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SESSION 5:
Abundant Markets

Session Objectives

1 **Review the key findings on Abundant Markets from the IRG Growth Study**

2 **Understand possible routes to abundance and market expansion**

3 **Explore the impact of a more abundant definition of the market you operate in**

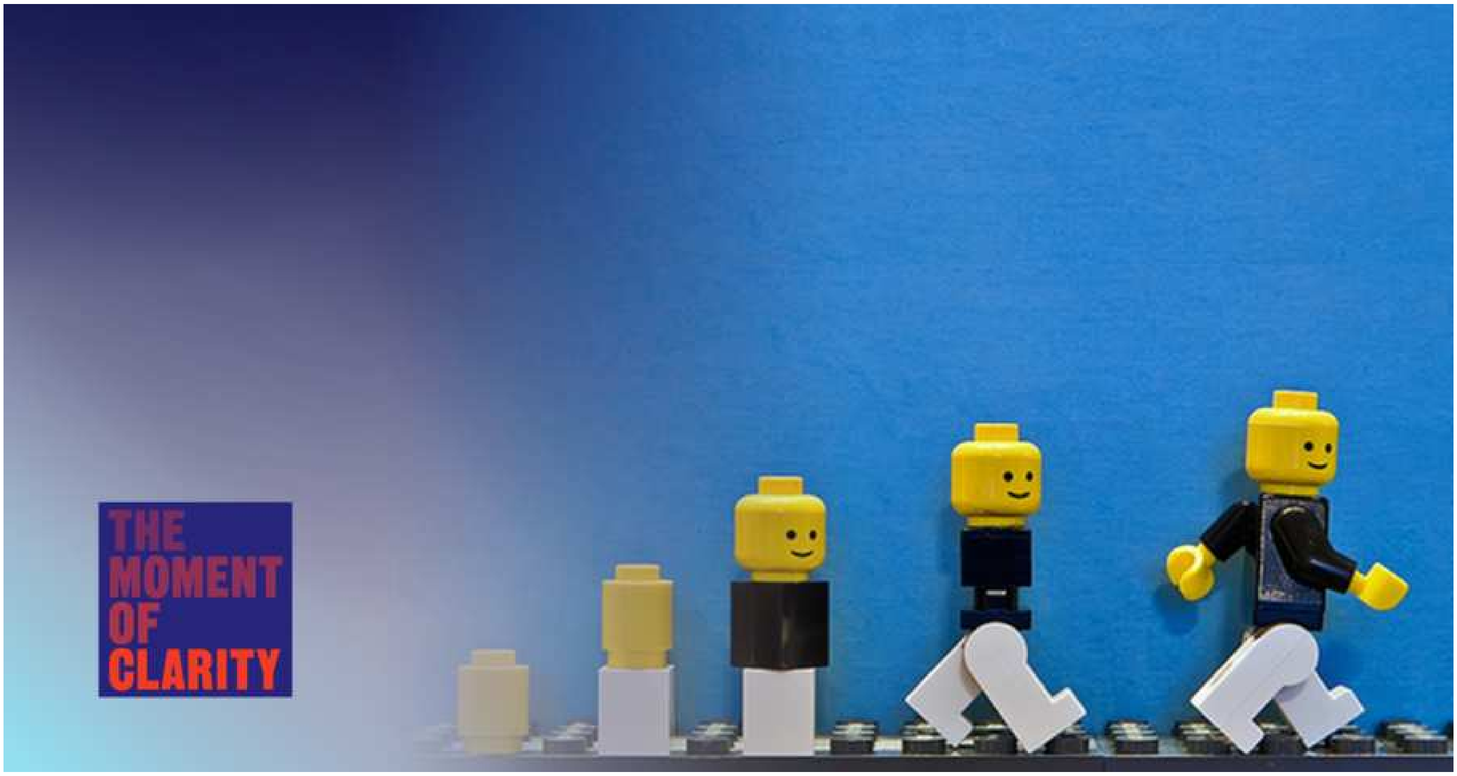
Prereads

To help prepare and inspire you, please enjoy these optional prereads.

Alchemy

(20 min watch)

In this very entertaining video, Rory Sutherland, Vice Chairman of Ogilvy & Mather Group, and author of the book Alchemy, shares 10 rules you can adopt, which will help you profit from being irrational. *Click here to watch.*



The Turnaround - Lego

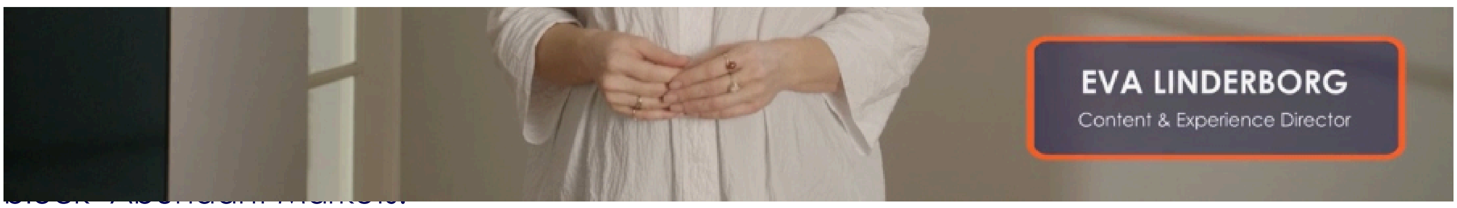
(20 min read)

This case study about Lego is extracted from the book The Moment of Clarity. The article lays out how Lego used anthropologists to deepen their consumer understanding. A great case on how exploring human behavior can lead to finding new avenues for growth. *Click here to read.*

Red Ocean Traps
(20 min read)
From the authors of Blue Ocean Strategy, this acclaimed article shares the mental models that could be stopping you from having a market-creating mentality. *Click here to read.*

Session Introduction

Press the play button to start the video.



The IRG Growth Study clearly showed overperformers think much more expansively about the markets within which they operate. Looking at your market more expansively, more customer needs-based, opens new opportunities for partnerships, solutions, and business growth.

We will take a look at different ways to view your market and discuss ways that you can enable your organization to also think more abundantly.

Enjoy

Zoom Session Details

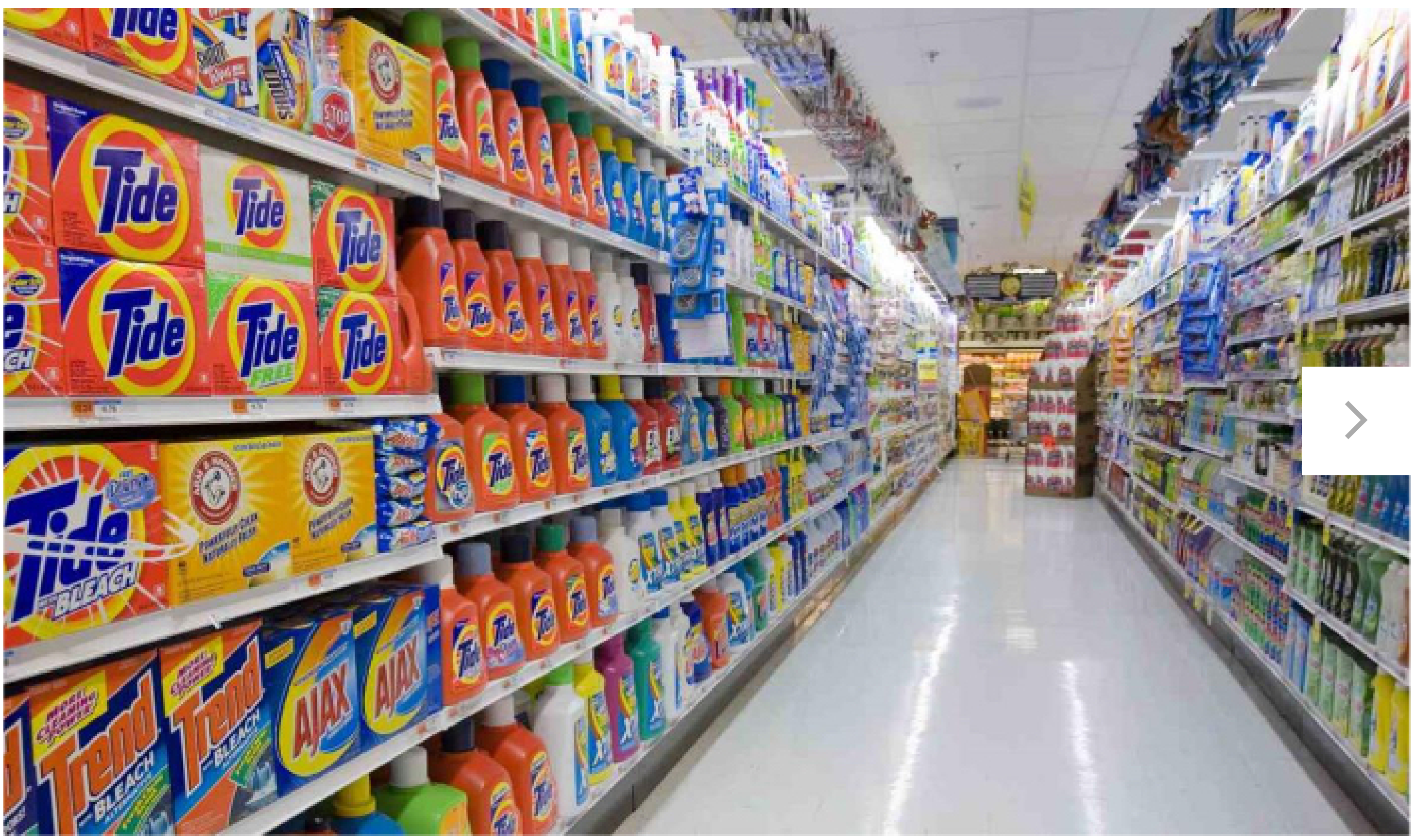
Click here to join the Zoom

Defining Abundance

Abundant Markets is one of the 7 Building Blocks of Humanized Growth, and its all about how you view growth and define the market you play in.

Select the forward arrow to find out more.

Market share orientation +



Ways to Think Abundantly

Let's look at some ways in which you can think more abundantly.

Select the images to find out more.

Innovate from the core

Enter adjacent categories

Expand the target group

Add services/experiences

Consider human needs

Ladder up

Enabling your Organization

Select each heading to find out more.

Deepen human understanding

It all starts and ends with deep human understanding. You can be the best innovator in the world, but if you're not addressing an unmet need, you will not find growth. You can't just enter any adjacent category. Your consumers need to be convinced of the fit, according to their rationale, not yours.

All of the six ways to find abundance we have covered in this session require insight in human psychology and behavior; you need to understand why your people think, feel and behave the way they do. And this applies to all your stakeholders. Your task as growth leader is to "decode the world" and feed your company with insights and opportunities to create more value for all stakeholders.

The good news: there are ever more new sources of insight to help you deepen your understanding and insight in your target audiences.

Connect with consumers

New tools: social listening

New tools: social watching

New people: keeping a finger on the pulse

New behaviors: embracing risk & experimentation

Abundance Doesn’t Always Mean More

When thinking abundantly, we believe that in fact, sometimes, *less can be more.*

Let’s take a look at some companies that have taken a unique perspective on their stakeholders and created abundance almost counterintuitively.

Select the play button to start the video.

Close transcript

McDonald's has a real focus on **colleagues**, on job development. But what’s interesting is that they don’t pretend to be the world's best lifetime employer, they have a clearly stated ambition to be the world's best **first** employer. Doing that means that rather than focusing on staff to ultimately, move on from McDonalds.

Credit Karma, founded in 2007 in San Francisco, is a credit rating firm that is focused on a very different customer. They have created growth and abundance, by focusing on customers that are usually overlooked and ignored. They developed services for the **least** valuable 'financial' consumer. A large part of their customers is not financially literate – and have a hard to time reading and understanding the small print that financial service providers tend to use. Credit Karma developed the most user friendly, intuitive interface, and has over time become so popular that they've also started attracting more and more of the **most** valuable financial consumers. They now have over 85 million (!) members.

Patagonia is a great example of **community** focus. And they help the community, and the environment, by selling **less** clothes. Throughout the year their worn wear team sets out in vans to concerts and outdoor sports events to repair clothing. They also sell their own collection of recrafted and secondhand Patagonia clothes as an alternative to buying something new. They discourage buying, but still create growth and value.

Less is more can also work for the capital markets. It can be as simple as working the dynamics of supply and demand. If Rolex is perhaps the king of the Swiss watch industry, Patek Philippe may be its benevolent emperor. Known for its 178-year history of producing mostly men's watches, Patek Philippe produces only 58,000 pieces a year. That may sound like a lot, but it's a fraction of what they could sell. As a result, many of their models are worth three times what you pay for them in the store. Patek maintained the so-called 'scarcity effect'. Fewer watches, more value.

Exercise

Please answer the following question:

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**

Session Reflection

Please answer the following question:

Based on the learnings from this session, what actions can you take now to make an immediate impact?

Please formulate as concretely as possible, including WHO, WHAT, by WHEN.

In our Humanizing Growth Series webinars, we speak to leaders about their experiences with driving Humanized Growth. Lubomira Rochet shares how L'Oréal shifted to DTC, and Ramon Laguarta reflects on SodaStream as a new business for PepsiCo.

Press the play button to start the video.

Want to hear more from Lubomira? Click here.

Want to hear more from Ramon? Click here.

End of session: Close window

If you have any questions on either the live session or this online learning platform, please contact Program Manager Leanne Rathore at leanne@instituteforrealgrowth.com