

Q EY Private

As change around you
accelerates, how will
the 7 Drivers reignite
your growth?

Gain invaluable perspectives from thousands of leading
entrepreneurs and reframe your future.

ey.com/7Drivers #7DriversOfGrowth



The better the question. The better the answer.
The better the world works.



Building a better
working world

The EY 7 Drivers of Growth

Sources

- Growth journeys of 1,000+ companies around the world
- Views of 500+ EY professionals
- Captured 30 years of experience
- Enriched based on 5,500 client workshops



Used for

- Developing strategic growth plans
- Challenging existing plans
- Rethinking the future
- Securing full leadership team and stakeholder alignment
- Taking inspiration from entrepreneurial peers and market-leading companies

The EY 7 Drivers of Growth explained

People

- An organization is only ever as good as its people.
- Key is an environment that:
 - Values diversity
 - Attracts and retains the right people
 - Has people who fit the company's culture and vision

Technology

- Technology transforms every aspect.
- It enables leaders to make quicker and smarter decisions.
- It helps respond to rapidly changing customer needs, improve performance and manage risk.

Operations

- An operating model is the link between strategic intent and ability to deliver on that intent.
- Aligning operations with strategy steers an organization to success.

Customer

- Leading companies make customers their focal point.
- By putting customers' needs and desires first, they achieve a competitive advantage.



Risk

- Good risk management reduces volatility.
- There is a strong correlation between the maturity of risk management and both top- and bottom-line growth.

Transactions

- Market-leading companies rarely evolve by organic growth alone.
- Successful partnerships and strategic acquisitions capable of enhancing their growth, competitiveness and profitability can be key.

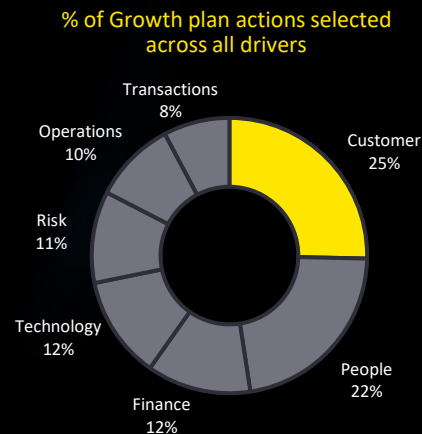
Finance

- All businesses need funds to grow.
- How a business manages its money will determine its course for the future.
- Leading businesses transform their finance function into one that acts more strategically and commercially.

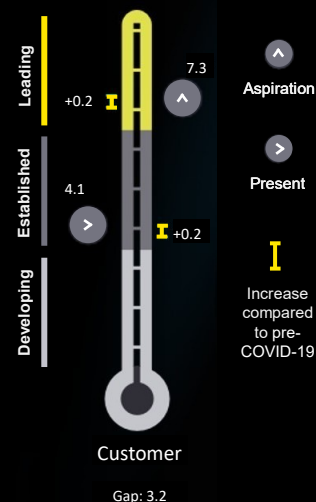
How are private companies planning to achieve their **Customer** Driver aspirations?

The voice of private clients

Source: EY 7 Drivers of Growth



Average Maturity Assessment Customer Driver



Top-5 Customer Driver priorities:

(High urgency/High impact initiatives; Last 12 months; >300 Growth plans)

1. Introduce/improve regular customer satisfaction feedback process to enable products/service innovation based on renewed customer needs
2. Develop an innovative digital marketing strategy as part of brand management. Align brand promise with customer experience.
3. Enhance analytical capability to enable improved market segmentation, create more specific sales activity for groups of customers and provide tailored customer experience
4. Introduce robust and consistent account management process
5. Develop plans to promote enhanced and consistent customer experience across all channels and touch points

For more 7 Drivers data analytics and information or other support, please contact EY 7 Drivers team — ey7drivers@ey.com

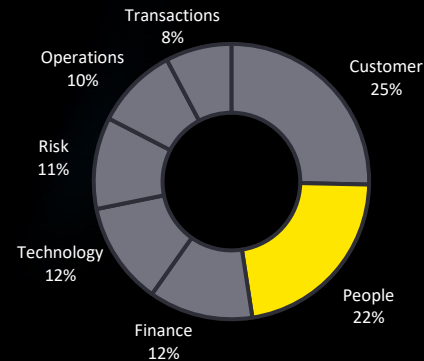
How are private companies planning to achieve their **People** Driver aspirations?

The voice of private clients

Source: EY 7 Drivers of Growth



% of Growth plan actions selected across all drivers



Average Maturity Assessment
People Driver



Top-5 People Driver priorities:

(High urgency/High impact initiatives; Last 12 months; >350 Growth plans)

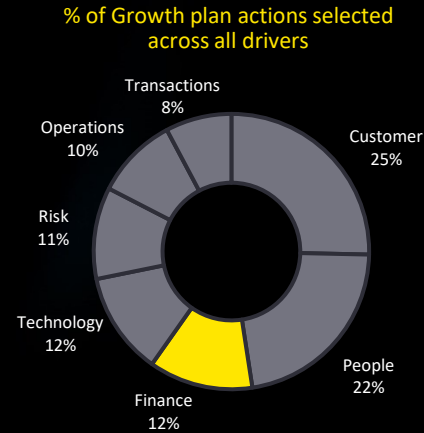
1. Align resource requirements with future objectives (often driven by renewed business models and/or reorganization/restructuring).
2. Develop and promote an inspirational vision and strategy through communications, action and behavior
3. Embed people plan within corporate strategy, and embed a culture of continuous feedback
4. Link rewards/personal development/career opportunities to both short and long-term performance management and the achievement of business objectives
5. Promote entrepreneurial culture — safe to take risks and celebrate lessons from failure

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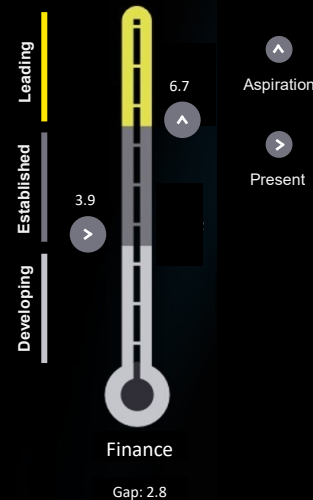
How are private companies planning to achieve their Finance Driver aspirations?

The voice of private clients

Source: EY 7 Drivers of Growth



Average Maturity Assessment Finance Driver



Top-5 Finance Driver priorities:

(High urgency/High impact initiatives; Last 12 months; >380 Growth plans)

1. Improve management information and embed reporting into strategic decision-making process to drive business performance (incl. getting to a robust financial system and improving scenario planning and data analytics)
2. Review and improve working capital position
3. Develop a funding strategy that includes full consideration of working capital, M&A/divestitures and tax strategy
4. Put plans in place to elevate Finance to become a true strategic business partner (incl. competencies, talent development, analytics capabilities)
5. Develop consistent finance policies, procedures and controls across the entire organization

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EY | Building a better working world

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