

When you see the world in 7D, what more could you achieve?

EY 7 Drivers of Growth framework

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#7DriversOfGrowth



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



Building a better  
working world

# Realize your ambition faster with the EY 7 Drivers of Growth

In today's disruptive world, realizing your ambition and growing your business is an exciting challenge.

EY has a long history of working alongside many of the world's most ambitious entrepreneurs to support them accelerate their journey to market leadership. We have learned a great deal from their successes and have distilled these insights to create the EY 7 Drivers of Growth.

Using the wisdom of thousands of high-growth businesses – including EY Entrepreneur Of The Year™ winners – the EY 7 Drivers of Growth is a tried, tested and trusted framework that can enable you to think differently about your business and successfully deliver your growth strategy.

The 7 Drivers enable you to unlock your full potential and realize your ambition, faster.



## Learn from the world's most ambitious entrepreneurs with the EY 7 Drivers of Growth

When most businesses think about strategy, they think about how to manage people, systems and processes to deliver customer value and growth.

However, our research into the growth journeys of the world's leading businesses has shown that the most successful businesses look at a broader set of capabilities – the EY 7 Drivers of Growth – and balance their investments in time, money and energy across all 7 Drivers as they grow.

This broader view has helped them to sustain their high growth.

We look forward to meeting with you and learning more about your business, goals and aspirations. We will use our EY 7 Drivers of Growth framework to help enable our conversation.

## Assess your business using a tried, tested and trusted framework

We've inspired thousands of ambitious leaders to think differently about how to deliver their strategy, by enabling them to self-assess their business using the 7 Drivers. During an EY 7 Drivers of Growth session, you will assess your current capabilities against the practices and growth journeys of leading businesses, exploring issues such as:

- ▶ Increasing the value of your customer base
- ▶ Creating a high-performing team and culture
- ▶ Exploiting the opportunities created through technology
- ▶ Optimizing your operations
- ▶ Building a finance function capable of acting as a strategic advisor
- ▶ Achieving powerful strategic alliances, partnerships and acquisitions
- ▶ Balancing risk appetite with risk management

### During an EY 7 Drivers of Growth session, you can:

- 1. Self-assess the maturity of your capabilities** across each of the 7 Drivers, identifying where your business is today and where you feel it needs to be in the next two to three years to achieve your goals.
- 2. Identify gaps** across the 7 Drivers and **select actions** you can take to address them, inspired by the practices of leading businesses around the world.
- 3. Prioritize the actions** selected, set deadlines and assign resources to **create a plan** that will help you execute your strategy.

### Sample self-assessment



At the end of your 7 Drivers of Growth session, you will have:

- ▶ A **current state assessment** of your business capabilities and an identification of your **aspired future state** across the 7 Drivers
- ▶ A clear understanding of your **growth opportunities and your future challenges**
- ▶ An enhanced growth strategy and an **action plan**, prioritized to your strategic needs, to enable your business to achieve the next level of success

**Book your one-to-one session with your EY advisor to see how you can accelerate growth and make it sustainable.**

## Customer

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From the outset, leading companies make customers their focal point. They understand that by putting customers' needs and desires first, they can achieve a competitive advantage.

They know all about their customers, they anticipate their future needs, and they deliver customers' preferred experiences to build loyalty and drive long-term sustainable growth.

Even after becoming market leaders, these companies are constantly thinking about how to keep engaging and delighting their customers in all their markets.

**This driver covers: Customer – Products/ services, markets and channels, Marketing, Sales and pricing and Customer experience.**

## People

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Any organization is only ever as good as the people working for it. To win the war for talent, leading businesses build an environment that values diversity, and attracts and retains the right people to help grow their businesses – not just great people, but people who fit the company's culture by sharing its purpose and vision.

Leading businesses connect their purpose and vision to their performance management and rewards strategy. They provide strong leadership and create an inclusive environment where differences are valued and people can innovate to drive the business forward.

To fully realize their ambitions, businesses also invest in their employees, nurturing their talent and helping them develop skills to match the demands of the business during each different growth phase.

**This driver covers: People, behaviors and culture – Capability performance, Performance management, Innovation, Leadership and Rewards.**



The EY 7 Drivers of Growth is very thought-provoking. It has made me re-evaluate not only our strategic plan, but also my operational plans to deliver it. I want to share it with our management executive team and Board.

## Technology

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Technology is transforming every aspect of the business. It enables business leaders to make better, quicker and smarter decisions that respond to rapidly changing customer needs, improve business performance and manage risk.

Digital, technology and data analytics are all having a profound impact on businesses in every industry, presenting significant opportunities and challenges. Digital technologies are fundamentally changing how customers interact with these businesses and opening up new business models that embrace sector convergence.

Organizations that are successfully harnessing the power of technology are using Artificial Intelligence (AI) and Robotic Process Automation (RPA) to enhance human potential: enabling increased focus on innovation, creativity and strategic thinking and creating a powerful competitive advantage.

**This driver covers: Digital, technology and analytics – Digital enterprise, Data and analytics, Security and privacy and Technology in a digital context.**



The session helped me to understand key focus areas that will allow our business to scale. I am finding myself constantly evaluating our business across all seven drivers ... I feel empowered to make better strategic decisions.

## Operations

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An organization's operating model is the link between its strategic intent and the ability to deliver on that intent. Having a clear approach that aligns operations with strategy will increase a company's ability to achieve success as they contend with changing customer needs and buying patterns, sector convergence, and new market entrants.

Market leaders drive a culture of continuous improvement, considering all aspects of operations at a macro and micro level. Focused on the details, they understand that every aspect of their business must hold up to scrutiny and be constantly improved to stay ahead of the pack.

Operations need to be highly flexible so they can adapt quickly to changing circumstances to seize business opportunities as well as mitigate key risks.

**This driver covers: Operations – Operations strategy, Operational excellence and continuous improvement and Operational resilience and sustainability.**

## Finance

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All businesses need funds to grow. How a business manages its money – and its new investors – will determine its course for the future.

Driven by their growth strategy, leading businesses determine the best financial approach at every stage, deriving maximum benefits from their management of available funds.

To achieve this, they transform their finance function into one that acts more strategically and commercially, where the CFO becomes an economic advisor who helps improve performance by delivering critical insights to decision-makers.

**This driver covers: Funding and finance – Funding growth, People and organization, Finance process and control, Data and technology and Stakeholder management.**

## Transactions

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Market-leading businesses rarely evolve by organic growth alone. To rise to the top, they seek successful partnerships and strategic acquisitions capable of enhancing their growth, competitiveness and profitability.

Leading businesses are quick to grasp the value of transactions and alliances in today's dynamic markets. They appreciate that landing the right deal or finding the right partner is not about luck. They make a concerted effort to align their transactions and alliances to their overall growth strategy, remaining alert, building profile in their markets and positioning themselves to successfully seize opportunities as they arise.

**This driver covers: Transactions and alliances – Transaction strategy and planning, Transaction effectiveness and Partnerships and alliances.**

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Using the EY 7 Drivers of Growth was the best decision I could ever have taken. It has really helped us be structured to identify our weaknesses and key opportunities. It helped me and my leadership team agree on where we want to be in the future and how to get there.

## Risk

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

At every stage of a business's growth, the ability to identify and manage risk stands out as a vital element of success. Market-leading businesses find the right balance between risk management and risk taking to navigate change and drive sustainable growth.

**This driver covers: Risk – Risk management, Policies, procedures and compliance, Stakeholder management and Governance.**



### About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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