

Fueling Growth

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Structure

- Why drive growth?
- Profitable Growth
- Industries where value is being/has been destroyed
- Inspiring, energizing leaders
- What kind of culture gets growth?
- Should we manage Cynics?
- Managing self as a leader?



Why does a company need growth?



**Growth keeps a company
young**

**Growth makes a company
stretch**

Growth is intoxicating



A Company's Choice : Either Grow or DIE?



Average lifespan of a US company

1920s	67 years
1958	61 years
1980	22 years
2012	17 years
2017	15 years

Source : Credit Suisse

Profitable Growth?

amazon

Bisleri

Flipkart



Himalayan
The natural mineral water



AQUAFINA

DUNKIN'
DONUTS



snapdeal

Companies That Died

Because....



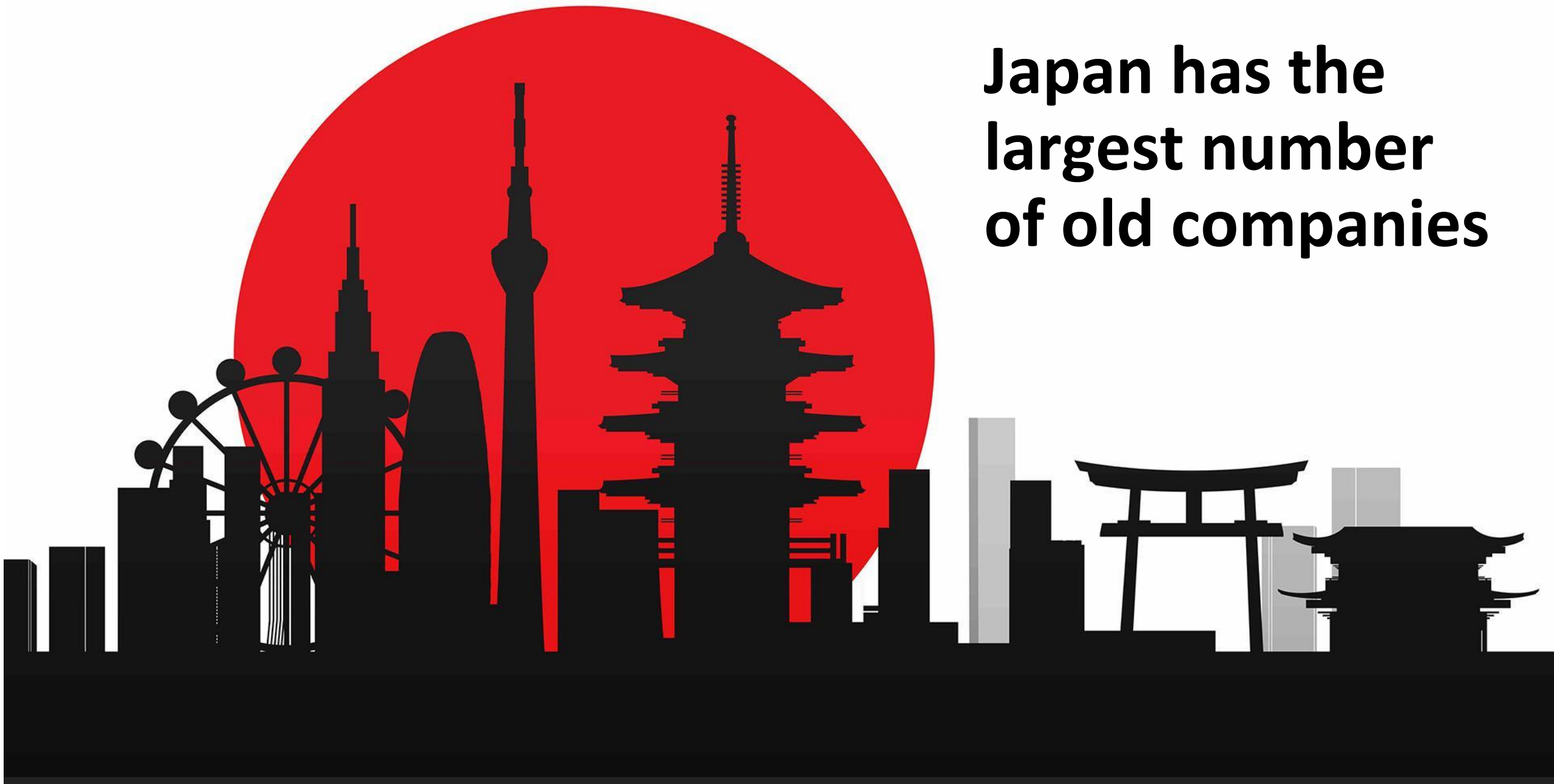
Companies That Are Reshaping

 **BlackBerry**®



NOKIA

**Japan has the
largest number
of old companies**



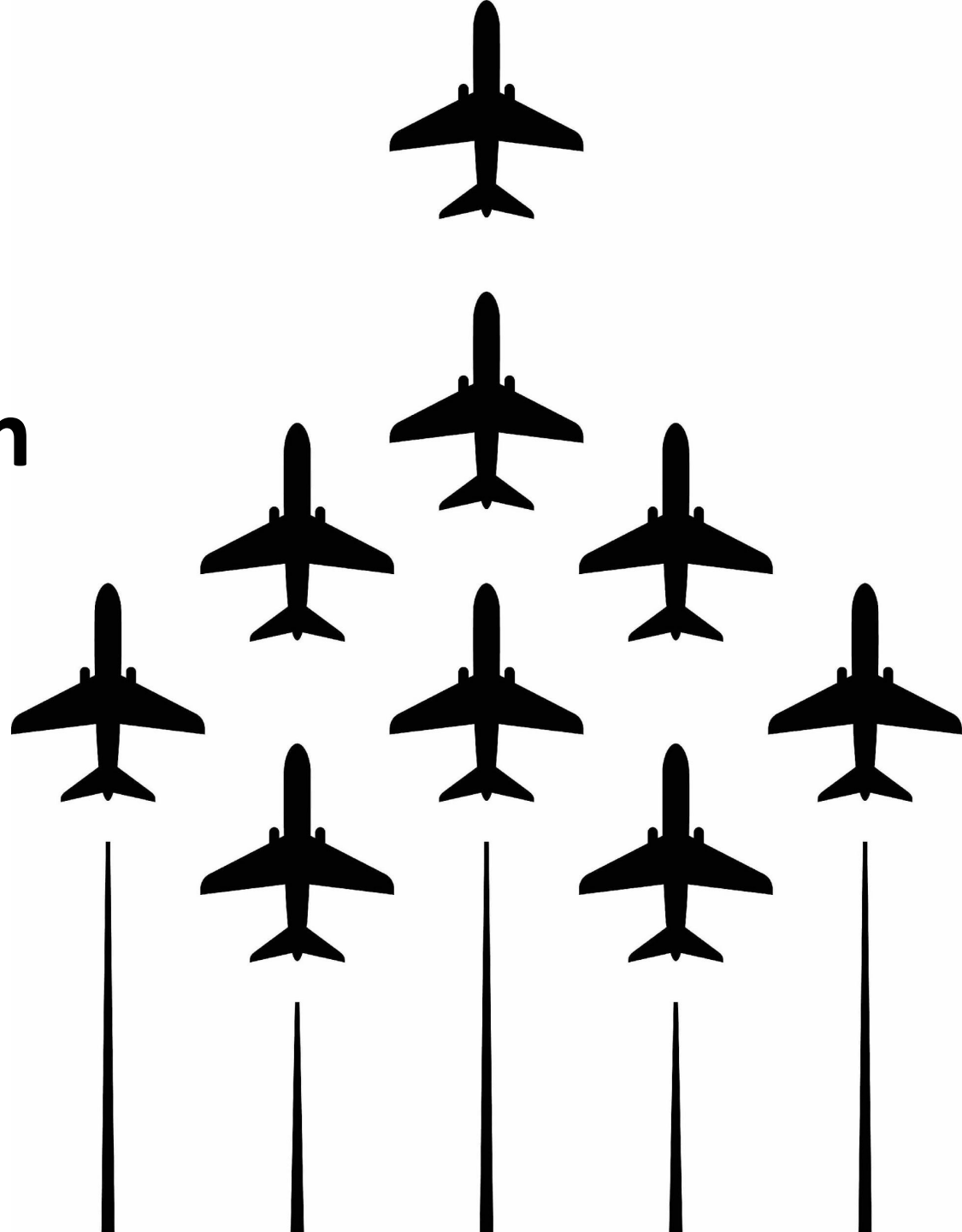
**Old companies are not
better than new companies
on profitability**





**74 companies have been
on the S & P 500 for last fifty years, only 12
have outgrown the average.**

You need disciplined growth



Why companies stall on growth?



- Complacency
- Assume current business will continue
- Don't read early warning signals
- Do not innovate at the core
- Do not read trends

Industries That Are Challenged Right Now



IndiGo



AIR INDIA



Top 5 trends

- **Digitization**
- **Health and Wellness**
- **Nationalism or Country Pride**
- **The Trust Deficit**
- **Time scarcity**

Consumers want it all, they rarely sacrifice one attribute for higher ratio of another attribute. In Food , they never sacrifice taste.



Inspiring , energizing leaders needed for growth

Confident + Self aware = Humble and Authentic







Watch Out !

**Money, Greed and
Absolute Power
derail leaders in
many cases.**



Culture for Growth

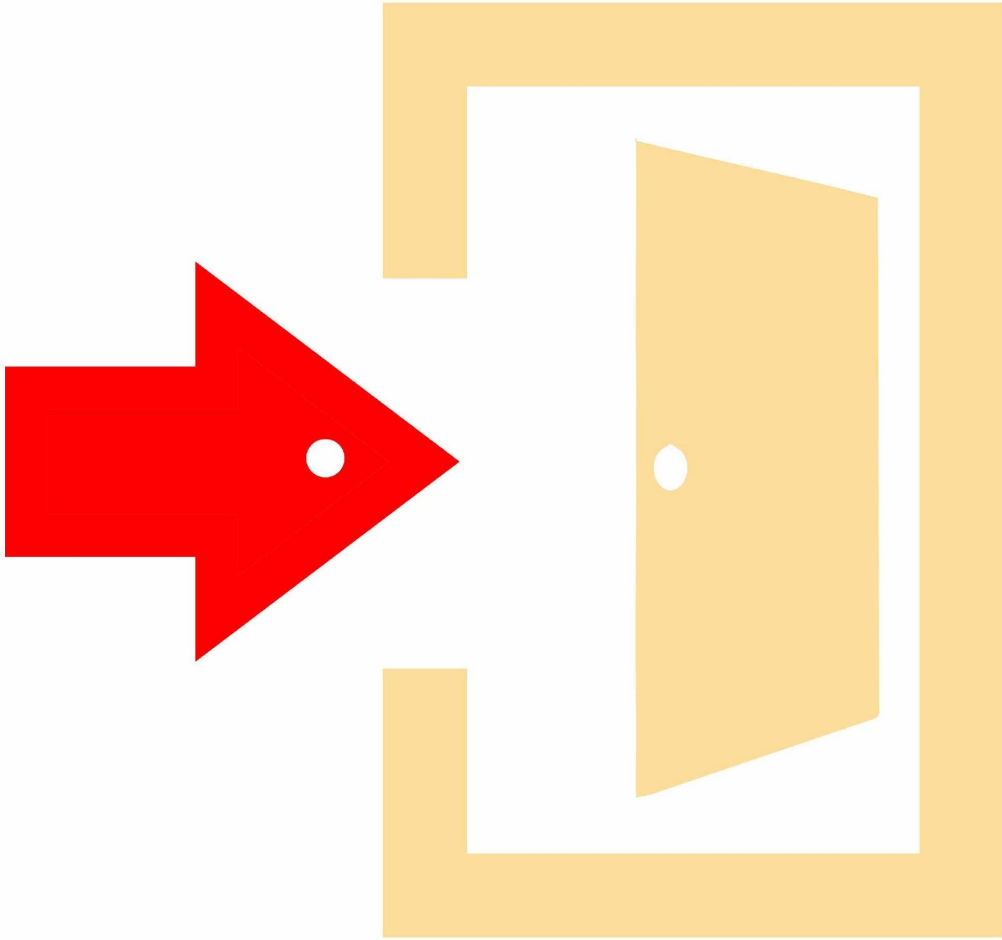


- Clear Strategy and choices
- Ambition > Resources
- Accept that failure is part of growth
- Manage the trade offs well
- Play to strengths

Cynics in an organization

- No one admits to being a cynic
- Cynics have a negative impact on morale
- In many cases they are leaders who are clinging on to a rosy view of the past
- They believe they are far better than what the organization thinks of them.
- Some are natural doomsday advocates





**My advise : Either
give the cynic 6
months to change
or ask him/her to
move out**



**Leading in today's
context**

A leader has to be

Resilient

A leader has to be

Insightful

A leader has to build

Partnerships

A leader has to be

The fastest Learner

Summary

- Grow or Die
- Shelf life of companies
- Disciplined Growth
- Inspiring Leaders
- Cynics
- Leading in today's world

