



IGNITING THE FUTURE:

HOW PEOPLE ENABLE INSIGHTS TRANSFORMATION

OCTOBER 2021





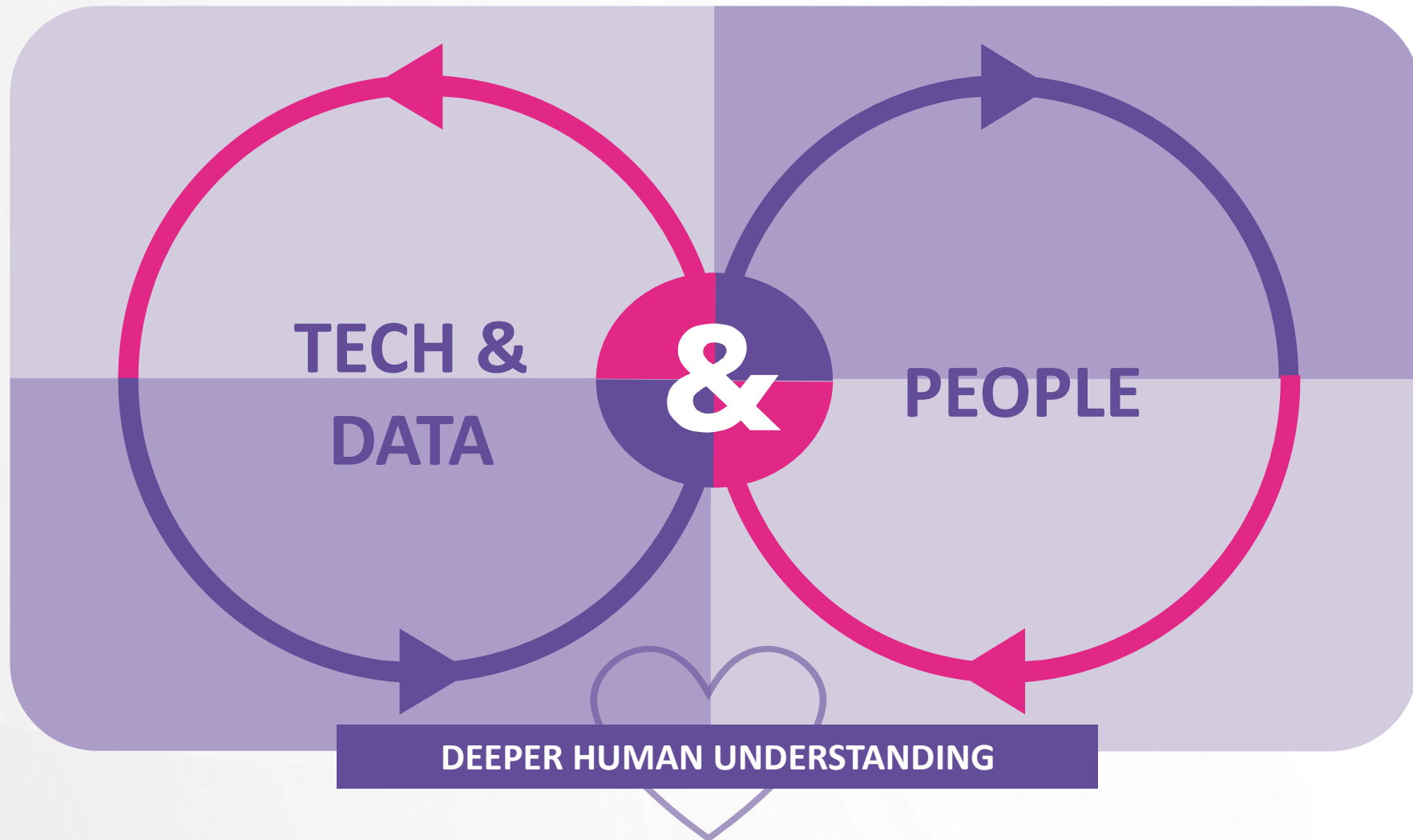
THE NEW YORKER

‘Office-as-factory’ model is broken.

In our post-covid world, businesses must embrace and invest in the global talent pool or they will lose in the long run.

Newport, C. (2021) ‘Is going to the office a broken way of working?’ *The New Yorker*, 27 September.

THE GSK FUTURE-FIT INSIGHTS FUNCTION



THE ACE UP OUR SLEEVE

- We invest in capability (not just training)
- We acknowledge that development is not a one-size fits all
- We use the same approach for our people, as we do with our consumers – we listen and learn





THE INDUSTRY TODAY

The impact of the Insight function being driven towards automation is that the role has become commoditised



MINDSET IN OUR INDUSTRY

‘Why would we increase team sizes when we could be spending money on data and tech?’



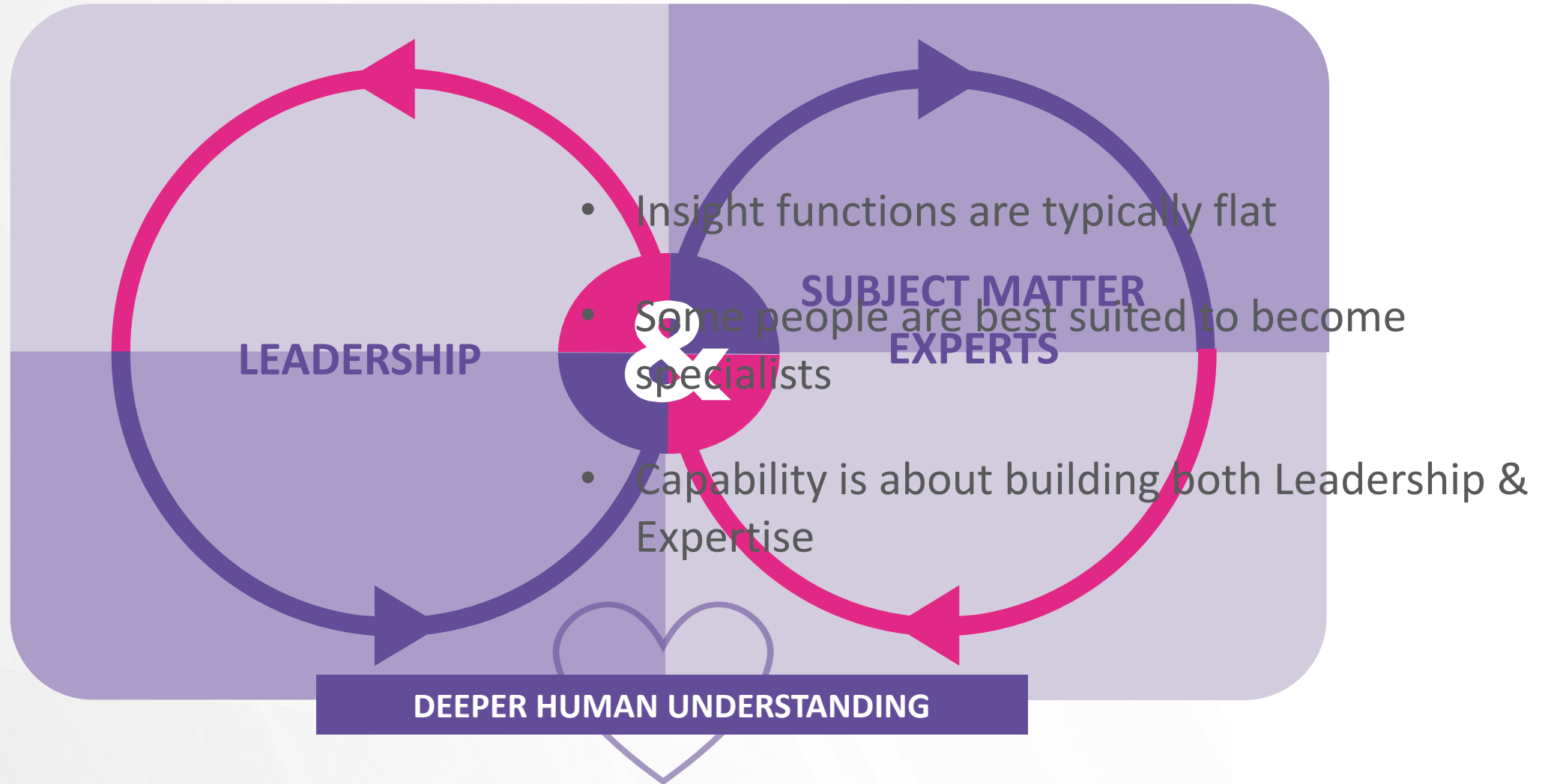
OBSERVE THE PERSON NEXT

EMPATHY IS NOT AN OBSERVATION

Deeper Human Understanding is more than a
dashboard or a data point

WHY THEY ARE HERE TODAY.

IT IS IMPORTANT TO DEVELOP THE RIGHT PEOPLE IN THE RIGHT PLACES



“IF YOU DON’T GET A SEAT AT THE TABLE, THERE IS A
GOOD POSSIBILITY
YOU ARE ON THE MENU”

Stan Stanunathan – Retired Executive Vice President, CMI, Unilever

DATA-FUELLED, INSIGHTS-LED

We...

(the business) believe
that more data is the
answer to growth

Because...

The more we know
about our business,
the better

strategic decisions we
will make

STICKY INSIGHT:

Data doesn't provide insight, people do

just having the data
available is not enough
to make insight

DEEPER HUMAN UNDERSTANDING DRIVES EVERYTHING WE DO

Since April 2020



MORE THAN

15
600
PEOPLE

INDIVIDUALS

HAVE BEEN INVITED FOR OUR FIRST

ACCELERATED PERSONAL
TRANSFORMATION PROGRAMME

CAPABILITY SESSIONS

COURSE COST PER PERSON: APPROX £200

The image features three vertical panels, each containing a portrait of a smiling professional. The first panel on the left shows a man with dark hair and a beard. The middle panel shows a woman with short, dark, curly hair. The third panel on the right shows a woman with long, dark hair. A large, white, bold text overlay 'THREE THINGS WE LEARNED' is centered across the middle of the three panels.

THREE THINGS WE LEARNED

Capability is
beyond training

Career progression
is not always about
management

Listen to your people,
as you would your consumers



CAPABILITY IS BEYOND TRAINING

Online Curated Content



INTERVENTIONS

Our aim is to blur the line between Insights and Analytics people in the function

IGNITE

CBIA academy ignite
12 month focused development programme

MRS PARTNERSHIP

MRS Evidence Matters™
Company Partner

2 personal courses to select
2 team courses



THE ART AND SCIENCE OF INSIGHTS

WHAT THEY ARE, AND HOW TO USE THEM

AS A RESULT OF THIS HYBRID COURSE/ WORKSHOP, WE:





**CAREER PROGRESSION IS NOT ALWAYS ABOUT
MANAGEMENT**

WHAT IS IGNITE?

A 12-month programme for 15 individuals who had been identified by their managers as either **high performers** or **high potentials**.

The programme design is underpinned by two core principles:

1. It is tailored to the needs of each individual
2. For everything they 'get' in terms of development, they have to 'give' back



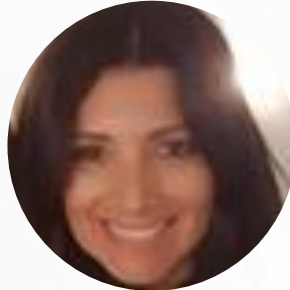
CBIA academy[★]ignite




**IGNITE
YOUR
FUTURE
LIGHT
UP THE
BUSINESS**



OUR IGNITERS



CAREER DEVELOPMENT IS CHANGING

PERCEPTION:

Career development is about climbing the ladder

Shift from

“The business will dictate the rules for my career progression”

REALITY:

Career development is developing your skillset to enable you to deepen and widen your experience

Shift to

“I can create my own career path and it may be a lateral instead of vertical path”

IGNITE IS ABOUT PURPOSE

FUEL GROUPS & COACHING



THE STRUCTURE – CORE ELEMENTS OF THE PROGRAMME

GET - CORE

5 'SME SKILL' train-the-trainer sessions on the 5 varied topics

7 'Soft skill' masterclasses

Fortnightly Fuel Group coaching sessions

Coffee with the Leadership Team

Virtual safaris to learn about best practice externally

Each Igniter also has a personalised component to the programme, depending on their interest- both get and give

GIVE - CORE

BEING PART OF THE COHORT CHALLENGE:

Presenting to Leadership Team at various times throughout the year

BECOMING AN SME:

At minimum, delivering the training 3 times (once to Cohort, then to CBIA, then outside of CBIA)

Share knowledge and experience to the business via CBIA podcast, Consumer Closeness newsletter etc.



POSITIVE FEEDBACK FROM LEADERSHIP

“To hear them talk so passionately about the programme, using words like **gratitude** and **luxury**, was really empowering and made me feel very proud.”

Zoë Ruffels, Global Head, Consumer & Business Insights & Analytics

“I know when I’m speaking to an Igniter.”

CBIA Leadership Team member



**LISTEN TO YOUR PEOPLE, AS YOU WOULD
YOUR CONSUMERS**

INTEGRATED FEEDBACK LOOPS AND ITERATIVE DESIGN

Discovery discussions were critical to understanding the needs of our Igniters

Please use words and/or images to complete this poster

Profile Poster

My top 3 values are:

1. Objective and result oriented
2. Fact based
3. Agile

My favourite pastime is:
Travel abroad to explore different experience.

My favourite food is:
DIY cooked by myself. Try different possibility.

My favourite Ignite SME topic is: (refer to the 5 topics)
I would like to go for "The Science of Storytelling". As I think story telling is the ultimate demonstration of the result and is critical on how do we amplify the message delivery and influence power.

If I was independently wealthy this is what I would do with my time?
I would like to know when...

A fact about me that people do not know:
I love to read books about Physics.

I asked my colleague 'What three words come to mind when working with me' and they said:
Smart
Calm
Caring

My proudest professional moment: (explain the project and why you are so proud of it)
Unlocking a transversal topic on package with very broad cross team stakeholders. From innovation marketing, brand marketing, design team, R&D, operation team, as well as regional team. Successfully aligned on the strategic direction and landing on concrete action.

My workplace superpower is (talk to me if you need help in this area):
Clear logic and communication.

Three highlights of my career experience so far are:
Innovation
Relocation to other regions
Lead virtual team collaboration across countries

If I were a brand it would be:
Coke Cola
Happy, Inclusive, Energetic
Coconut
Firm outside, Agile and liquidity inside

At the end of Ignite, I will aim to use my learnings and expertise to... (what is your goal?)
To discover and unlock potential direction of career development. Obtain some concrete skill on senior leader conversation and influence power.

Wouldn't it be great if the Ignite cohort could... (what impact would you like the group to have)
As to pursue further on CBIA career path, what would be direction to evolve CBIA as a team / individual.

At the end of Ignite, what is the biggest shift you want to see in yourself, as a person?
Better anticipation of career future.
Discover unknown potential.
Stronger influence power.

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Cohort Challenge

As part of this group, you will all work on a business challenge which will see you and the other Igniters apply your best thinking to a challenge that brings value to the business. **What topic would benefit from the collective intelligence of Ignite?** (The questions below are designed to help explore your thinking around it.)

1. Do you have a personal passion topic that you think this group could help to solve for the business? (i.e action on diversity, sustainability).

Innovation for Future Health

2. What topics might fit within the CBIA vision and objectives of the team, (could be the same or different to your previous answers)?

Innovation for Future Health

3. What topics might fit with the company's vision and objectives (could be same or different to your previous answers)?

Innovation for Future Health

For the continuous growth of the company, it's important to capture and anticipating trend in H&W and innovation opportunities.

4. What is your suggested topic and why?

<Innovation for Future Health>

Consumer:

- Health consciousness and sophistication level in increasing significantly.
- Younger consumer are entering into the category earlier, bring different needs and definition of the Health to achieve.
- New aging population are with much more open mind and higher sophistication level.

Market:

- More new players entered, leading to even more fragmented market.
- Different animation / product solution would quickly evolve and raise the bar for consumers.

Manufacturer:

- New science and tech possibility would define and trigger need needs

IGNITE YOUR FUTURE LIGHT UP THE BUSINESS

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We
Failed!

MORE OF WHAT OUR IGNITERS SAID

“I joined GSK during the pandemic and Ignite gave me the unique opportunity and joy to meet and network with colleagues and leaders who I would not have crossed paths with otherwise. The strength of the programme lies in the mix of theory learning and experience sharing, which ultimately results in a stronger CBIA function culture.”

“Professional coaching and mentoring from our leadership team has been invaluable as it has raised my level of emotional intelligence.”

“Most positive thing at work in past 6 months.”

“The biggest joy for me have been Fuel Group coaching sessions. I had a chance to liaise with colleagues I had barely known before to find out that we all share similar thoughts, problems and joys, regardless of functions and geographies. We are so beautiful in our diversity!”

TOP 5 TIPS

- 1. FOCUS ON THE VALUE OF INSIGHT OVER DATA** Investment in people stems from here
- 2. GET SUPPORT FROM THE SENIOR LEADERSHIP TEAM** Without it we couldn't have moved forward
- 3. INVEST IN THE LAST MILE** In any capability intervention you must remember that context not content is key. Engage delivery partners who can help make it engaging and relevant
- 4. DON'T GET CAUGHT UP IN COSTS** It was no extra cost to personalise the programme and iterate on the design
- 5. DON'T TREAT EVERYONE THE SAME** One size doesn't fit all, think of ways to offer bespoke

HUMAN



paraffin

 THE QUIRK'S EVENT

We are happy to answer any questions