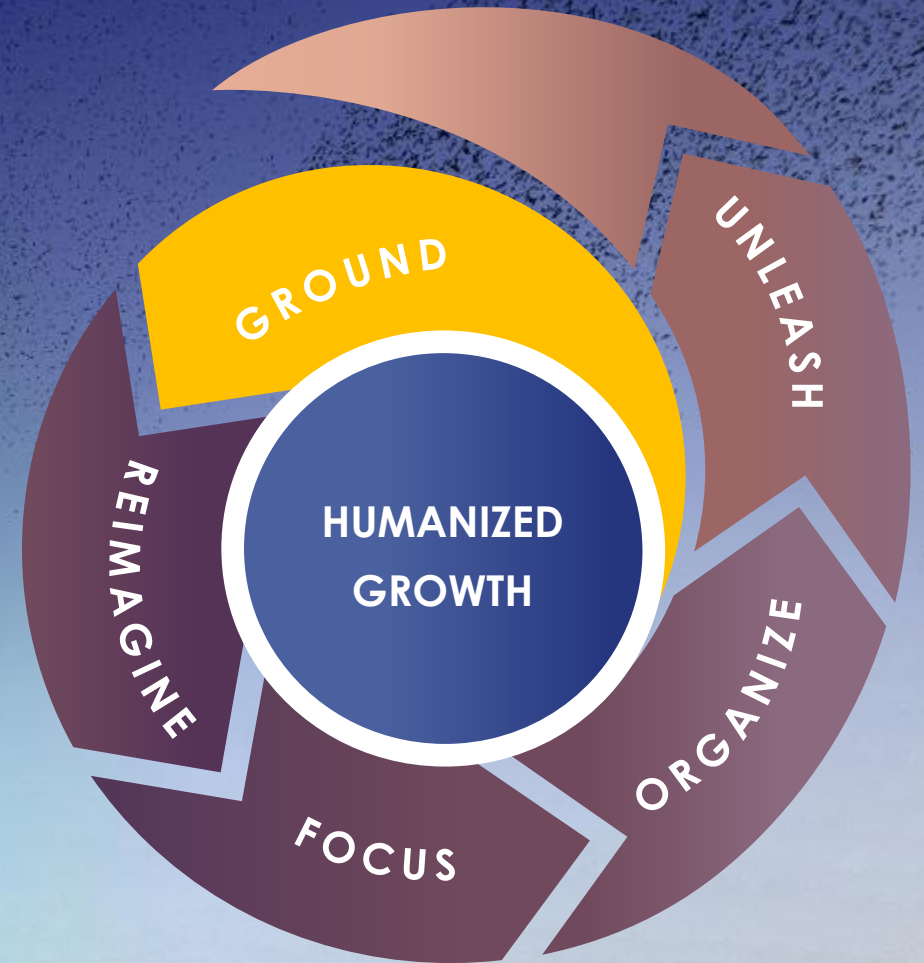
**“At our company stakeholder value creation
is seen as opportunity”**

Implementing Humanized Growth



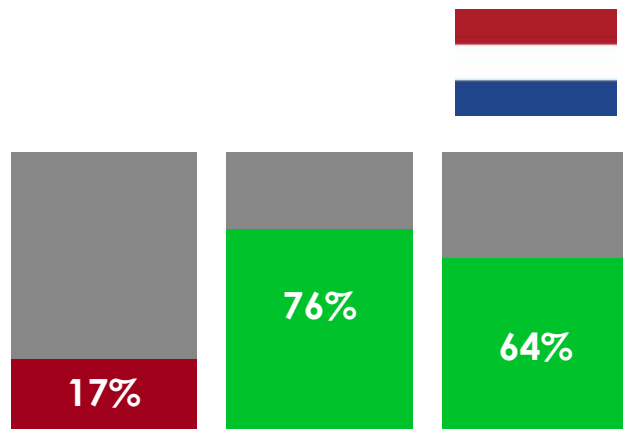
Ground

Human First



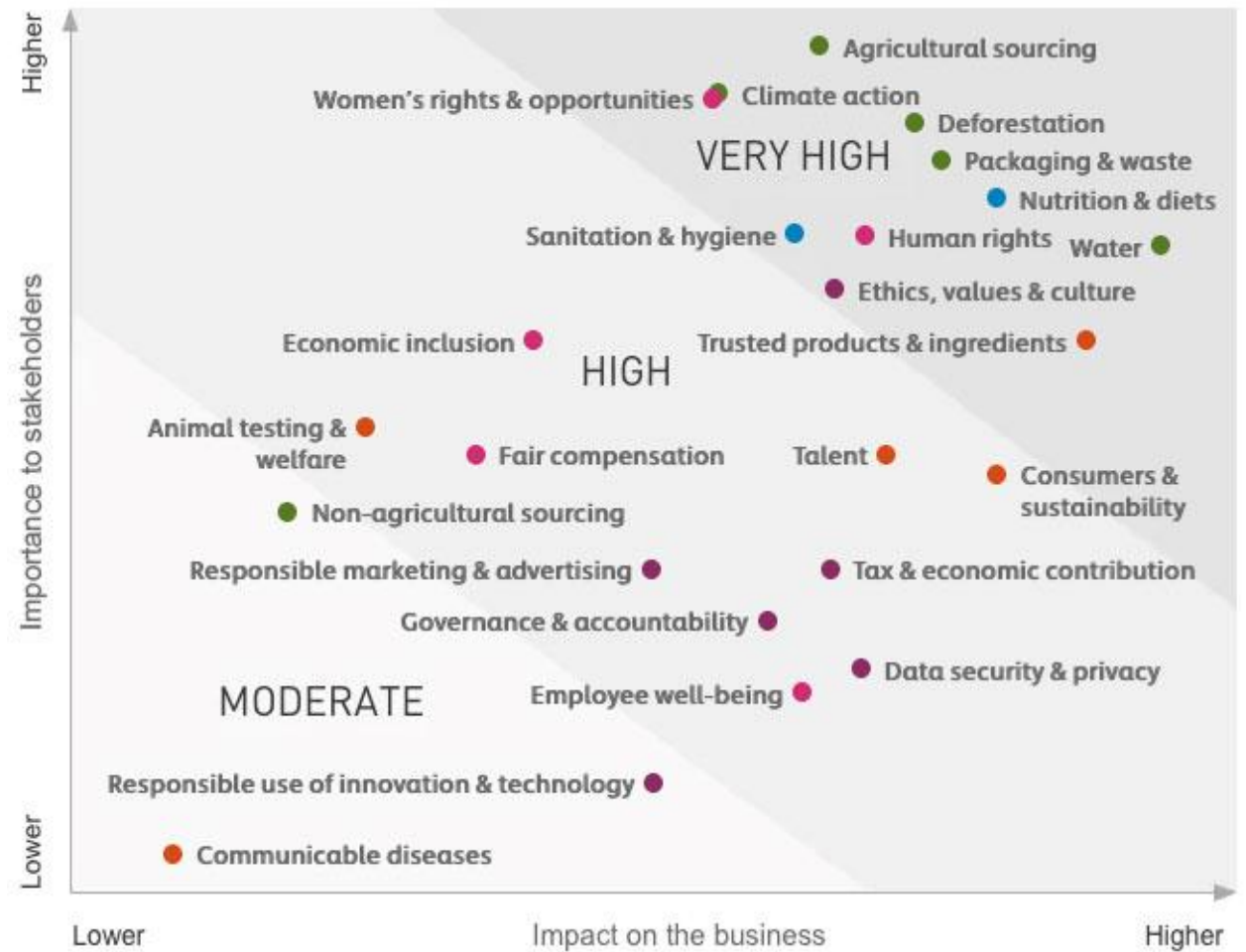
Know Thyself

Stakeholder Understanding



Understanding Stakeholders

Materiality Matrix



Stakeholder Engagement

THE OCEAN
CLEANUP

THE
Coca-Cola
COMPANY



ẢO LUẬN VỚI SỰ THAM GIA PANEL DISCUSSION WITH



ÔNG BOYAN SLAT
GIÁM ĐỐC ĐIỀU HÀNH
VÀ NHÀ SÁNG LẬP
TỔ CHỨC THE OCEAN CLEANUP

MR. BOYAN SLAT
CEO AND FOUNDER
THE OCEAN CLEANUP



ÔNG DANIEL COENRAAD STORK
TỔNG LÃNH SỰ
VƯƠNG QUỐC HÀ LAN TẠI VIỆT NAM

MR. DANIEL COENRAAD STORK
CONSUL GENERAL
HOLLAND CITY, VIETNAM



BÀ CAITLIN WIESEN
ĐẠI DIỆN THƯỜNG TRƯ
UNDP VIỆT NAM

MS. CAITLIN WIESEN
RESIDENT REPRESENTATIVE
UNDP VIETNAM



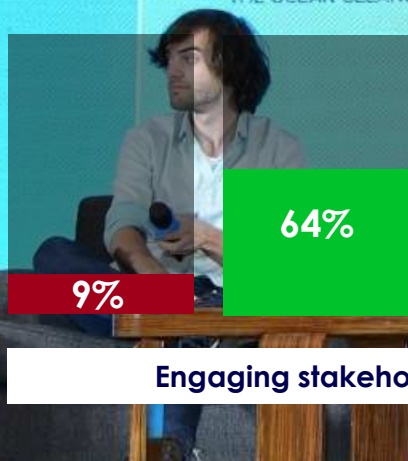
ÔNG NGUYỄN CHÍ KIẾN
PHÓ GIÁM ĐỐC
SỞ TÀI NGUYÊN VÀ MÔI TRƯỜNG
THÀNH PHỐ CẦN THƠ

MR. NGUYEN CHI KIEN
DEPUTY DIRECTOR OF
THE DEPARTMENT OF
NATURAL RESOURCES AND
ENVIRONMENT OF CAN THO



ÔNG LEONARDO GARCIA
TỔNG GIÁM ĐỐC CÔNG TY
COCA-COLA VIỆT NAM VÀ
CAM-PU-CHIA

MR. LEONARDO GARCIA
GENERAL MANAGER
THE COCA-COLA
COMPANY VIETNAM & CAMBODIA



64%

9%



56%



Engaging stakeholders

Stakeholder Representation



3%

61%

38%

Represent stakeholders
in decision making

Reimagine

Future backward



Zooming out



Utopian Vision of the Emerging Future



Zero
crashes



Zero
emissions



Zero
congestion

Aspirational Role for the Company



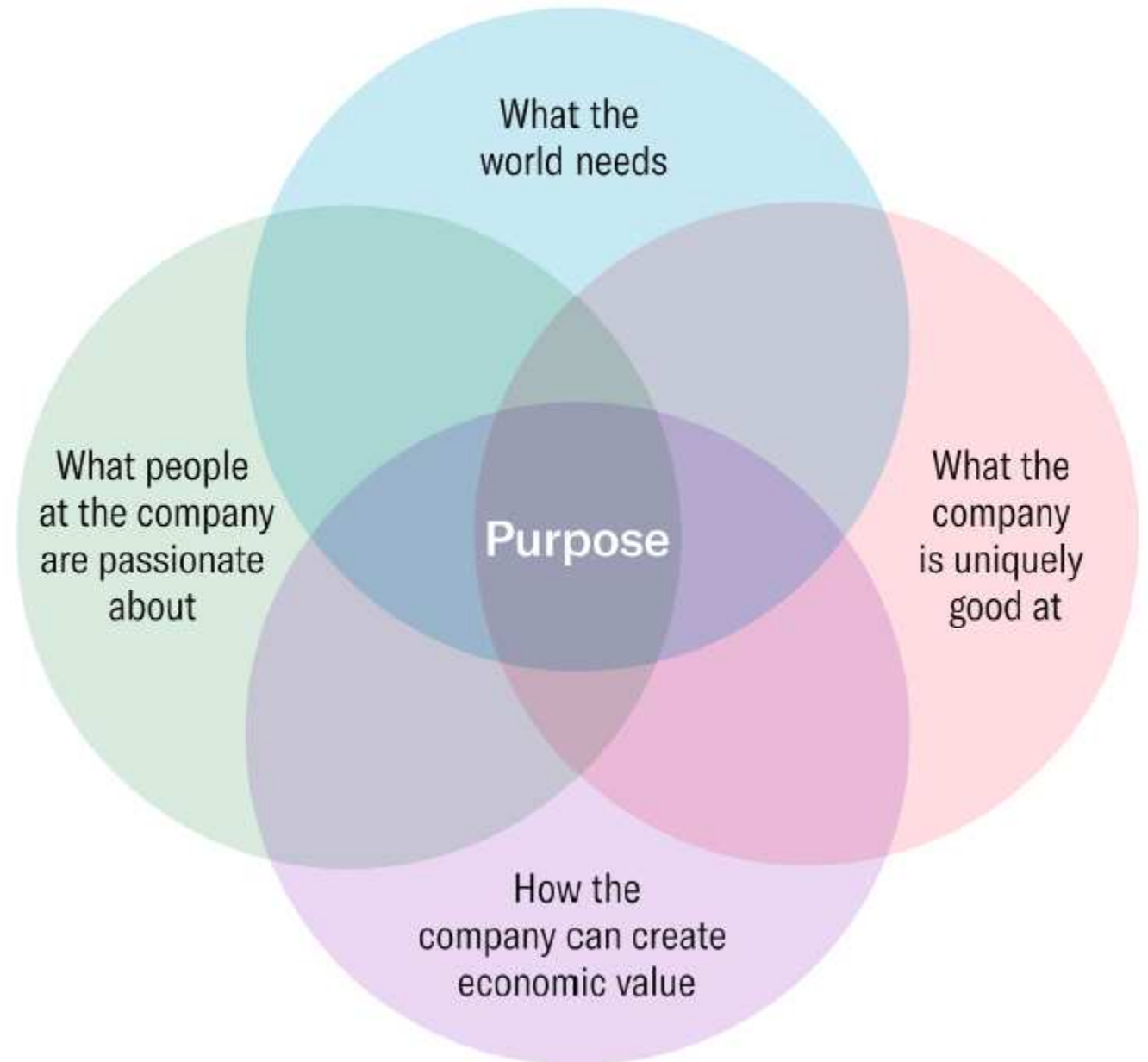
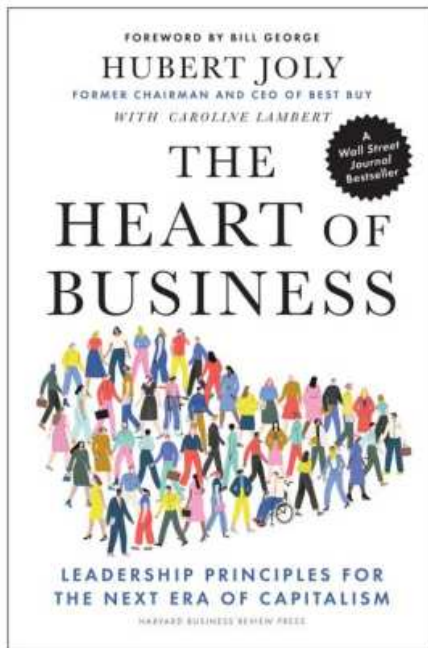
26%

90%

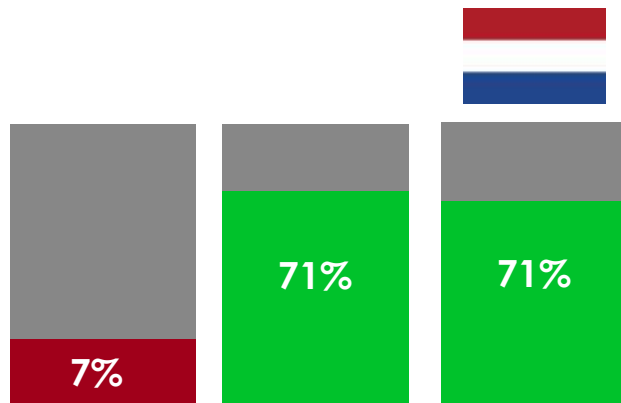
92%

I am proud of my company's purpose

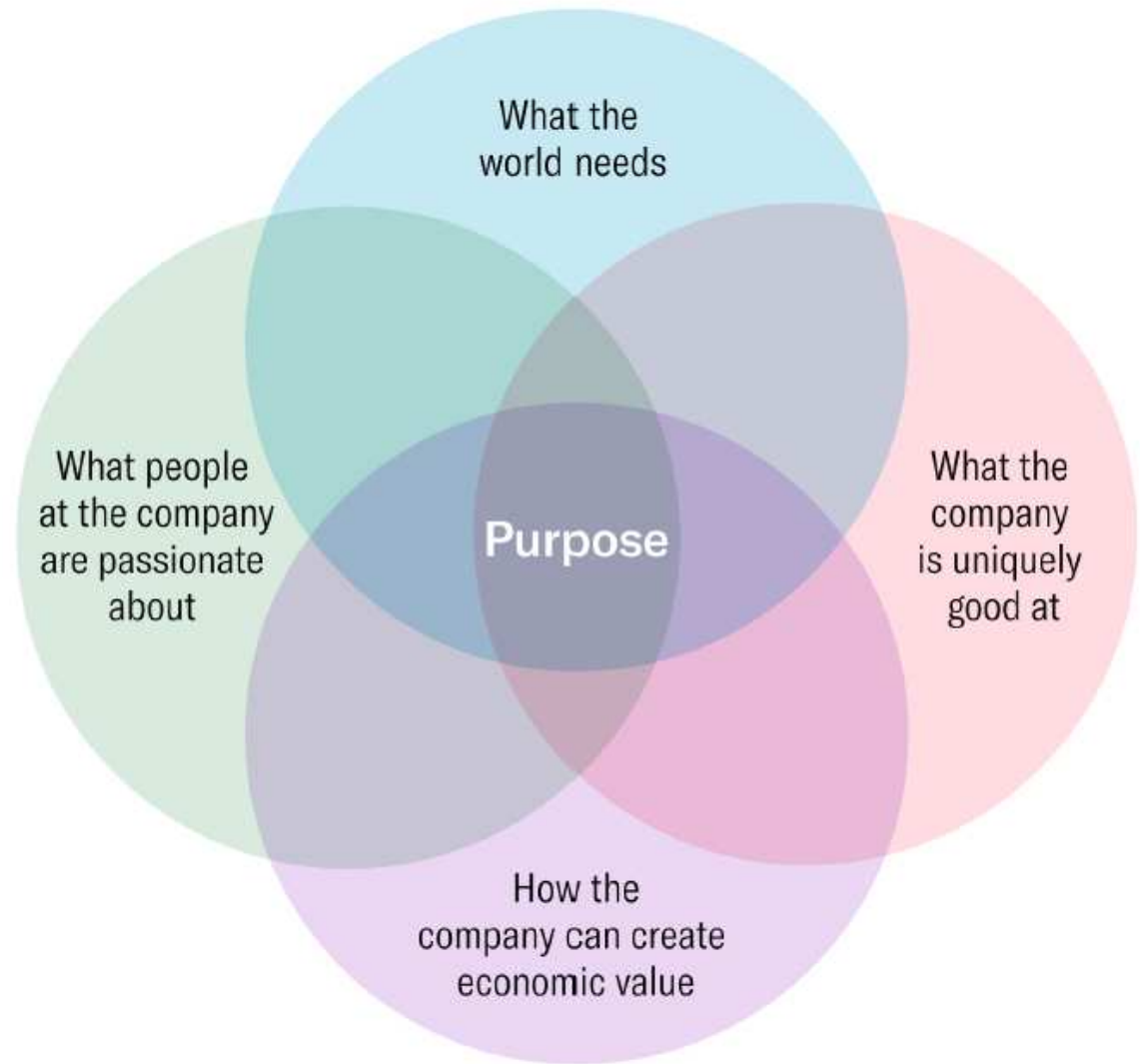
Corporate Purpose ..



.. as a Strategic Filter



In my company, the purpose guides all strategic decision-making



Connect to deep
Belief Systems

MIND, HEART, WILL

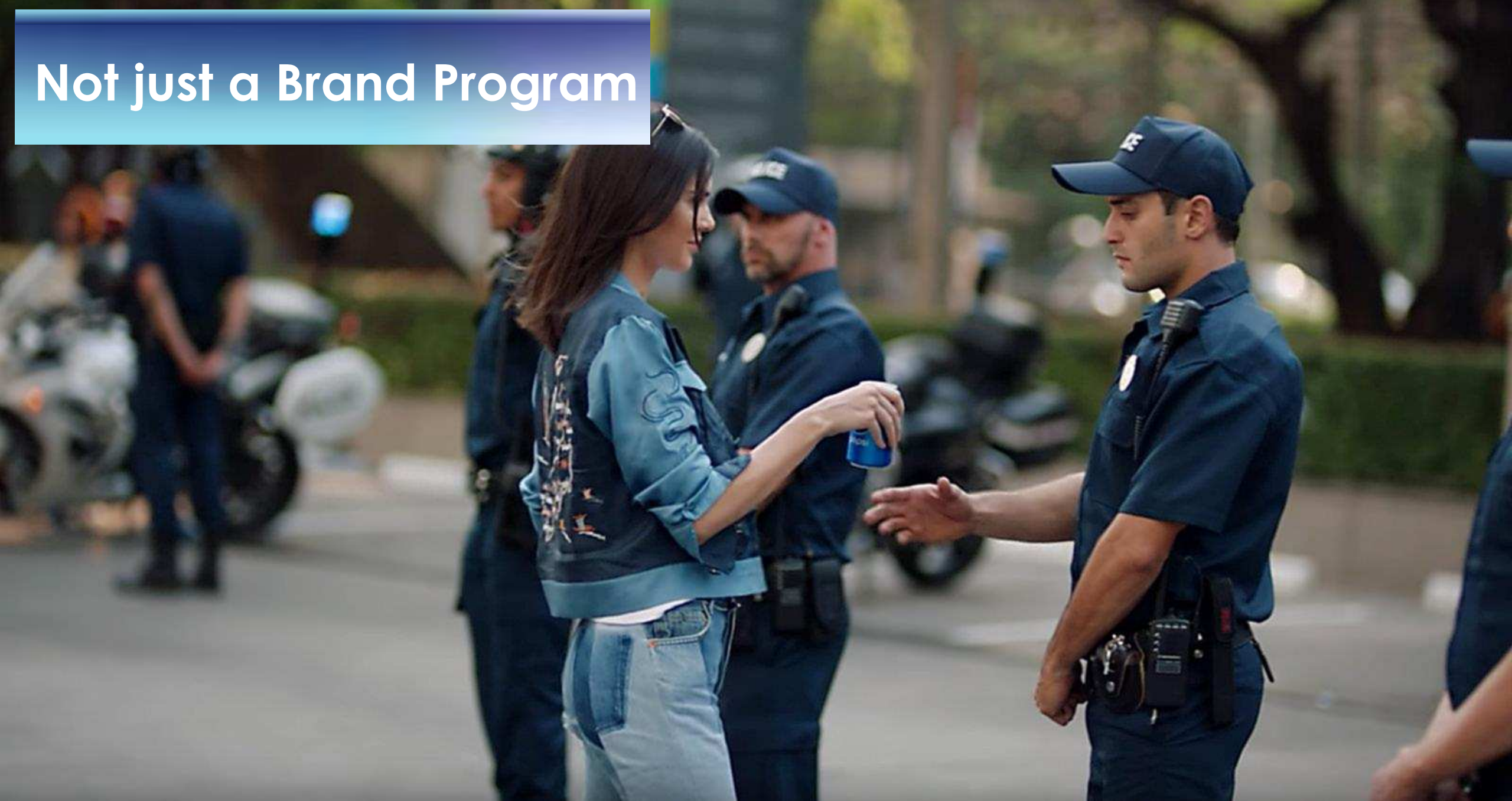


Rooted in Company DNA

Believe in something.
Even if it means sacrificing everything.

 Just do it.

Not just a Brand Program



A photograph of a Bud Light beer can mounted on a wooden post. The can is blue and white with the 'BUD LIGHT' logo. A large red 'X' is painted over the can. The post is part of a wooden structure, possibly a fence or signpost. In the background, there is a dirt road, some trees, and mountains under a blue sky with clouds.

Not Marketing/Comms Tactic

Focus

*Transformative
Change*





Prioritizing Stakeholders

Earth is now our only shareholder.

If we have any hope of a thriving planet—much less a business—it is going to take all of us doing what we can with the resources we have.

This is what we can do.

By Yvon Chouinard

“

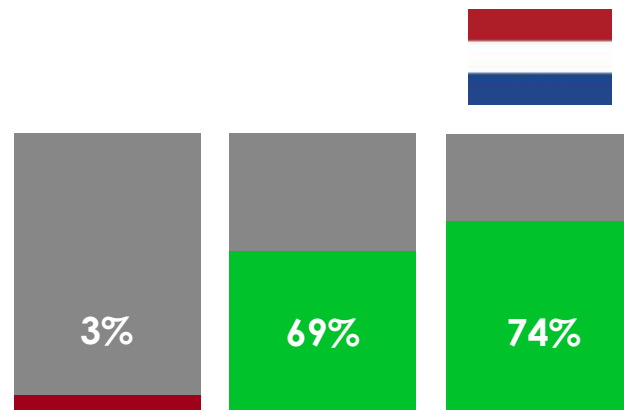
We're not
Competitor
Obsessed,

we're
**Customer
Obsessed.**

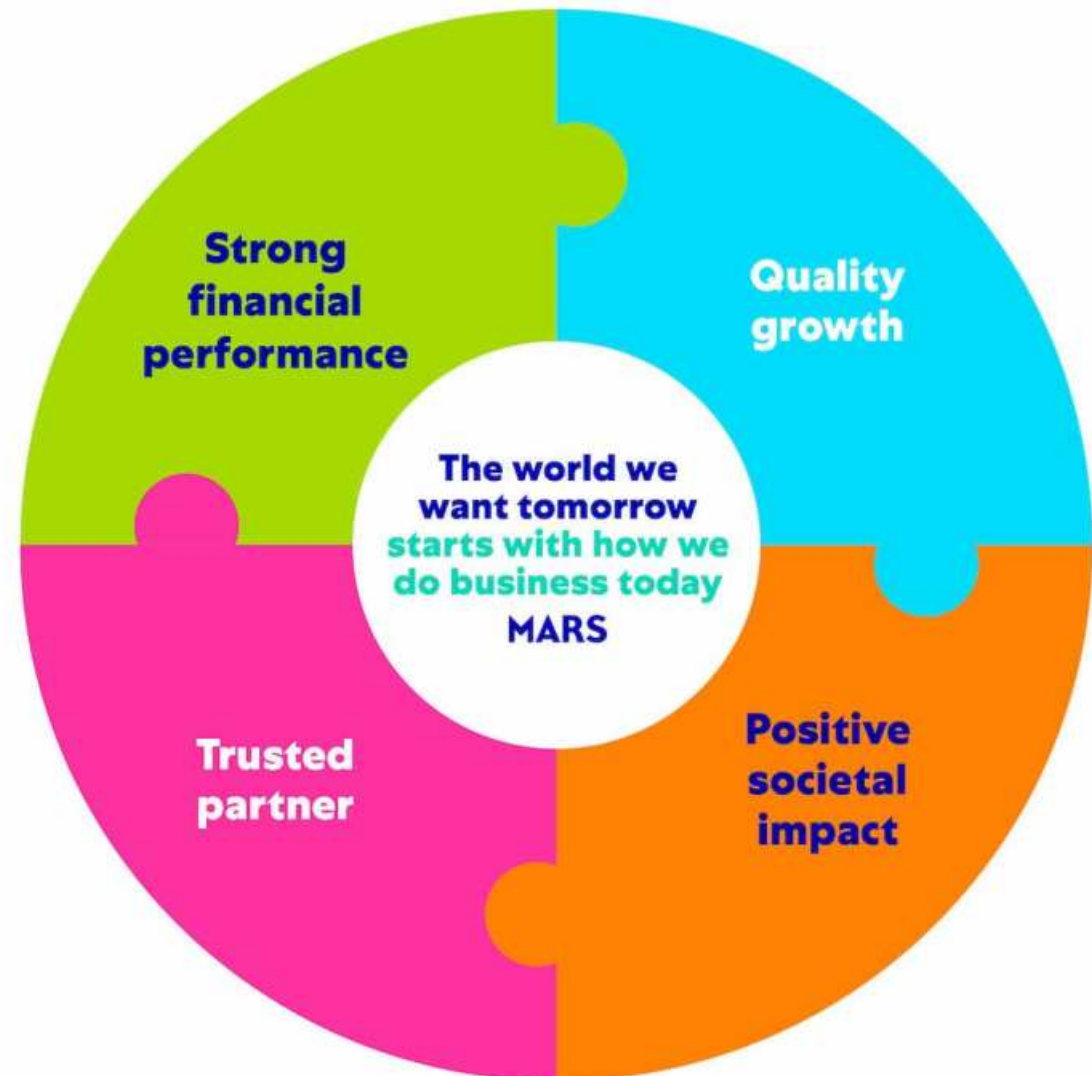
~ Jeff Bezos



Define Value Per Stakeholder



Value Creation strategy across all Stakeholders



Integrated Perspective

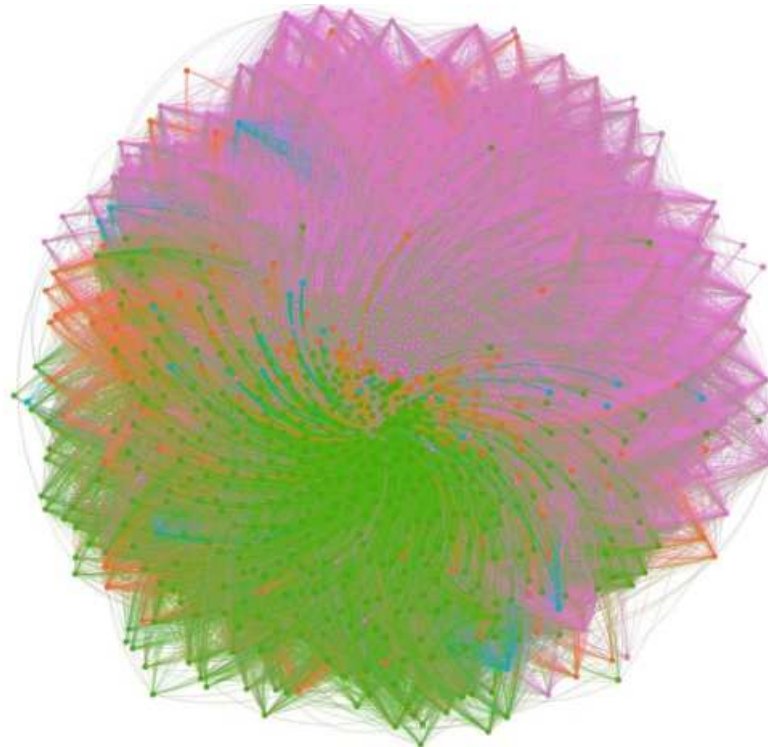
Work, team, business, career , opportunity



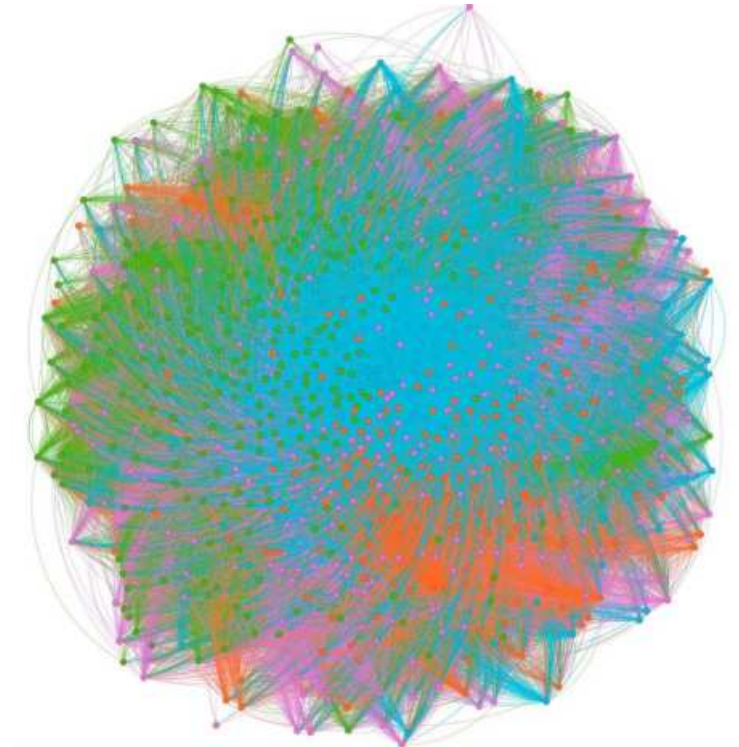
Growth
Stakeholder
Value
Profit
Engagement

Impact

N=97,837 tweets
N=19,952 LinkedIn posts



Overperformers
2 Classes



Underperformers
4 Classes

Not Whack-A-Mole



... and Courage to
define what to STOP



The New York Times

CVS Stores Stop Selling All Tobacco Products

THE WALL STREET JOURNAL

CVS Renames Itself CVS Health as It Ends Sale of Tobacco Products



We will travel again.

Address ST issues
in context the LT
growth story

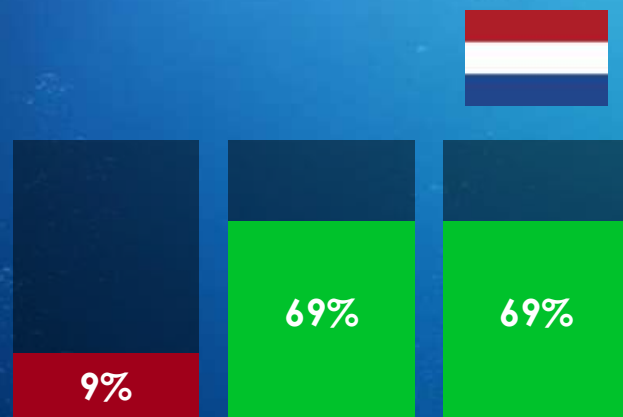
Marriott
INTERNATIONAL

Organize

*Systemic
Interdependence*



Driving Systemic Change

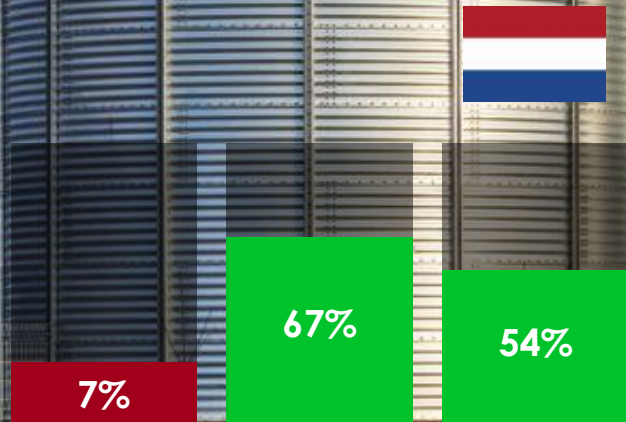


Systemic change to drive stakeholder value

Recognizing Interdependencies



Across functions & Departments



Working Interdependently

More Connected

3.5x
more connections
with other functions

5.5x
more connections
with senior leaders

More Connected across Industry

The Walmart logo is displayed in large, white, three-dimensional letters on the tan-colored exterior wall of a store. To the right of the word "Walmart" is the yellow six-pointed starburst logo.

71%

71%

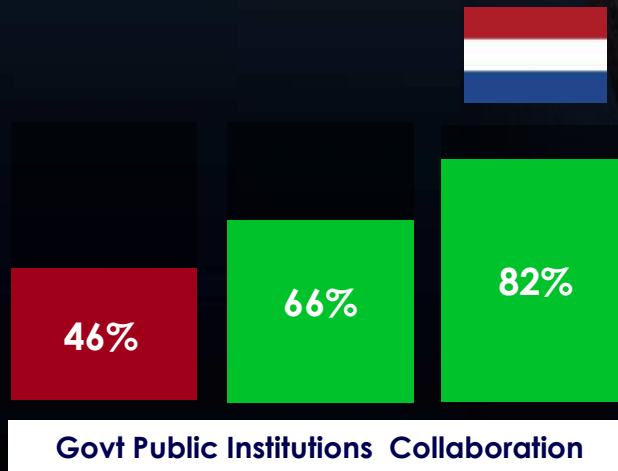
73%

Industry Peer Collaboration

The Patagonia logo is written in a large, white, lowercase serif font across the center of the image. The background is a dramatic landscape photograph featuring a hiker in a yellow jacket and black backpack walking on a rocky path. In the background, there are steep, rugged mountains and a calm lake under a sunset sky.

Government Collaboration

Çalikuşu and many other audio books are waiting for a call.



Telephone Library For Blinds:
0800 219 91 91



SUPPORTER

CHALLENGER

COLLABORATOR

LEADER

CREATOR

GROUND

Customer understanding

Full eco-system understanding

REIMAGINE

Embedding corporate and brand vision & role

Co-creation and ongoing calibration of corporate and brand vision & role

FOCUS

Brand Equity & Performance Marketing

Systemic stakeholder value creation

ORGANIZE

Aligning messaging, rallying around the brand

Radical rethink of collaborative business models and partnerships

UNLEASH

Functional expertise

Develop next-gen capabilities and da Vinci Leaders

Unleash

*Role Modelling
Da Vinci Leadership*



Open Minded



Courageous



A FUTURE MADE IN AMERICA



Optimistic &
Future Focused

Demonstrating Authenticity

Trust

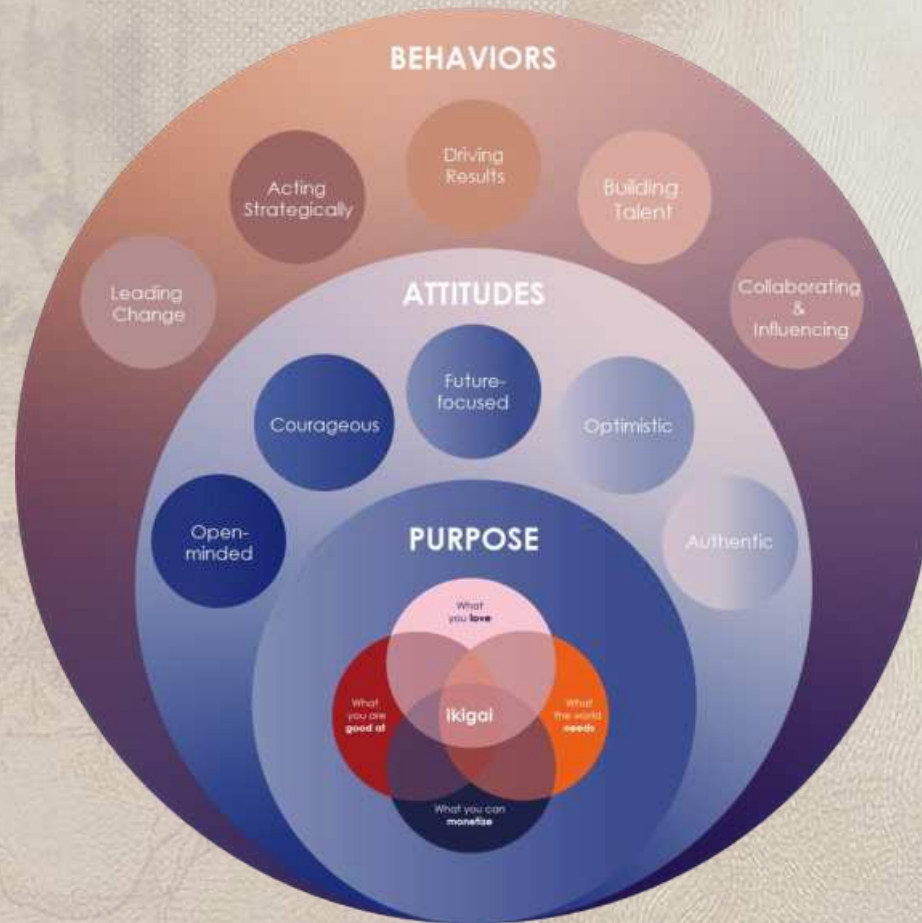


Cybersec

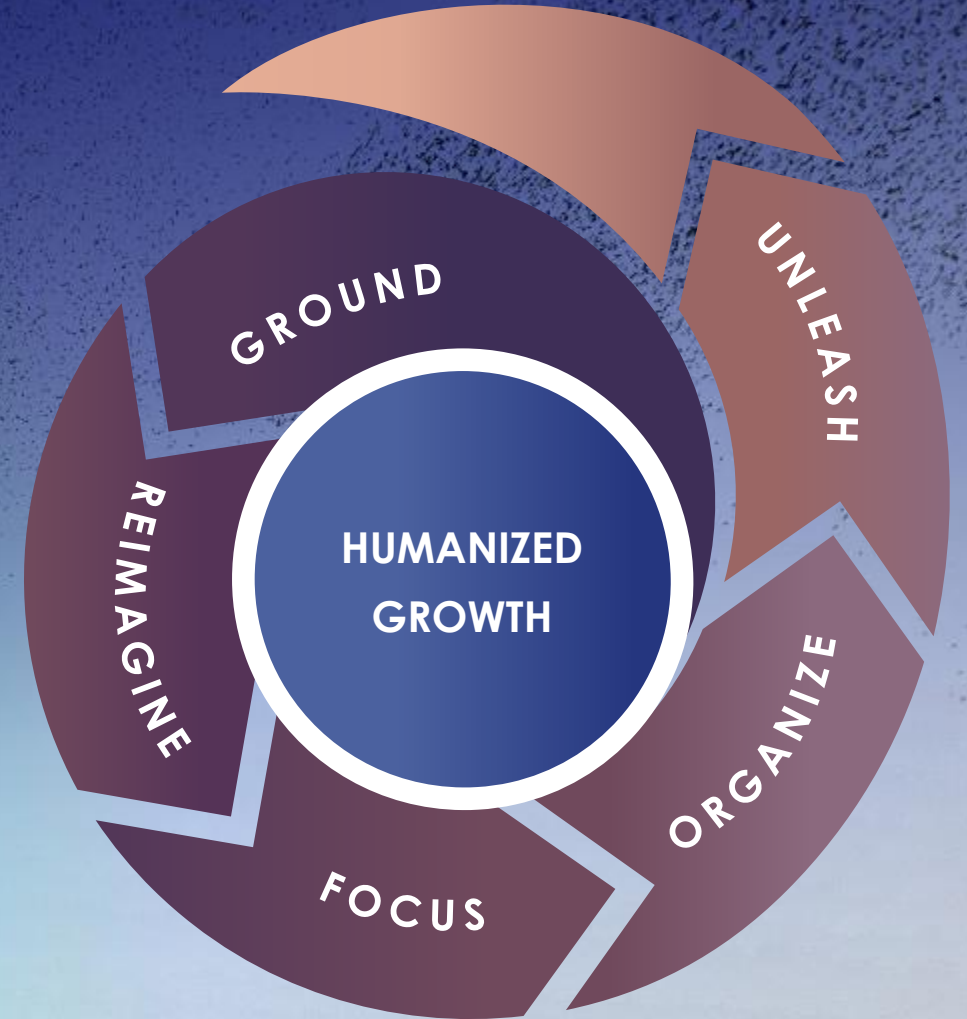
Da Vinci Leader Profile

SpencerStuart

THE B TEAM ▶



Drivers of Humanized Growth





Your ambition?

CREATOR

LEADER

COLLABORATOR

CHALLENGER

SUPPORTER



Thank you

frank@instituteforrealgrowth.com

Leading for Impact



Eric Kramer
WPP
Country Manager

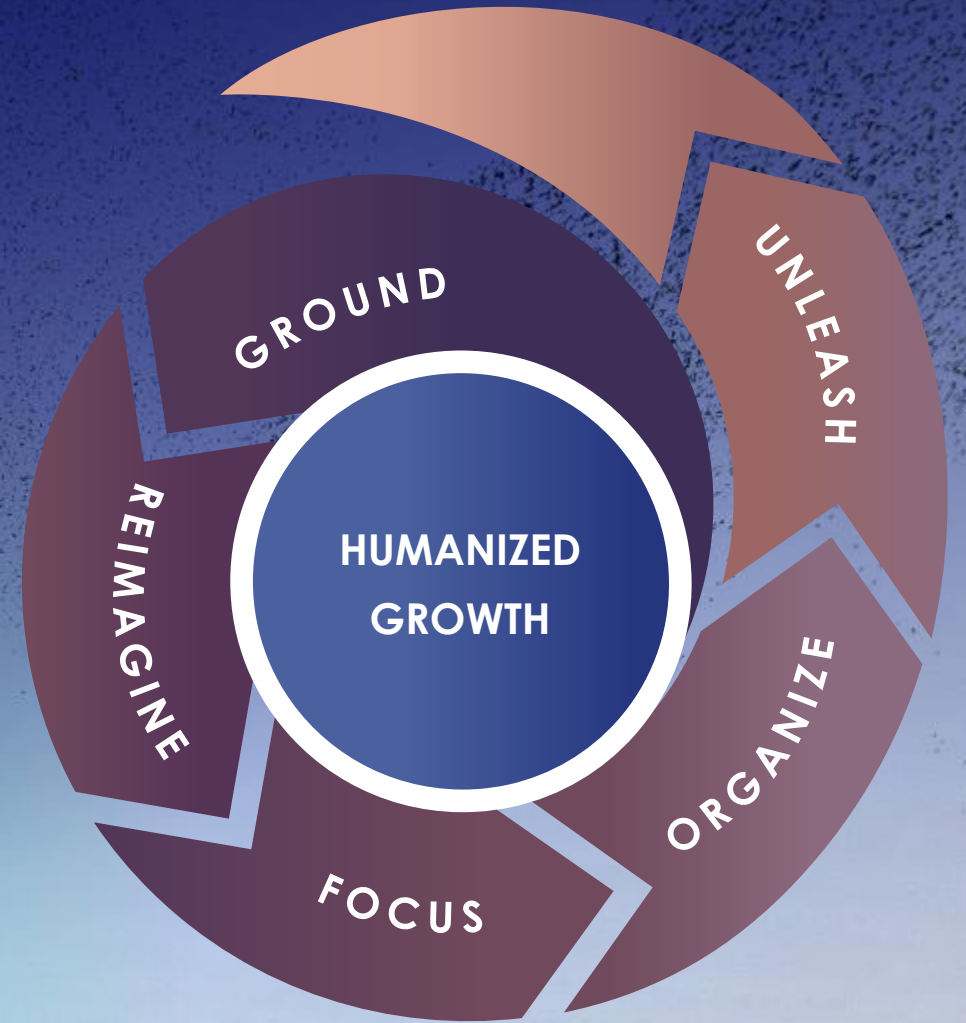


Yolanda van Die
ING Netherlands
Head of Brand, Marketing &
Communications



Peter Jacobs
ING Netherlands
CEO

At your table,
discuss the blockers
and enablers for
your organization



Cross-functional Executive Panel



Frank van den Brink
KennedyFitch
Managing Partner



Erica van Vonderen – Hahn
Basic-Fit
Chief Commercial Officer



Bernard Osta
Vestiaire Collective
CFO



Andreea Vonk
Booking.com
Senior Director People
Strategy & Rewards

WPP



Institute
for Real
Growth