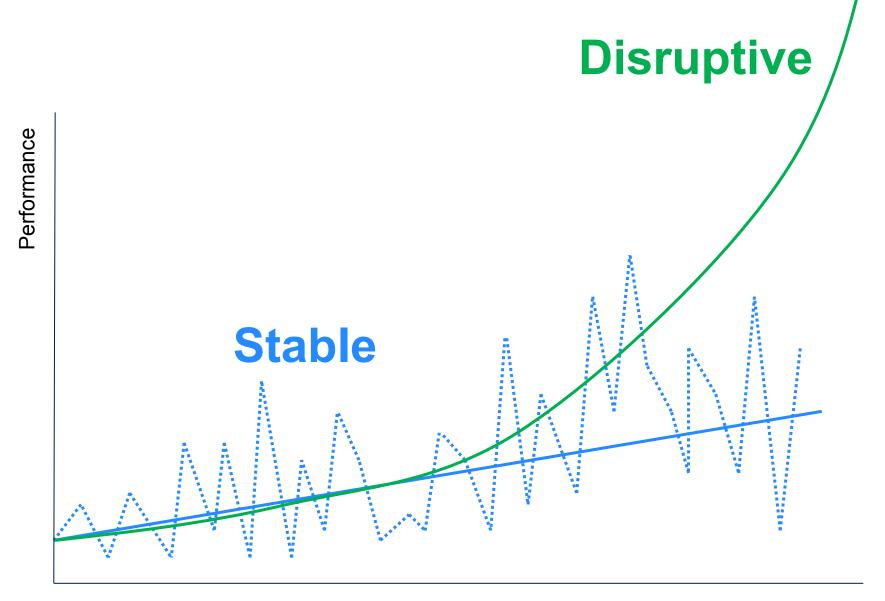


Strategic Decisions Influencing Disruptive Growth

Professor Andrew Stephen, L'Oréal Professor of Marketing & Associate Dean of Research Saïd Business School, University of Oxford





Growth **Stable Disruptive** Style **Reacting To The Market RAPIDLY** DON'T ROCK Perspective **CATCH UP** THE BOAT **KEEP ON TRUCKING**

Proactively Seeking **Opportunities**



START A **REVOLUTION**





Saïd Business School







The future is already here — it's just not very evenly distributed

William Gibson Science Fiction Author





HUMANIZED GROWTH

EVOLVING EXPERIENCES

WHOLE-BRAINED

MULTIPLE MODELS

ANTICIPATIVE ORGANIZATION

ABUNDANT MARKETS

OPEN CULTURE





HUMANIZED GROWTH

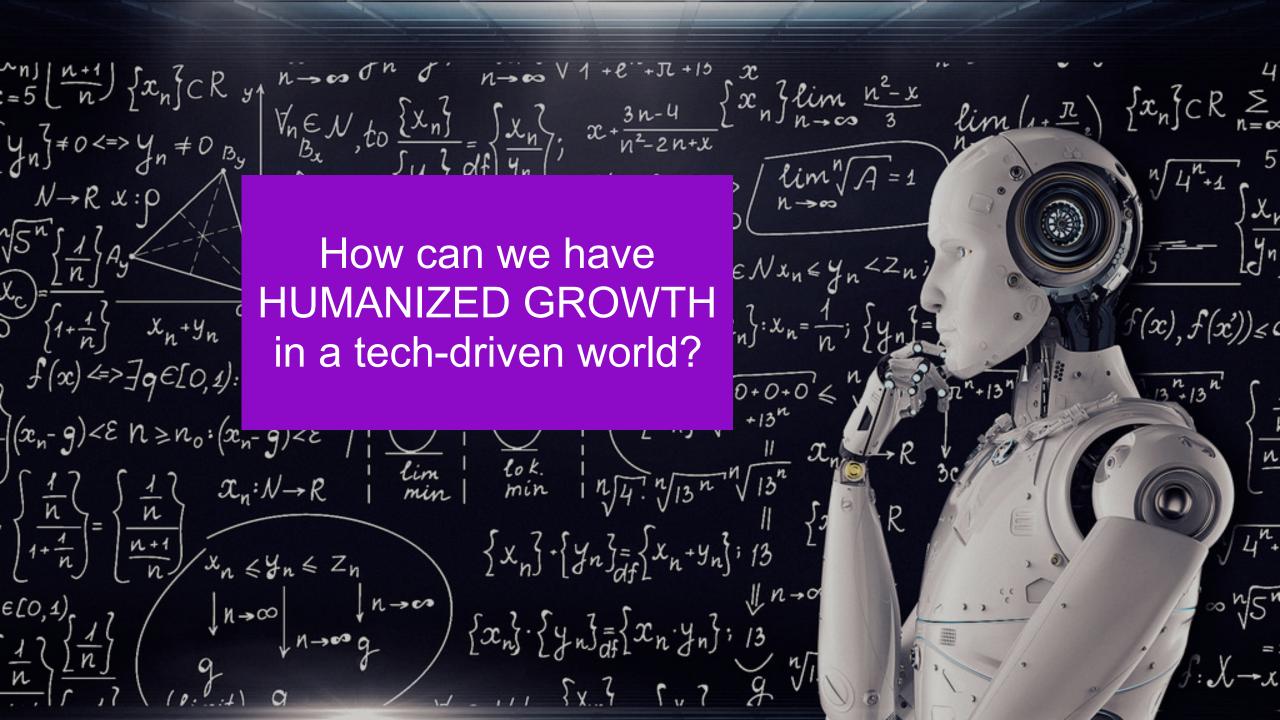
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Personalization and precision, enabled by technology and analytics







WiFi name: WiFi-Firmdale Password: November

#MediaAndDigital

New Insights Into Digital Ad Effectiveness

Professor Andrew Stephen

Associate Dean of Research & L'Oréal Professor of Marketing Saïd Business School, University of Oxford

Co-researchers

Dr. Felipe Thomaz (University of Oxford, UK)

Dr. Yakov Bart (Northeastern University, USA)



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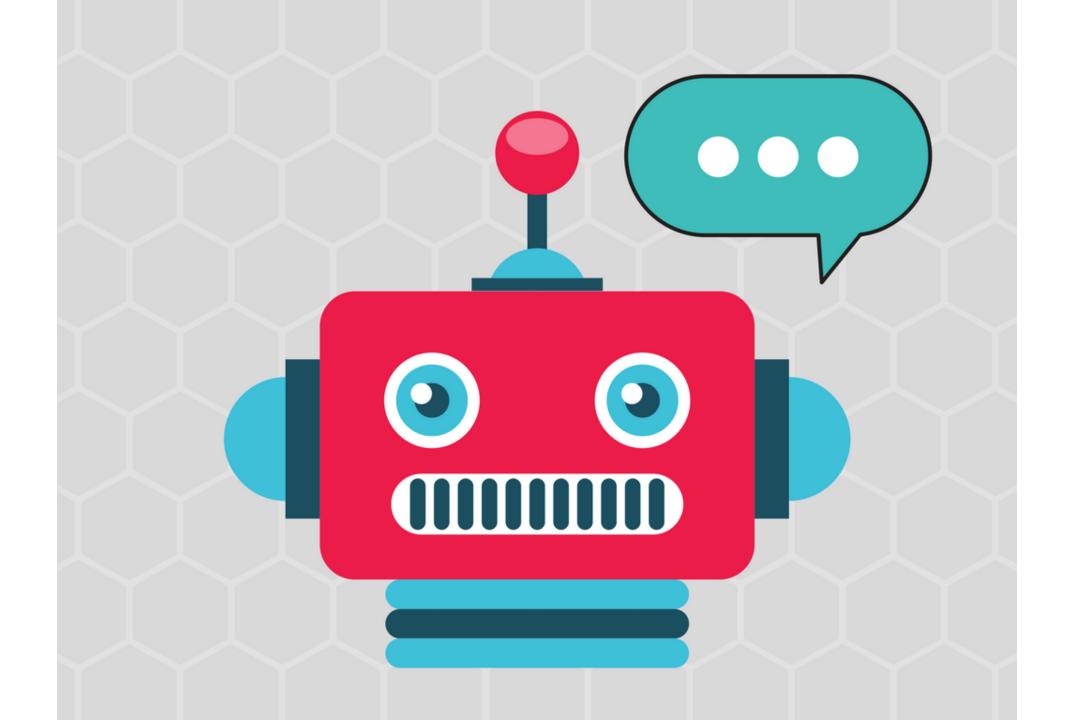
LE TEINT PARTICULIER

CUSTOM MADE FOUNDATION

Tointe & couvrance personnalisées. Texture adaptée à votre type de peau. Your personal shade. Your preferred coverage. Adapted to your skin type.







But there's a gap for many organizations



Data underutilization



Poor data integration and data still in silos



Need to update skills



Reactive, not proactive



Asking the wrong questions



Lacking brave leadership



What should we do to close the gap?







Invest in people who can ask the right questions to get to the best answers



People need skills, capabilities, tools, and safety nets



Let technology enable growth by helping to unlock human creativity

Disrupt...

Or be disrupted!