

growthdrivers

A STUDY LED BY BRAND LEARNING



Research report



CONTENTS

Executive summary	3
About the Growth Drivers Study	4
A. The new growth agenda	6
B. The Growth Code: the secret to being a Growth Driver	10
1. How to create a growth-ready organisation	
2. Employee involvement in the age of the questioning employee	
3. How to be a Growth Driver leader	
C. Conclusion	28
About BRAND LEARNING and the authors	30

EXECUTIVE SUMMARY

Growth matters. It matters financially and commercially, but beyond that it creates opportunities for people inside and outside companies. It is challenging, it is relentless, and new challenges are demanding new capabilities and ways of working for all organisations.

As this Growth Drivers Study demonstrates, growth today needs to be more meaningful than just numbers. Leading companies set out a growth purpose that ignites the imagination and energy of their teams, and drives their strategic choices.

At one level, the nature of the strategic choices remains unchanged. Successful companies make smart choices about where and how to operate, whether through evolving their brands, acquisition or invention. However, this study confirms the real route to successful choices is focus on growing both customer happiness and employee effectiveness. The organisations that do this well, that build their capabilities for growth, have a clear edge.

The Growth Drivers Study has been guided by an advisory panel of respected business leaders chaired by Niall FitzGerald, KBE, Chairman, BRAND LEARNING. Conducted across 42 countries, with over 900 participants, and in-depth interviews with more than 70 Chairmen, CEOs, and business leaders, it identifies a new Growth Code for future success. It calls for constant tuning of organisational and leadership capabilities, to create a 'growth-ready' organisation, energised by involved employees, and fuelled by momentum-driving leadership.

Moreover, there are seven distinctive hallmarks of Growth Drivers, that we call the 7Cs. These qualities and attributes, when combined, can help release the potential for superior commercial performance.

Inevitably, leading a Growth Driver organisation presents tensions but Growth Drivers successfully balance these tensions, delivering seemingly opposing traits, such as inclusion and speed, scale and nimbleness, short and long term.

Ultimately, organisations wanting to grow in today's challenging climate need to change how they operate and 69% of our respondents are confident about their company being able to change to meet growth goals. There is a restless optimism apparent that is highest among the C-suite, and with a significant drop among VPs and Directors who are more sceptical.

To deliver this change, the Growth Code raises questions for everyone, wherever they sit in an organisation:

1. Is your organisation, function, department or team organised to deliver nothing less than outstanding customer experiences?
2. What effort, resource and expertise is being prioritised to release the skills and energy of the people who work in your organisation?
3. How, specifically, do you as a leader create and maintain momentum behind changes that genuinely add value to the experiences customers have?

Building the capabilities to grow in today's world is not an option. It's a vital necessity demanding constant tuning of all the key drivers of growth.



Growth is about a whole series of things you can do to create the conditions for growth. If you want to grow, you need to focus on what enables growth.

Niall FitzGerald KBE, Chairman, BRAND LEARNING



The Growth Drivers Study sets a challenge for companies to embrace a new model for growth. Leaders embracing this change agenda should relentlessly focus on their customers' needs and also engage, inspire and truly involve their employees, building the organisational capabilities to deliver an exceptional, integrated customer experience.

Mhairi McEwan, Group CEO and Co-Founder, BRAND LEARNING

ABOUT THE GROWTH DRIVERS STUDY

The research was conducted in 2015 with contributions from over 900 people, in over 90 companies from 42 countries including 70 Chairmen and CEOs, business leaders and industry experts who were interviewed in depth.¹

Rich insights from these interviews as well as from the quantitative analysis, desk research and roundtables with our senior advisory panel, have been analysed to reach the findings presented in this report.²

The research was initiated and led by BRAND LEARNING in partnership with THE MARKETING SOCIETY, THE CONFERENCE BOARD, THE MARKETING ACADEMY, THE MOBILE MARKETING ASSOCIATION, ECONSULTANCY and MARKETING WEEK.

Advisory panel

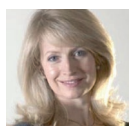


Niall FitzGerald KBE
Chairman, BRAND LEARNING

Chaired by Niall FitzGerald KBE, Chairman, BRAND LEARNING, former CEO and Chairman, UNILEVER and former Chairman of REUTERS.



Doug Baillie
Chief HR Officer, UNILEVER



Kerris Bright
CMO, VIRGIN MEDIA



Sir Roger Carr
Chairman, BAE SYSTEMS



Patrick Cescau
Chairman, INTERCONTINENTAL HOTELS GROUP



Max Conze
CEO, DYSON



Sarah Ellis
Head, Corporate, Responsibility and Sustainability, SAINSBURY'S



R Gopalakrishnan
Director and Chairman, TATA SONS



Jack Haber
VP, Global Advertising and Digital, COLGATE PALMOLIVE



Patrick Holmes
VP, Strategy, Portfolio and Commercial Operations, PFIZER



Nick Kemsley
Visiting Professor/ Co-Director, HENLEY BUSINESS SCHOOL



Kevin Lai
Executive Director, SINGAPORE ECONOMIC DEVELOPMENT BOARD



Jack Lim
Chief Commercial Officer, MEDIACORP



Simon Lowden
President, Global Snacks Group & Global Insights, PEPSICO



Amanda MacKenzie
Executive Advisor, PROJECT EVERYONE



Ross McEwan
CEO, RBS



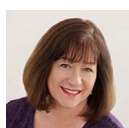
Vineet Mehra
President, Global Marketing Services, JOHNSON & JOHNSON



Gavin Patterson
CEO, BT



Alexandre Ricard
CEO, PERNOD RICARD



Syl Saller
CMO, DIAGEO



Matt Shattock
Chairman and CEO, BEAM SUNTORY



Russ Shaw
Founder, LONDON TECH ADVOCATES



Jon Spector
President and CEO, THE CONFERENCE BOARD



James Sproule
Chief Economist, and Director Policy, IOD



Susan Taylor Martin
President, Legal, THOMSON REUTERS LEGAL



Andria Vidler
CEO, CENTAUR MEDIA PLC

1. See appendix for full list.

2. Unless indicated otherwise all references and examples are sourced from BRAND LEARNING's own Growth Drivers qualitative and quantitative research and approved by the contributors.

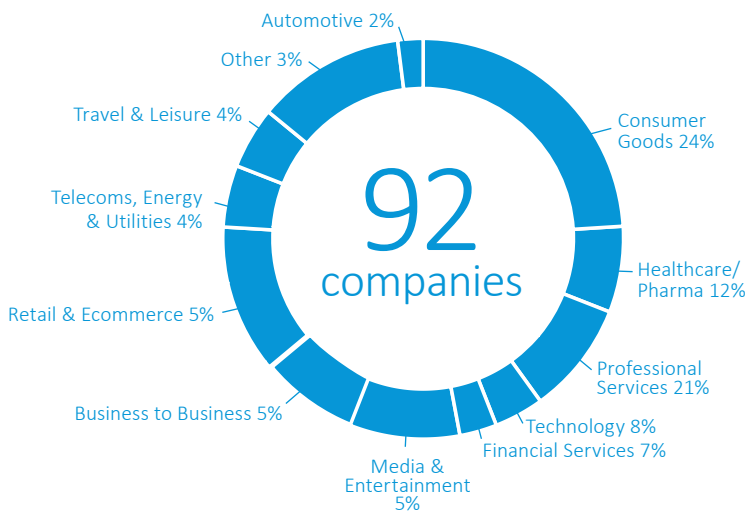
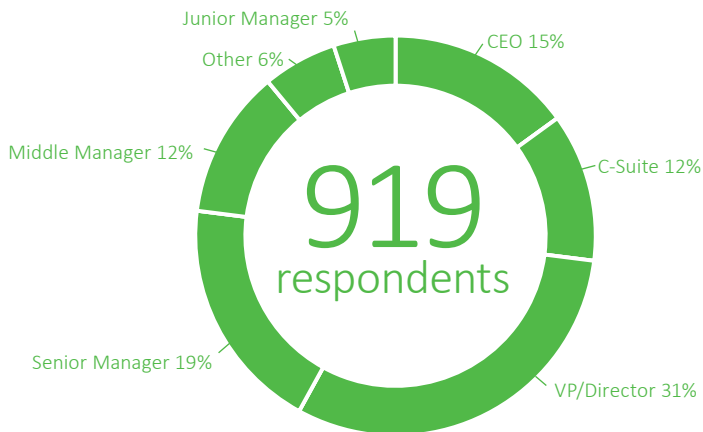


Fig. 1: Growth Drivers: definition

Growth Drivers are defined in this report as organisations which have:



Track record of $\geq 6\%$ annual growth over the past three years



Confident in their ability to make the changes necessary to meet future growth goals



Admired as Growth Drivers by business leaders globally

3. A selection of the organisations represented in the research.

THE NEW GROWTH AGENDA

Far beyond the financial or commercial benefits, growth brings opportunities for people within companies and outside them, attracting investment, offering security and lifting the spirit of a company.



Growth is the oil in the engine, it's the singular thing that allows you to create an environment in which people can flourish. Without growth investment dries up, without growth opportunities for people growth dry up.

Syl Saller, CMO, DIAGEO

What is more, leading companies are setting out a purpose for growth that ignites the imagination and energy of their teams, and drives their strategic choices. The new growth agenda calls for a meaning to growth, an articulation of the type of growth the organisation is pursuing, alongside the marriage of topline growth with cost-efficiency.

This emerging paradigm for growth requires more meaning than just meeting financial targets. The study found that employees do not care about financial growth as much as leaders think or expect. Business success alone is not reason enough for people to change or to release their discretionary energy in service of their company. Instead, they need to relate to the purpose of growth. What type of growth is the company pursuing and why, and how does that relate to the company purpose?

Equally the other emerging change is a renewed focus on pursuing topline growth coupled with cost-efficiency, rather than an either/or scenario. This calls for heightened creativity supported by deeper analytics. And it's not just at a leadership level, it's throughout the organisation – with marketers needing a new level of business acumen that can both create customer value and secure cost-efficiency.

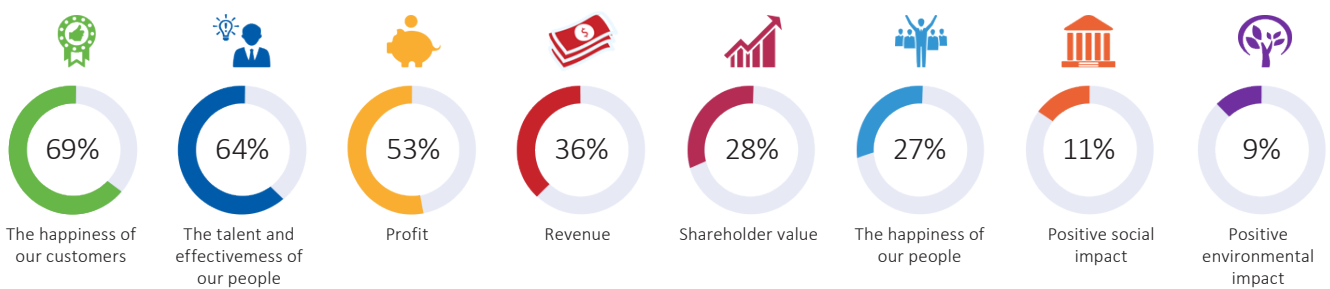


You have to be able to do cost transformation and growth, traditionally seen as two very different leadership mindsets and they can't be. You need to be able to do both at the same time.

Gavin Patterson, CEO, BT

Behind this new agenda is the need to enhance a fundamental human desire, i.e. customer happiness. This in turn requires a new focus on growing people's talent and effectiveness to be able to deliver that end result on a sustained basis, cutting through organisational silos and outdated ways of working.

Fig. 2: What is most important for companies to grow?



Source: Growth Drivers survey 2015

HOW DO COMPANIES GROW?

Organisations generally have three strategic choices about where and how to play

1. Evolve brands into new categories, new positionings, new price points, new geographies
2. Acquire new brands and capabilities
3. Invent entirely new propositions

However, Growth Drivers make these tough choices not based on commercial criteria alone but in light of what will deliver most value to their customers.

Whichever choices companies make, they will be delivered through the talent and effectiveness of their people. People deliver the customer experience – not

just in service businesses but across all sectors. People create, nurture and deliver the brands that connect the business to its customers. People manage the change and innovation that lies behind each growth path. People foster the sustained customer relationships needed for the company to succeed. People need to deliver change at an unprecedented level, they need to keep up with new technologies, behaviours and skills. And so it is unsurprising that building people’s talent and effectiveness is a major strategic imperative for growth and success in today’s economic climate.



The combination of consumer-centricity and people is really exciting and confirms the way we have to go forward.

Doug Baillie, Chief HR Officer, Unilever

Fig. 3: Growth strategy in a nutshell



COMPANIES ARE OPTIMISTIC ABOUT CHANGE

People want to change, and have a restless optimism about the ability to grow

Respondents recognise that organisations need to change in order to drive growth. And they recognise the need for organisations to rewire to better deliver an outstanding customer experience, adopt new practices, and to follow the new Growth Code described in this report.



of respondents are confident in their company's ability to make the changes necessary to meet future growth goals.

This is a remarkable and somewhat unexpected level of confidence. Clearly, a measure of optimism is an important ingredient for success and one of the criteria that differentiates Growth Drivers. But what is important is that this optimism is grounded in a firm desire to change – a restless optimism, not false complacency.



THE GROWTH CODE: THE SECRET TO BEING A GROWTH DRIVER

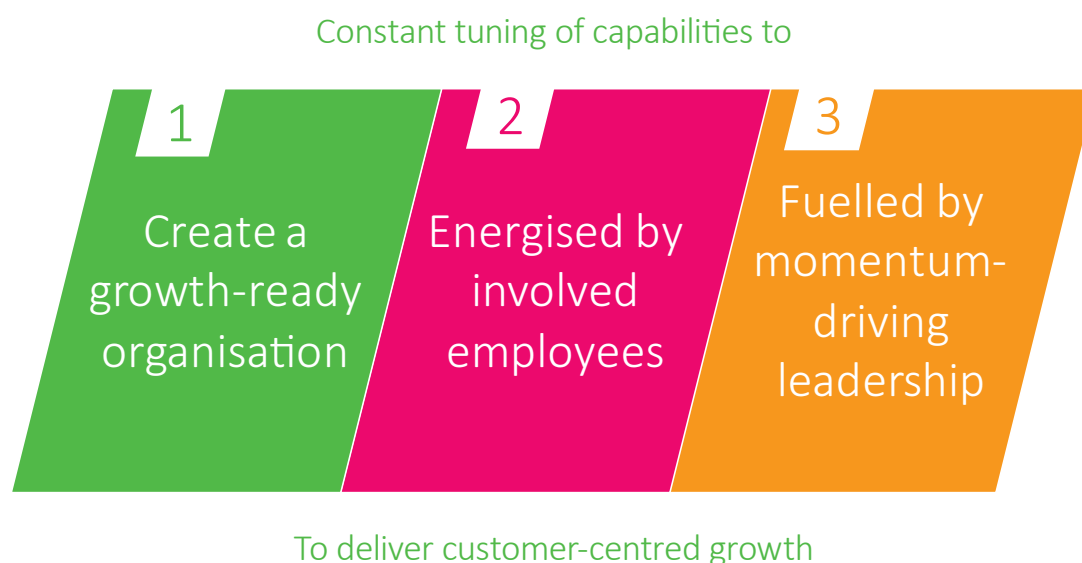
The Growth Drivers Study has uncovered a new Growth Code. This affects the whole organisation and its entire way of working – teams, processes, people, skills and culture. Because, however effective the strategic choices, delivering them in today’s climate requires a new type of organisation, energised by talented people and led by customer-centred leaders who drive and maintain momentum.



Growth is about a whole series of things you can do to create the conditions for growth. If you want to grow, you need to focus on what enables growth.

Niall FitzGerald KBE, former Chairman and CEO, UNILEVER and former Chairman, REUTERS

Fig. 4: The Growth Code



HOW TO CREATE A GROWTH-READY ORGANISATION



I am personally a big believer that traditional organisations are no longer viable in the future.

Alexandre Ricard, CEO, PERNOD
RICARD

In the ever-changing business environment, an organisation needs to be able to move to wherever the challenges and opportunities require. We call this a growth-ready organisation. Importantly this isn't about agility alone. It requires concerted discipline to evolve and change on an unprecedented scale and at unprecedented speed. It equally applies to organisations small and large, B2B and B2C, and in every sector.

The research showed that growth-ready organisations constantly explore what they can do better to deliver more value for their customers, employees and investors. They reject complacency, and actively seek new insights, ideas and opportunities.

For example, they embrace new complexities that call for increasing collaboration. They use technology to meet heightened consumer and customer expectations. They recognise that while they are building on a legacy of entrenched behaviours, systems and practices, if the desired customer experience changes, they must reinvent themselves working backwards from customer needs to the business ways of working.



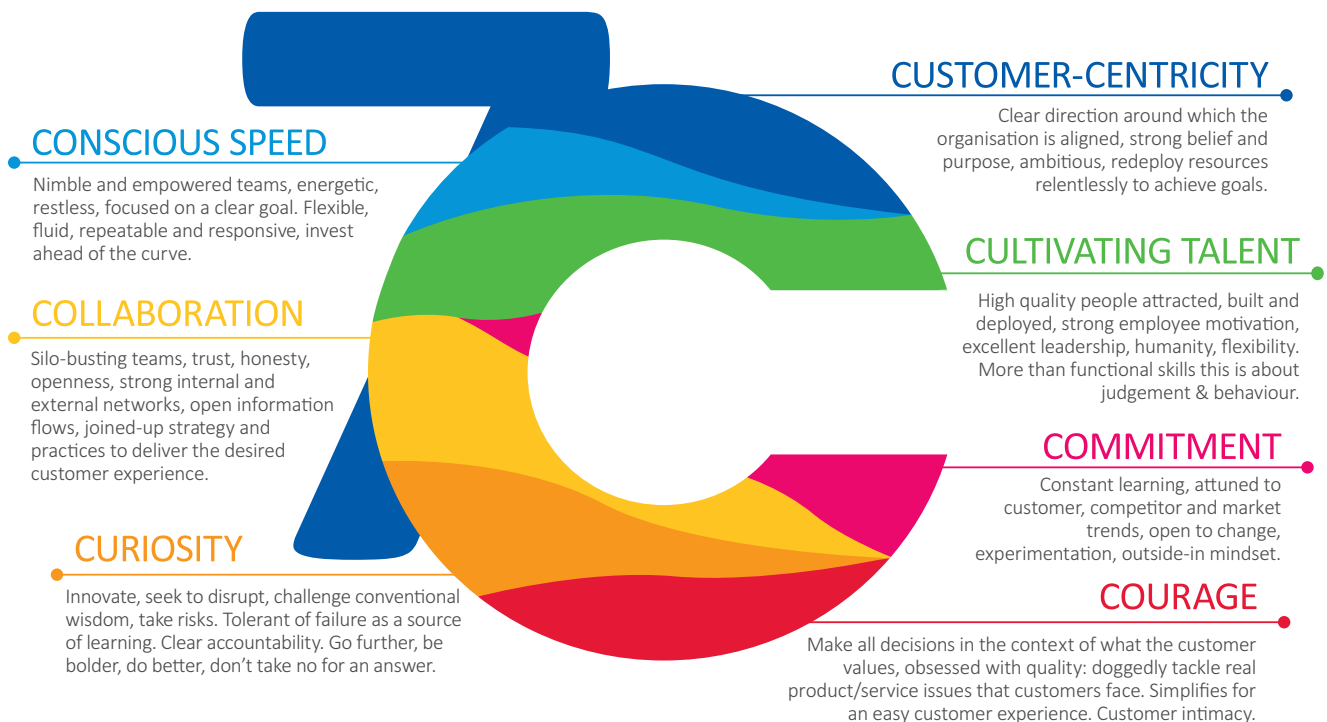
We're restless and we're constantly challenging ourselves to do more, and to do it better. Sitting still and being complacent is a fatal mistake in business.

Max Conze, CEO, Dyson

THE 7C HALLMARKS

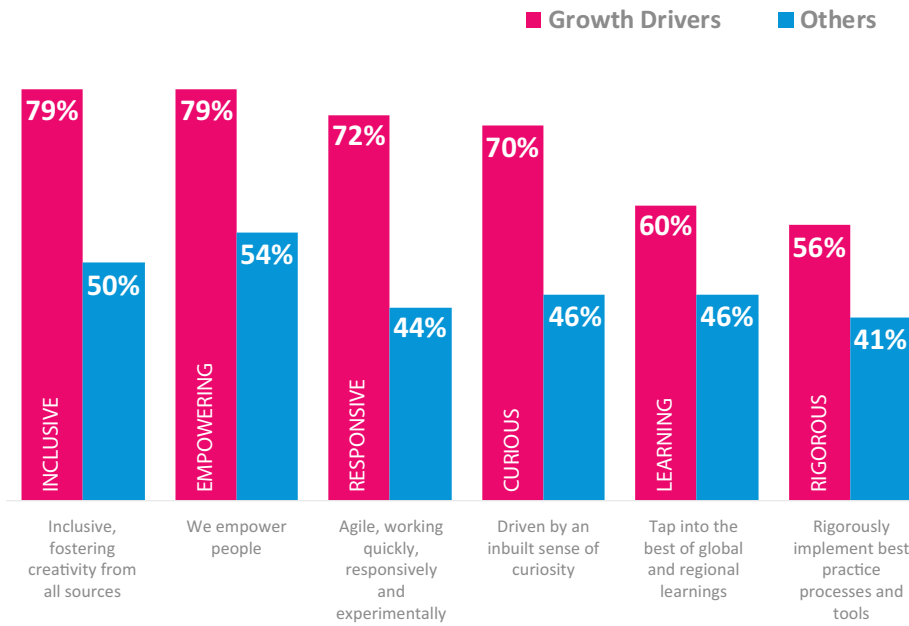
When we look across the study's data, 7 hallmarks of growth-ready organisations particularly stand out (Fig. 5).

Fig. 5: The 7C Hallmarks of growth-ready organisations



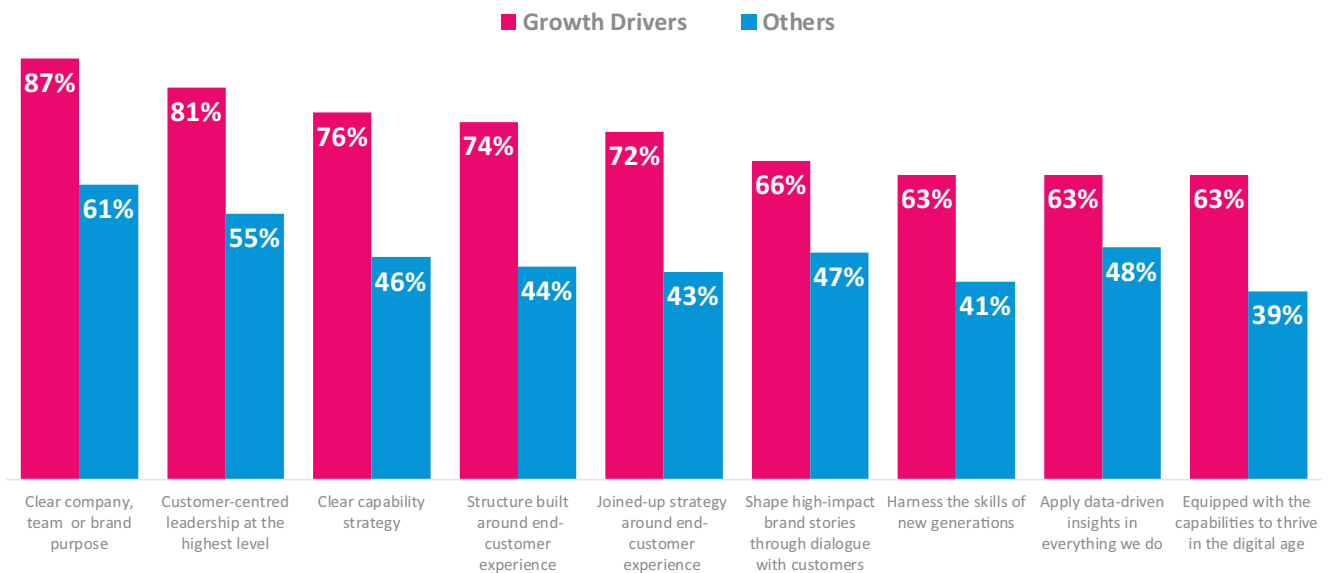
These hallmarks were drawn from many data sources, two of which are indicated in Figures 6 and 7.

Fig. 6: Ways of Working – Growth Drivers vs. Growth Laggards



Growth Drivers include, involve and empower their people, using speedy working practices and ingraining curiosity into what they do. They are more likely to identify best practices, learnings and tools, and then implement them rigorously.

Fig. 7: Practices – Growth Drivers vs. Growth Laggards

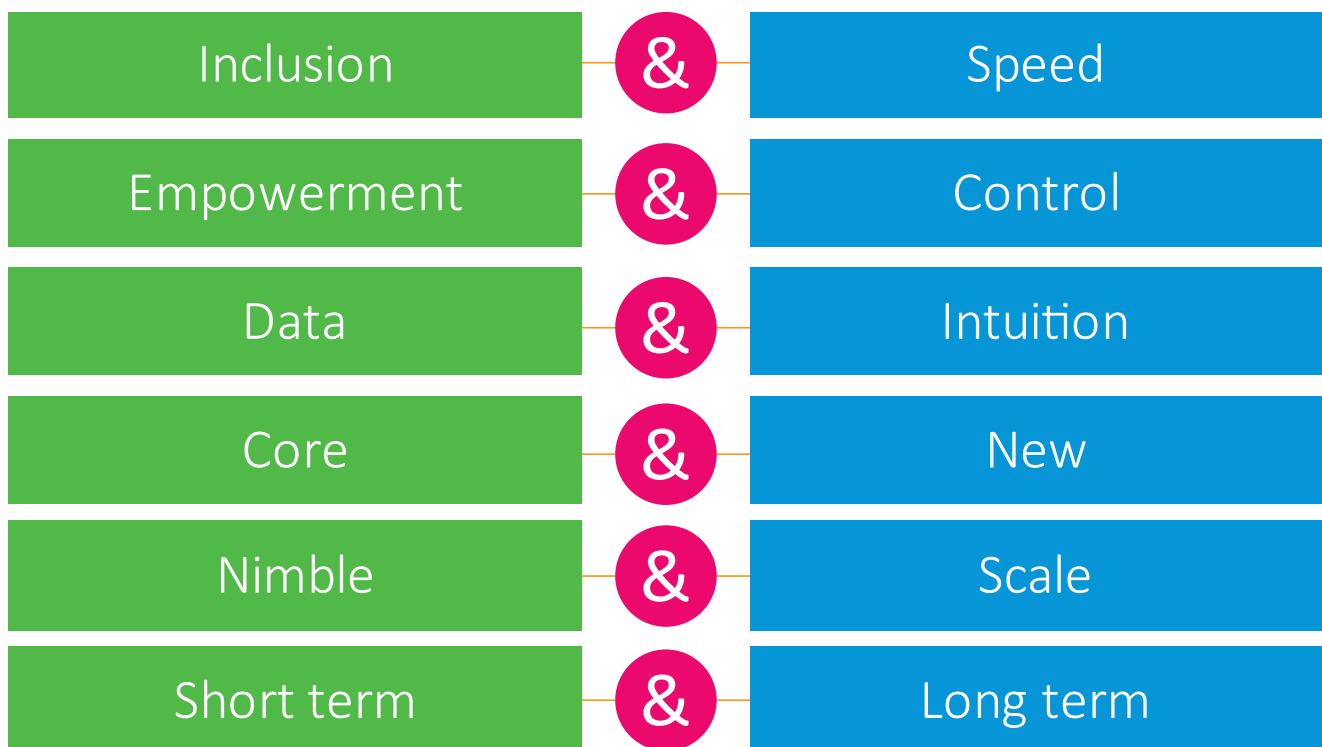


Growth Drivers are more likely to have a clear purpose, customer-centred leadership at the highest level and a clear capability strategy. The factors that most differentiate them from others are having a joined-up strategy around the customer experience, along with the structure and capability strategy to enable their people to deliver it.

GROWTH DRIVERS STRADDLE CRITICAL TENSIONS

The 7Cs don't operate in isolation. They are most powerful in combination. But, when brought together, at a granular level, they pose inevitable tensions. Growth Drivers successfully straddle these tensions, recognising that sometimes seemingly opposing traits both need to be delivered, not one or other.

Fig. 8: Typical tensions Growth Drivers face





Inclusion and speed are often tensions because the more people that are involved, the more meetings are scheduled, views addressed and iterations of an idea before it can be agreed and delivered.

Balancing **core and new** is an important tension in a world where disruption is widespread and experimentation encouraged. For some interviewed, the need for experimentation is causing dilution of efforts, resources and focus, which undermines performance. For others, sticking too tightly to the core meant they were disrupted from outside.

Possibly the hardest tension to balance is that of **short term and long term**. This is a particular challenge for those working in publicly listed companies who cite pressures from short-term investors, sometimes even at odds with customer needs, companies' strategic desires, as well as with the needs of longer-term investors.

One exercise we recommend is to assess your organisation against the 7C Hallmarks of growth-ready organisations. Where does it excel? Where does it struggle? And where is change creating tensions that need to be addressed? As you do this, you may draw inspiration from some of the practices described next.

“

Businesses that establish their reputation as fast growing feel they have to keep that treadmill going and then they begin to do the wrong things in order to pursue an artificial number.

Niall FitzGerald KBE, ex Chairman and CEO, Unilever;
former Chairman, Thomson Reuters

EXAMPLES OF 7C GROWTH-READY PRACTICES YOU CAN ADOPT

Customer-centricity

Bring customers to work. And work to customers.



Whether you are a CEO or a brand the telecommunications company O2 fosters customer intimacy from the board down. Customers are invited into meetings of O2's executive committee in a form of 'speed-dating'. At company conferences, moderators feed questions posed by delegates to customers in an adjacent room, which is live-streamed into the main room for immediate responses.

Commitment

Relentlessly reallocate resources.



In 2011 ADOBE shifted its business model from shrink-wrapped software to a cloud-based subscription model. Instead of experimenting with this new model as a 'side' business, it completely re-organised and committed to the new model and self-disruption strategy. Instead of 5% customer renewals they now have 73%. They broke \$4bn in turnover and their predicted CAGR for the next three years is 20%.⁴

Courage

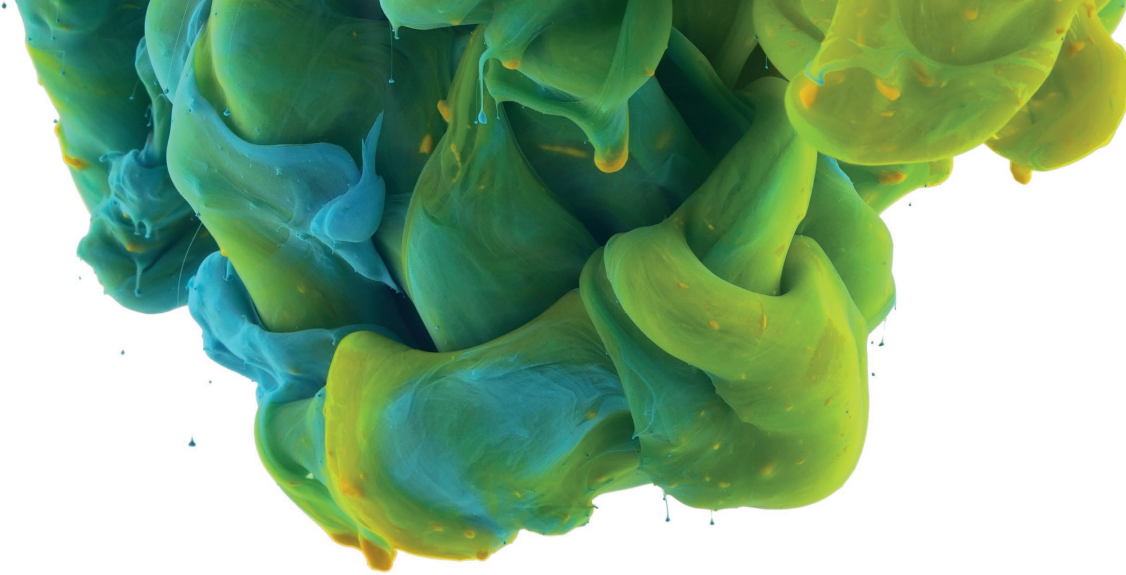
Disrupt yourself.



NET-A-PORTER is a high-fashion retailer whose founder and former CEO, Natalie Massenet, asked a team to come up with a social innovation that they believed could destroy NET-A-PORTER. This was done as a secret project, at speed, in order to create a concept that could be made real before taking it to the board. The NetSet, the first fully shoppable social network was downloaded by 87,000 in four months and has grown sales.⁵

4. ADOBE Investor Relations, www.adobe.com/investor-relations.html.

5. Suzanne Bearne, 'Tech & Ecomm: NET-A-PORTER on the Launch of its Social Shopping Network The Net Set'. Retail Week, 16 September 2015, www.retail-week.com/sectors/fashion/tech-and-ecomm-net-a-porter-on-the-launch-of-its-social-shopping-network-the-net-set/5079157.article.



Curiosity

Forge outside-in partnerships to explore 'what if' questions.



Andrew Markowitz,
General Manager,
GE PERFORMANCE

MARKETING LABS, asks the powerful question 'what if'. 'What if manufacturers like GE could use the internet to track products as they are made... to build direct digital relationships with end users with whom they have little direct contact?' In one of many outside-in partnerships created to answer 'what if' questions, GE found an answer with EVERYTHING. The platform uses smart tags and sensors to track GE products and capture information in real time at each point in the supply chain, providing new data and ideas based on the full customer experience into end-user homes.⁶

Collaboration

Bust silos with new, cross-functional teams and practices.



PERNOD RICARD merged their marketing and sales leadership

teams into an overall Business Development Action Group, working with BRAND LEARNING to combine the sales and marketing strategic planning process.

Team structures that bust silos and eliminate geographical, functional and hierarchical boundaries for everyday ways of working, are better placed to deliver the customer experience.

Conscious Speed

Adopt the two pizza rule and enable speed.



AMAZON employees work in 'two pizza' teams: small cross-functional

teams that can be fed with just two pizzas. They are empowered to execute independently end-to-end without the need to gather resources from other teams. They have clear group goals and access to open data sets. When events happen, they can act in real time and activate business changes within a couple of hours.

Speedy teams are mission and outcome focused, not process focused. Protect teams from busy work and PowerPoint; reward action and instil urgency.

Cultivating Talent

Commit to learning.



BP has moved many of its learning materials outside the firewall

to enable people to have access to them on their mobile devices, whenever they need to. People are also encouraged to develop learning routines: habitual patterns where they spend time learning something new.

6. 'GE Gets "Promiscuous"', Warc, 09 September 2015, www.warc.com/LatestNews/News/GE_gets_promiscuous.news?ID=35360.

EMPLOYEE INVOLVEMENT IN THE AGE OF THE QUESTIONING EMPLOYEE

Welcome to the age of the questioning employee. An age where team members – employees, contractors, collaborators – are used to saying what they think, and being heard.

If any of us can leave a review of a restaurant we've visited once and expect the managers to respond, publicly, and for others to be guided by our opinions, why wouldn't we expect the same level of dialogue in our workplace?

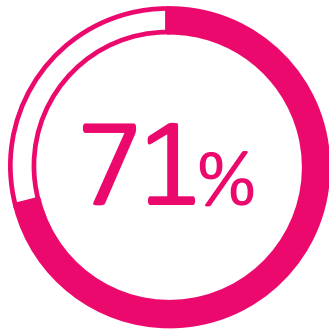
And more than that, talented people are increasingly aware of the value they can offer so they are selective about where they will place it, and for how long. They want meaningful experiences above and beyond pay. They want purpose, influence, and involvement. The research highlighted that this isn't just about junior team members, or 'millennials'. This is across the board. VPs/ Directors in particular want to feel more involved, consulted and supported.

“

How you engage with people is a lot different to 10 or even five years ago. If you've got someone who's bought the organisation's culture and values they feel they have a stake, rightly so, therefore they need to be involved.

Chris Rhodes, Executive Director, NATIONWIDE

Forget employee engagement, go beyond that. Now is time to create employee involvement.



71% respondents in our survey cite not being involved as the reason why change initiatives have gone wrong.



Only 13% of the world's 1.3bn full-time employees are involved in their business⁷



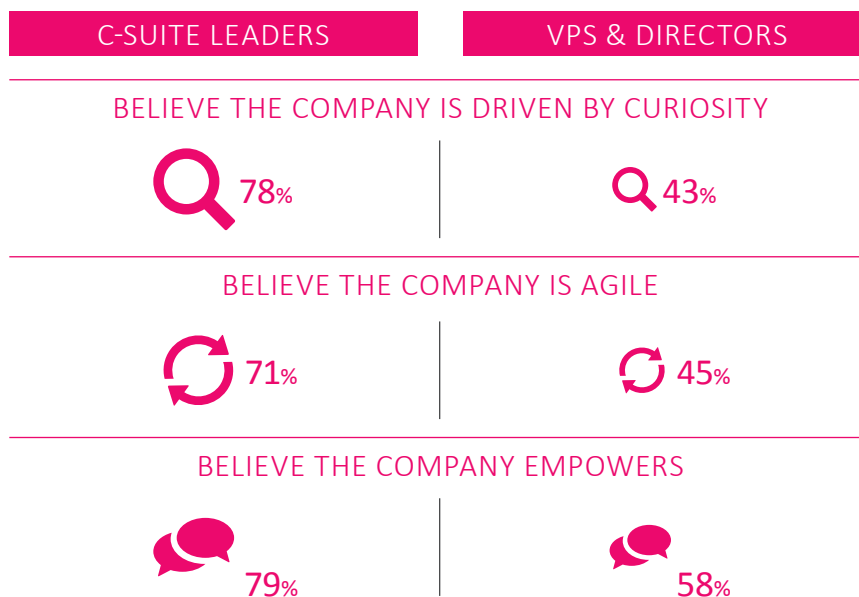
Those businesses have 22% higher profits



and 10% higher customer satisfaction



The Study's respondents expect more involvement, more empowerment and they expect leaders to live the change they are seeking, not just to talk about it.



7. Gallup, State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide (2013).

71% EMPLOYEES COMPLAIN OF POOR INVOLVEMENT

Fig. 9: Respondents examples of poor practices in employee involvement





The benefits of involving people are manifest. Involved employees are more likely to bring more of their discretionary energy to their work – and in so doing ignite the energy of their colleagues. They are more likely to be creative – and try new things. They are more likely to grow themselves and the business in tandem.

Employee involvement can be powerfully enabled by brands. A brand purpose or brand idea must connect strongly with the people inside the organisation, as well as with the customers they serve. Yet in many companies the external brand and the internal culture, brand image and engagement are still not aligned. Those companies are making a strategic error.

IDEAS FOR CREATING AN INVOLVED ORGANISATION

Wire purpose into people

'Missions laminated not lived' is one of the accusations employees make in the research. By contrast 87% Growth Drivers are guided in everything they do by their purpose. There is a strong correlation between purpose and employee motivation, but only if it permeates the organization with genuine commitment.



UNILEVER's employee motivation results have been augmented by its strong sustainability purpose. It has cemented this purpose in the architecture of the business, in part through its people practices.

For example, it is integrated in recruitment, high-potential talent selection, objectives, evaluations and leadership development. Although it is lived and reinforced from the very top of the organisation, it was set up as a shared purpose from launch, with 400 internal change agents bringing the plan to life for 170,000 employees in just six weeks.

Embody the brand

Live the brand internally and externally. Bring it to life through the physical environment and with empowered teams who find personal and locally relevant ways to invoke it to energise their colleagues.

In recognition of this trend, marketing is increasingly involved or even leading, EVP design.



DISNEY 'Imagineers' work in headquarters designed to encourage storytelling and childhood playfulness; they're complete with adult-sized building blocks and immersive spaces to create prototype customer experiences. All new employees attend the rigorous DISNEY Traditions programme which involves hands-on activities and team challenges to perfect the DISNEY way.⁸

Clear and compelling EVP

The best companies have a strong employee value proposition, tailored to appropriate employee segments, supported by concrete proof points across the organisation.

NETFLIX

NETFLIX sets out what it offers and expects from employees with explicit detail, coupled with a high-pay and high performance expectation – 'adequate performance gets a generous severance package'. They promise to empower employees and free them from undue process and 'rule creep'. There is no vacation policy or tracking (and vacation taking is encouraged).⁹

8. Lisa Fritscher, '6 Things that New Disney Cast Members Learn on their Very First Day', 10 October 2014, www.themeparktourist.com/features/20141009/29399/6-things-you-ll-learn-walt-disney-world-s-traditions.

9. NETFLIX, 'Netflix Culture: Freedom & Responsibility,' SlideShare, 01 August 2009, www.slideshare.net/reed2001/culture-1798664/.

Collaborate to communicate

Rather than roadshows and annual conferences focused on 'tell', companies are using time together, via remote technology as well as face-to-face, to get people working together in line with the message.

Microsoft

MICROSOFT introduced a hackathon to its annual //oneweek conference, allowing thousands of employees to collaborate in small groups to propose and create changes to anything in the company. The results were concrete actions that could be taken forward, and people who were energised, involved, and felt part of the company's direction.

Empower

Sixty-three percent of respondents want greater empowerment at work. Equally, to enable speed, leaders need to empower people to make quick decisions.

Beam Suntory

BEAM SUNTORY uses the tight-loose-tight framework to balance clear direction and accountability – set by weekly planning reviews and mid-year planning reviews for example – with a high degree of empowerment. The idea is to give people a tight brief and clear objectives, then give them freedom in their approach to delivering it, and then collectively measure results.

Grow and equip inclusively

Many companies focus their development efforts on leaders, graduates and high potentials. The learnings from Margaret Heffernan's Superchicken research¹⁰ suggest a more inclusive view of talent; enabling the team overall is more important than star players.

People need to be enabled in on-the-job learning: diarising active reflection within learning routines, using project reviews to capture individual learning as well as operational assessment, and using internal social networks.



The American Automobile Association has adopted the social network Yammer as a means for all employees to access and share ideas, offer and receive support, and to discuss innovations and policies. Geographically dispersed employees are connected with each other and employees report feeling empowered to share their opinions and advice, cutting across hierarchies.¹¹

Invigorate listening & measurement

Listening is a vital and under-developed skill all managers need to practise.

For example, 'skip meetings' where leaders have informal, agenda-less chats with reports to their own direct reports and meet people in different teams.

How could you measure employee involvement and NPS? New measurement techniques focus on application of purpose not knowledge of it, belief in leaders, opportunities to participate and behaviours not intentions.

Google

GOOGLE solicits feedback from employees on everything from compensation to the design of its campus bicycles. Every Friday it holds employee forums where leaders respond to the top 20 most-asked questions.

It also democratises internal data including full publication of employee satisfaction results.¹²

10. Shané Schutte, 'Margaret Heffernan Suggests Firms Stop Using Super-Chicken Model and Value All Staff Equally,' Real Business, 24 August 2015, realbusiness.co.uk/article/31014-margaret-heffernan-suggests-firms-stop-using-super-chicken-model-and-value-all-staff-equally.

11. Yammer, 'AAA Success Story', www.scribd.com/doc/33717372/AAA-Success-Story.

12. SkilledUp, 'How Google Develops Talent', 06 March 2015, <http://www.skilledup.com/insights/google-develops-talent>.

HOW TO BE A GROWTH DRIVER LEADER

Leaders have to create a growth path among heightened and often competing demands from their customers, employees, investors and other stakeholders.

Not only do they have to set future direction, they have to 'muscle the first step' and fuel momentum behind achieving their goals. Their unique role requires them to engage and maintain the energy of the organisation to change, and that requires them to call on their own leadership resources and energy. Among study respondents the richest source of inspiration and energy comes from focussing on customers. Customer-centred leaders find the energy and commitment to inspire and drive the organisation forwards in service of creating an outstanding customer experience.

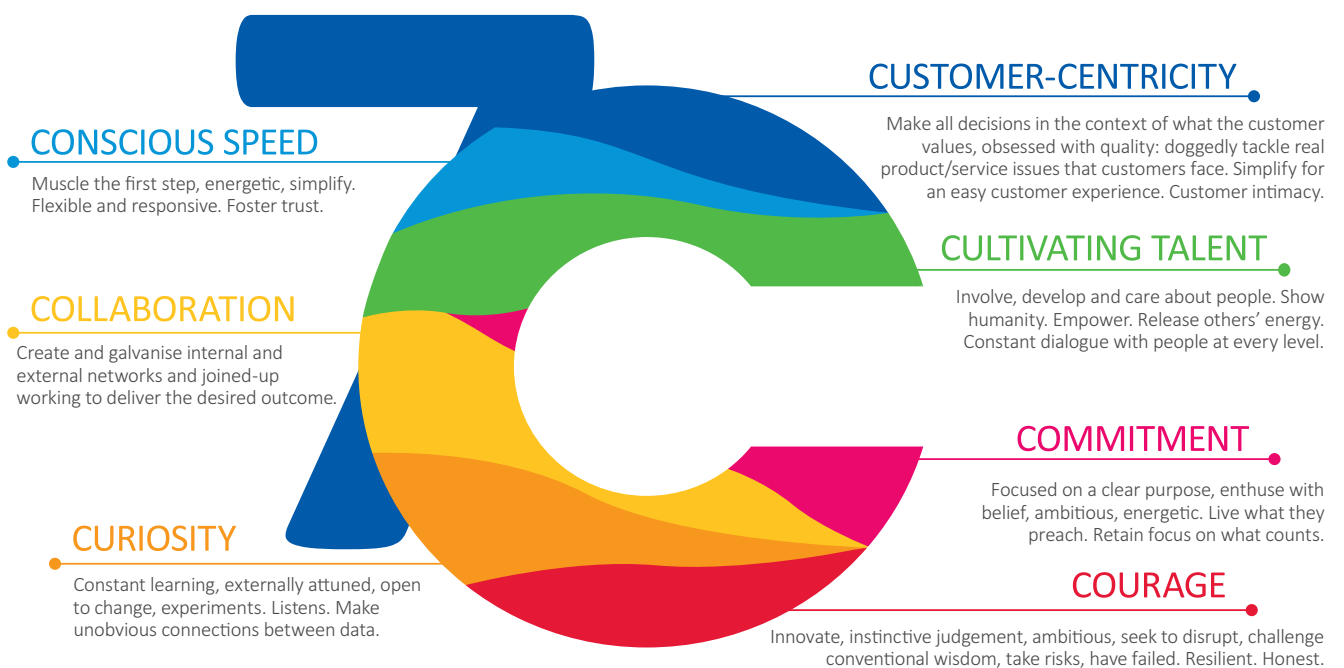
Respondents rate the role of leadership as critical. Dedicated leadership is the most successful way in which they

have seen change achieved in practice, with 62% rating this in the top three factors for change.¹³ However, in this age of the questioning employee, leaders are often seen as too quick to move on, paying only lip service to change. When on a journey of change, organisations need personal commitment and courage from leaders, in order to initiate and maintain momentum.

Thus there is the demand for a particular set of capabilities from leaders, a blend of behaviours and skills that characterise successful Growth Drivers. These hallmarks of momentum-driving leaders mirror those of growth-ready organisations.

13. 62% rated 'leaders who dedicated most of their time to spreading the word across the organisation' in the top 3 most successful ways change is achieved, the highest scoring factor. Growth Drivers Quantitative Survey 2015.

Fig. 10: The 7C Hallmarks of Growth-Driver Leaders



7 WAYS TO FUEL YOUR LEADERSHIP

While the 7C Hallmarks can require some big behaviour shifts, there are also practical steps you can take, wherever you are in your leadership career.

Customer Centricity

Be the beacon for customer-centricity

Whether you are a CEO or a Brand Manager, be a customer-centred leader. Start with constant curiosity about your customers, help others get closer to customers and what's changing in their lives, and bring customer considerations into every meeting and decision point.

“As a leader, if the history of the business, if the culture of the business has not had the customer as its centre of gravity, you need to overcompensate for it in your own behaviour on a day-to-day basis, and in how you communicate to the business at large.” Gavin Patterson, CEO, BT

Commitment

Stay focused and clear about what needs to change

Leaders are routinely criticised for introducing change and then moving on. As one respondent described, change fails when leaders ‘only half implement a ‘grand plan’. It’s easy for all of us to become distracted or excited about the next opportunity, but the rest of the organisation will start slower, and not necessarily finish, if your attention moves on too rapidly. Paul Polman and his leadership team are still touring the business with the UNILEVER Sustainable Living Plan, using it as the basis for resource allocation decisions, and in brand and people reviews.

Cultivating Talent

Overtake all the barriers that hold back talent, with an open mind

Question the status quo. Show your personal commitment to ensuring your people are best placed to release their potential. Marc Benioff, CEO, SALESFORCE, recognised women were under-represented in management meetings, and that he could play a role in enabling gender diversity and equality. He set a vision and goals for diversity for the organisation, and personally committed to driving change. He publicly promised to identify and address pay inequality between men and women at SALESFORCE. After six months he identified a \$3m pay gap, which was redressed in 2015.



Courage
Say it out loud and in public
Courageous leaders put themselves in a risky, high-profile position to prompt change. Have the confidence to set a vision and goals in which you can engage others, even when outcomes are uncertain, and be prepared to communicate openly about lessons learnt from failure. Warren Buffett showed immense courage investing \$5bn in scorned BANK OF AMERICA (which in four years doubled in value), as did Steve Jobs when promising to turnaround APPLE in 1997.¹⁴

Conscious Speed
Step back to enable speed
Do a speed review to discern who needs to be involved for each step of a process. Challenge yourself, do you really need to be involved or could you be slowing progress?
“Look at the throughput from idea to execution and get rid of all the bottlenecks. You often don't notice these because they are the norm. But ask ‘who is nice to have, versus who do we need to have?’”
Adam Rosen, Executive Vice President of Marketing, SIDNEY FRANK IMPORTING

Curiosity
Ask questions from outside the office
Re-energise yourself and release your curiosity. Spend time away from the organisation and its internal concerns. Curiosity is a mindset that requires not only exposure to new ideas, but also observing, questioning and connecting stimulus inside and outside your company.
Niall FitzGerald, KBE, Chairman, BRAND LEARNING, recommends people leave the office and immerse themselves in new experiences, he asserts “the people who generate growth are inquisitive, they’re curious, they’re restless and never quite satisfied; they’re always looking for the extra.”

Collaboration
Align your whole team with consistent customer goals
Collaborative companies work best when everyone is working to the same goals and metrics. Centre your team on customer-focused metrics. VIRGIN MEDIA rewards everyone, whatever their role, based on customer NPS. The bank NATIONWIDE looks at long-term customer indicators as well as current performance.

14. Dan Fitzpatrick, ‘Buffet Bets \$5 Billion on BofA,’ The Wall Street Journal, 26 August 2011, www.wsj.com/articles/SB10001424053111904787404576530211731979854 and Brad Stone, ‘Steve Jobs: The Return, 1997-2011,’ Bloomberg Business, 06 October 2011, www.bloomberg.com/bw/magazine/the-return-19972011-10062011.html.

CONCLUSION

The Growth Drivers Study demonstrates that as the challenges of delivering growth become more formidable, a major change is taking place in how organisations operate and in the capabilities needed for leaders and people throughout the organisation to deliver the outstanding customer experiences that are vital for growth.

While the fundamental principles of growth remain, there is a new focus on both customer happiness and the talent and effectiveness of employees. The organisations that do this well, building their capabilities for growth, have a clear edge.

This is enabled by The Growth Code, a new framework for the changes needed to drive growth.

The Growth Code Constant tuning of capabilities to



To deliver customer-centred growth

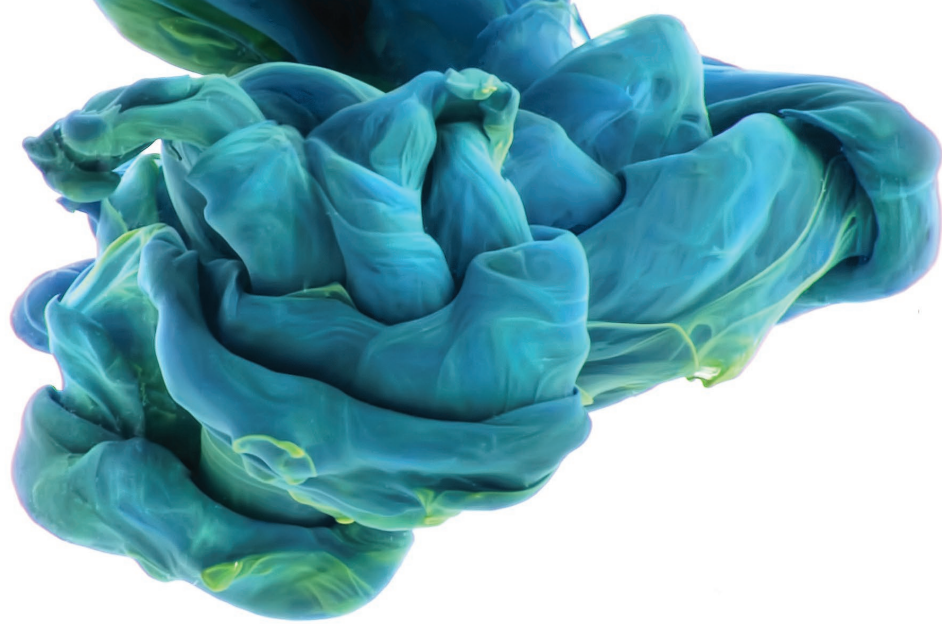
Customer experience is the new currency of growth. Organisations, leaders and employees need to be aligned, equipped and tenacious to excel in delivering outstanding customer experiences. People deliver the customer experience: across all sectors, their talent and effectiveness is crucial. The remit of driving growth through delivering the customer experience typically falls to essential customer-facing teams and

functions. For those with responsibility for Marketing, Sales, Capability, Digital or HR, within an organisation, tailored suggestions, examples and ideas for applying The Growth Code can be found in the full Growth Drivers research report, available at www.brandlearning.com/growth-drivers/.



Growth and winning is a habit so what you have to do is get people to start recognising that they can grow, that we can win.

Vineet Mehra, President of Global Marketing Services, J&J Consumer Group



The Growth Code raises important questions for everyone, wherever they sit in an organisation:

Is your organisation, function, department or team organised with the capabilities to deliver nothing less than outstanding customer experience?

- Are teams joining up to collaborate in service of the customer experience?
- Do they have aligned purpose, focus and goals?
- Are key processes enabling or hindering great customer experience?
- Is information, data and learning open, free and accessible within the organisation?

What is being done to release the skills and energy of the people who work in your organisation?

- Are they meaningfully involved?
- Are ideas fostered from all people and sources?
- What more can be done to empower those capable of delivering for customers?

How, specifically, do you as a leader create and maintain momentum behind changes that genuinely add value to the experiences customers have?

- What are you leading for? Not just yourself or your team but for your customers?
- How are you creating the energy you need to ‘muscle the first step’?
- Do you stay focused on change, live it, and see it through?

Building the capabilities to grow in today's world is not an option. It's a vital necessity demanding constant tuning of all the key drivers of growth.

If you'd like support on your organisational, team or personal growth journey, contact BRAND LEARNING to find out more about how The Growth Code can be applied in your organisation, Marketing, Sales, Capability, Digital and HR teams.



This is the new growth agenda. If you don't adopt it, your long-term sustainability is at risk. I've seen it in thousands of start-ups and scale-ups coming up behind you, and they'll be big.

Russ Shaw, Founder, LONDON TECH ADVOCATES

ABOUT BRAND LEARNING

BRAND LEARNING is a global consultancy whose mission is to help create growth-capable organisations. We work in partnership with the world's leading organisations to inspire and build their capabilities to deliver customer-centred growth. We work with Marketing, Sales, HR, Leadership and Digital teams to lift their performance and ability to create exceptional customer experiences. We do this by optimising their organisation, culture, people, processes, and skills.

Authors

Hayley Spurling

Group Client and Brand Director

Sarah Jones

Brand Director



With sincere thanks and great appreciation to all our Advisory Panel, interviewees, respondents, and to the broader team at BRAND LEARNING who helped shape this study and its conclusions.

Niall FitzGerald KBE

Former Chairman and CEO, UNILEVER and Chairman, BRAND LEARNING

Frank Abenante

Former VP, Global Brands, ABI

Achal Agarwal

President Asia Pacific, KIMBERLY-CLARK

Neal Arthur

Managing Director, WEIDEN & KENNEDY

Chris Babayode

Managing Director EMEA, MOBILE MARKETING ASSOCIATION

Doug Baillie

Chief HR Officer, UNILEVER

Corey Barrette

VP Global Consumer Insights, EDGEWELL

Nick Barton

CCO, IHG Asia, Middle East and Africa

Mark Baynes

CMO, KEURIG GREEN MOUNTAIN

Sara Bennison

CMO, NATIONWIDE

Nina Bibby

Marketing and Consumer Director, O2 (TELEFONICA UK)

Glen Brasington

VP Marketing Asia, PERNOD RICARD

Kerris Bright

CMO, VIRGIN MEDIA

Hugh Burkitt

Chief Executive, MARKETING SOCIETY

Lou Cairo

Head of Global Sales Excellence, NOVARTIS

Sir Roger Carr

Chairman, BAE SYSTEMS

Patrick Cescau

Chairman, INTERCONTINENTAL HOTELS GROUP

Brad Chapman

Global Head, Strategic Marketing, UCB

Cyril Charzat

Sales and Marketing Director – Asia Pacific at HEINEKEN

Max Conze

CEO, DYSON

Sally Cowdry

Marketing and Consumer Director, CAMELOT

Matt Donovan

GM, Brand, Data and Insights, MICROSOFT

Sarah Ellis

Head, Corporate Responsibility and Sustainability, SAINSBURYS

Louise Fairburn

VP Global Commercial Learning Academy, ASTRAZENCA

Matt Gilbert

Business Development Director, Guardian Digital Labs, Guardian NEWS AND MEDIA

Elana Gold

Divisional VP, Marketing, ABBOTT NUTRITION INTERNATIONAL

Jan Gooding

Group Brand Director, AVIVA

R Gopalakrishnan

Director and Chairman, TATA SONS

John Graham

Former VP and CMO, ALIGN TECHNOLOGY (INVISILIGN)

Jack Haber

VP Global Advertising and Digital, COLGATE PALMOLIVE

Patrick Holmes

VP Strategy, Portfolio and Commercial Operations, PFIZER

Margaret Jobling

Director, Brand Marketing, BRITISH GAS

Erica Kerner

VP Marketing and Communications, TIFFANY & CO.

Nick Kemsley

Visiting Professor/Co-Director, Centre for HR Excellence, HENLEY BUSINESS SCHOOL

Kevin Lai

Executive Director, SINGAPORE ECONOMIC DEVELOPMENT BOARD

Susan Lewis

VP, Marketing, DSM

Russ Lidstone

Former CEO, HAVAS WORLDWIDE

Jack Lim

Chief Commercial Officer, MEDIACORP

Simon Lowden

President, Global Snacks Group and Global Insights, PEPSICO

Amanda Mackenzie

Executive Advisor, PROJECT EVERYONE

Ross McEwan

CEO, RBS

Vineet Mehra

President Global Marketing Services, J&J

Adam Morgan

Partner, Brand and Marketing Consultant, EATBIGFISH

Mark Newton

CMO, GOUSTO

Colette Noé

Global Head, Insights, GODIVA

Paul Norman

President, SVP, KELLOGG INTERNATIONAL

Shilen Patel

Co-Founder and Director, INDEPENDENTS UNITED

Gavin Patterson

CEO, BT

Jeff Perlman

Global Head Commercial Excellence, NOVARTIS

Jeff Popper

CMO, GLOBAL PARTNERS LP

April Redmond

CMO, KERRY FOODS

Amanda Rendle

Former Global Head, Marketing, Commercial Banking and Global Banking and Markets, HSBC

Chris Rhodes

Executive Director, NATIONWIDE

Alexandre Ricard

CEO, PERNOD RICARD

Mark Ritson

Associate Professor, MELBOURNE BUSINESS SCHOOL

Adam Rosen

VP Sales and Marketing, SIDNEY FRANK IMPORTING

Syl Saller

CMO, DIAGEO

Sherilyn Shackell

Founder, THE MARKETING ACADEMY

Nick Shackleton-Jones

Learning Innovations and Technology Director, BP

Matt Shattock

Chairman and CEO, BEAM SUNTORY

Russ Shaw

Founder, LONDON TECH ADVOCATES

Mary-Ann Somers

VP and GM U.S. Core Confection, HERSHEY

James Sproule

Chief Economist & Director, Policy, IOD

Susan Taylor Martin

President, Legal at THOMSON REUTERS LEGAL

Chris Tedesco

GM, US Marketing, RECKITT BENKISER

Linda Van Schaik

GM, Global Customer Marketing and Communications, SHELL

Brent Vartan

Managing Partner, CONSIGLIERE BRAND CAPITAL

Andria Vidler

CEO, CENTAUR MEDIA PLC

Helen Walton

Founder, GAMEVY

Karina Wilschler

Partner, CEO, ANOMALY

Peter Wright

Marketing Matrix Leader, IKEA



BRAND LEARNING

Driving customer-centred growth

New York

Brand Learning Inc.
80 Broad Street
Suite 2101
New York
NY 10004
Tel: (+1) 212 392 4898

London

Brand Learning Partners Ltd.
Burgoinne Quay
8 Lower Teddington Road
Hampton Wick
Kingston-upon-Thames
Surrey, KT1 4ER
Tel: (+44) 208 614 8150

Singapore

Brand Learning Pte Ltd.
3 Temasek Avenue
Centennial Tower
Level 21-00
Singapore 039190
Tel: (+65) 6549 7935

contactus@brandlearning.com

www.brandlearning.com

© Brand Learning 2016 All rights reserved

