

A perspective view of a long, narrow tunnel with a grid-like structure on the walls and ceiling, illuminated by purple light. The tunnel recedes into the distance, creating a strong sense of depth and perspective. The lighting is a vibrant purple, casting a glow on the metal surfaces.

**Get into
a growth
state of mind**

Summary

With growth becoming more important to investors, leaders and boards, it is now everybody's business, not just for 'growth companies.' But innovating is hard. It requires a focus on customers as well as employees, on new sources of revenue and the existing business of today, and there are no silver bullets or models you can copy from other companies.

We've designed a suite of assets and tools that you can use now to help unlock your organization's growth potential.

In a study of 1,150 executives, we found that **83%** said their companies' approach to growth had changed since the start of the pandemic—and that environmental, social and governance (ESG) was the biggest driver of change in the growth agenda.

In another study of 1,200 executives, we also found that **82%** of C-level executives felt they had the right structures for innovation, but only **20%** found that they had the right culture for innovation.

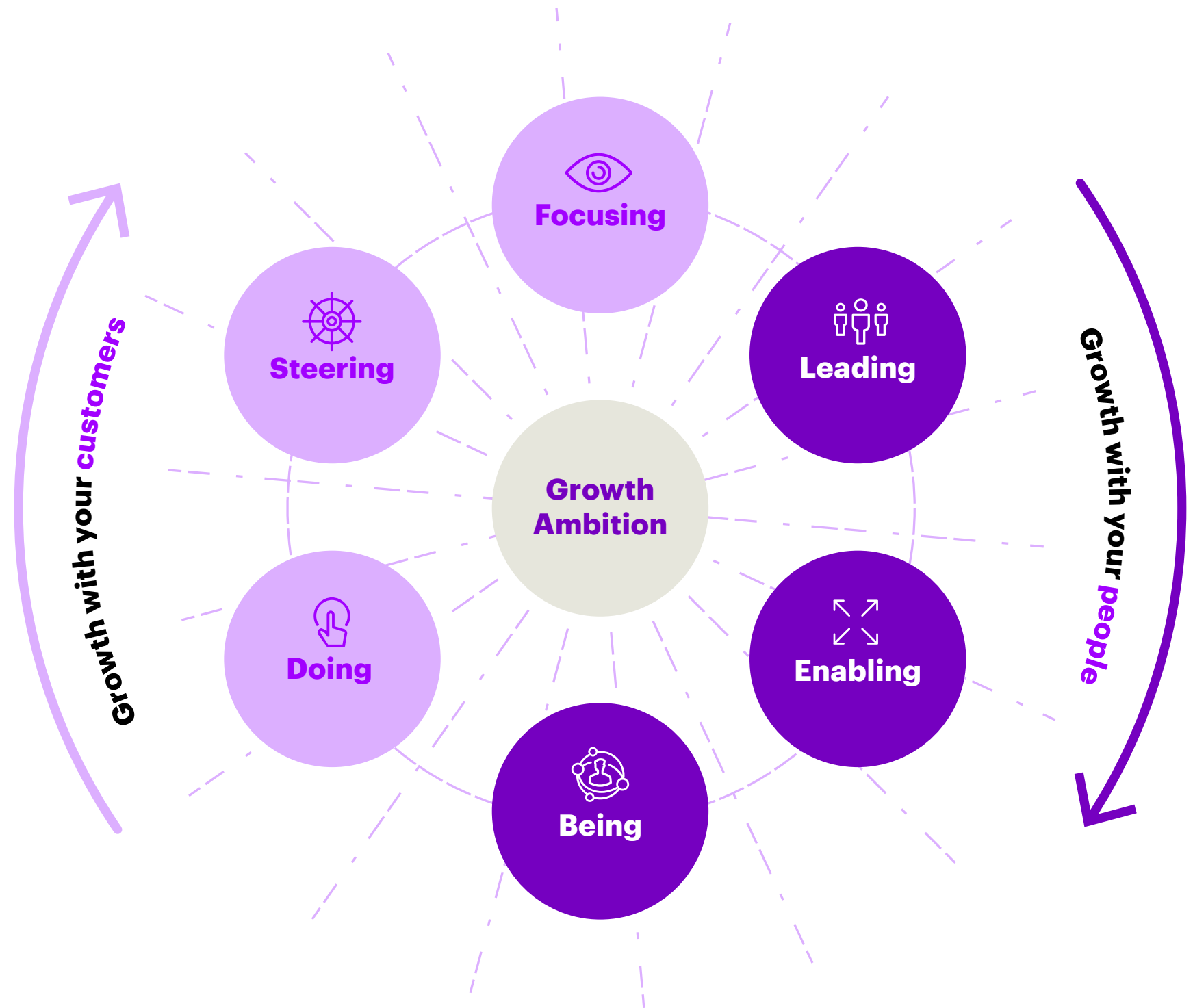




Unlock your growth potential: six growth practices

From our extensive research on growth and our work with clients, we have identified a set of six growth practices. When managed together, these can help companies to unlock their growth potential to achieve an always-on state of growth—and a clear route to 360 degree value.

When coordinated together, these growth practices help companies across six areas.



Overview of 3 Practices: Growth with your customers



Focusing

on big problems worth solving—
with a clear sense of where you
have the right to win

- Having a clear purpose and focus on solving the biggest problems
- Knowing where you have the right to win—and where to partner

- Integration of planning between strategy, innovation, mergers and acquisitions, and venturing
- Integrating ESG goals into growth planning



Steering

across a portfolio of projects
to maximize impact through
staged funding

- Dynamically allocating and re-allocating investment based on changes in market opportunities—using staged VC-style funding
- Getting the balance right between investing for tomorrow and being efficient today

- Managing a portfolio of efforts across long-term growth and short-term growth
- Finding operating efficiencies to fund investment in growth



Doing

the work of delivering new
products, services and
differentiated experiences

- Using rapid experimentation to de-risk new products, services and experiences
- Working in small, multi-disciplinary teams empowered to make decisions
- Successfully executing on long-term growth as well as short-term growth

- Tapping into new sources of value and new business models
- Rapidly moving from experiments to pilots to scale
- Working with partners to scale faster

Overview of 3 Practices: Growth with your people

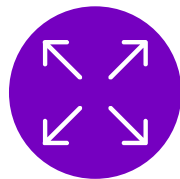


Leading

the organization by setting a clear ambition, and by 'walking the walk'

- A clear ambition for growth that is clearly communicated by all leaders—leading to hard prioritization decisions
- Leaders actively support future growth—not just short-term growth—and embody the right mindsets and behaviors for this

- Leaders foster a culture that supports diverse perspectives
- Leaders have a good understanding of the potential of emerging technologies



Enabling

through talent, structures, partnerships and supporting tech platforms

- Diverse talent with a good understanding of emerging tech
- Effective sharing of learnings—what worked and what didn't
- The tools and technology infrastructure that support rapid experimentation and speed to market

- Deep relationships with technology ecosystem partners
- Incentives to support long-term growth—not just short-term growth
- Training and talent development to transform the existing workforce



Being

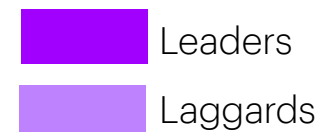
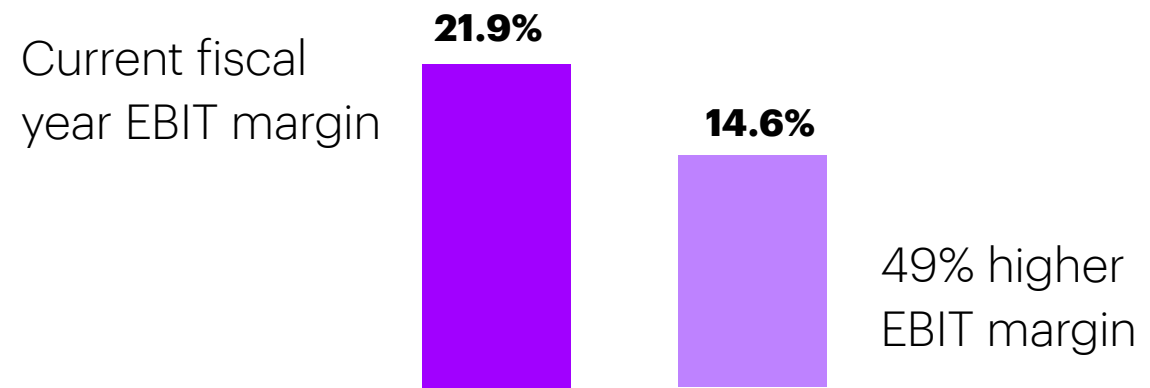
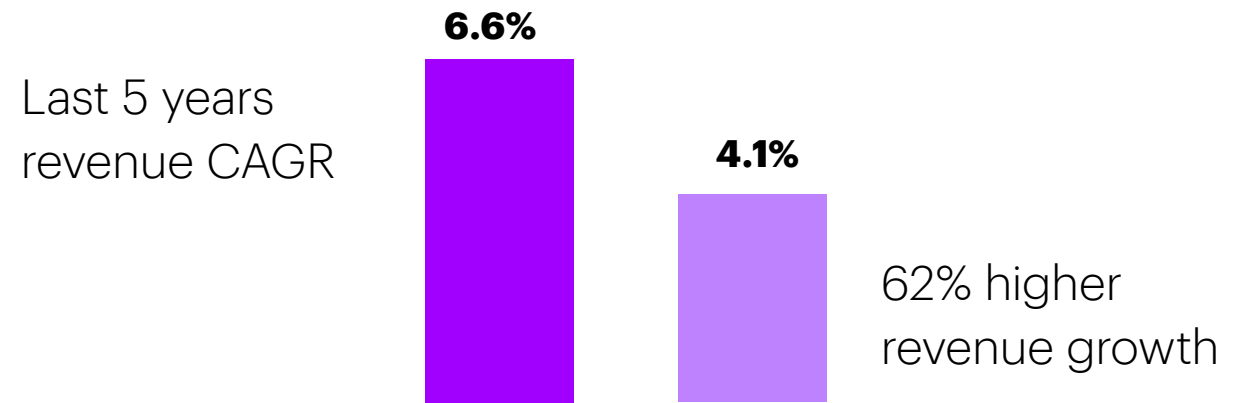
a culture that fuels growth through supportive mindsets, behaviors and ways of working

- A culture that encourages new ideas and experimentation
- A workforce that is diverse and inclusive
- An organization that encourages collaboration across silos
- People are encouraged to learn rather than 'know it all'

- People are able to adapt their skills based on changes in technology and the market
- Having a culture that supports the integration of new talent into the company

The companies that do best at this are growing faster and more profitable

In the last 5 years revenue growth for leaders was 62% higher compared to laggards, and current EBIT margin is 49% higher than Stragglers' margin.



What we found is that the highest performers show a common set of strengths.

- They calibrate their growth strategy based on a holistic set of KPIs—not just financial ones.
- They have a stronger integration of ESG goals within growth planning.
- Their future growth is funded through improving operating efficiencies.
- They are developing strong ecosystem partnerships.
- They have a clear ambition for growth while making hard choices on prioritization.
- They foster a diverse culture that nurtures new ideas

Any organization can start on their growth journey today.

The first step is to assess where you are on the curve. We've designed a Growth Potential assessment that helps leaders to:

- Identify your company's strengths and weaknesses
- Benchmark yourself against highest performing companies
- Get practical insights on priorities and what changes to consider



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