

TALENT BUILDERS FROM VISION TO ACTION

IE Corporate Relations
Face-to-Face Retreat



LEARNING PILLS

01 Alignment



02 Innovation



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consumer trends 2022



05 Influence through verbal and
nonverbal communication

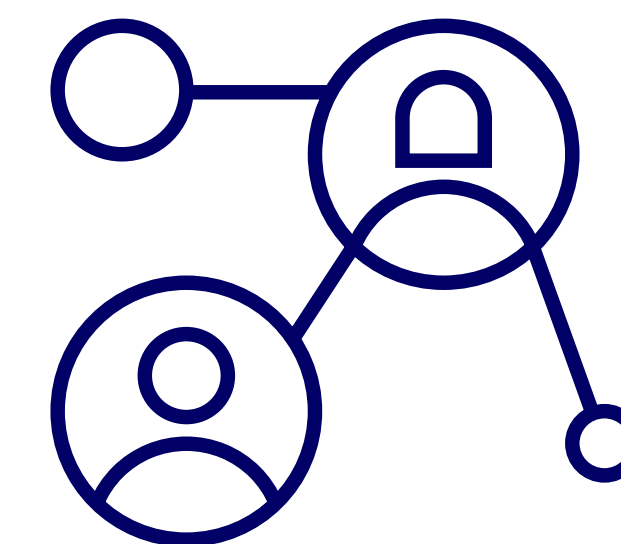
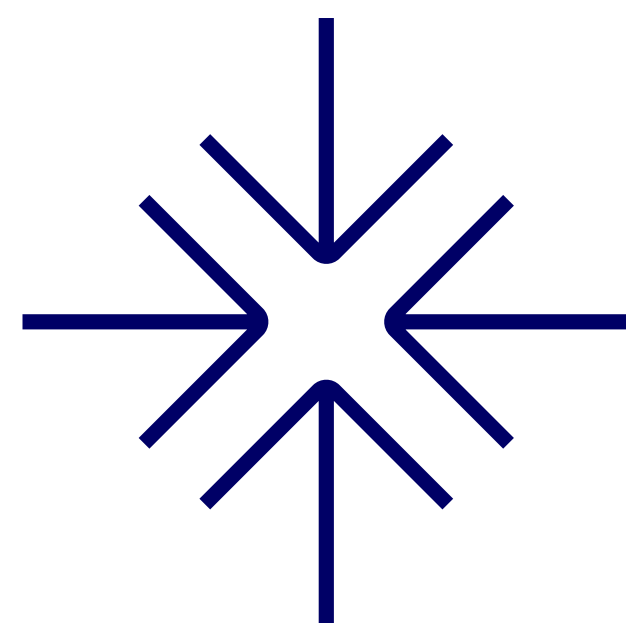


06 Measuring to create impact

LEARNING PILLS

Alignment

- 1.** Leaders want to see alignment from HR with strategies and actions that don't contradict themselves and are driven by focus, targets and metrics.



- 2.** Going further, enabling alignment within the company facilitates the identification of clear roles and creates solid links among departments that can be essential to design a contingency plan when needed.

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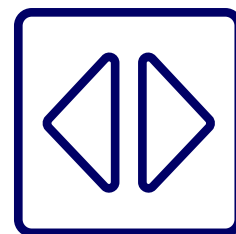
IE Talent Builders Program Co-directors

Innovation

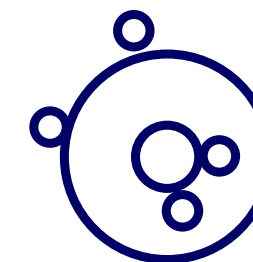
Leaders look for a strategy that allows their company to stay relevant in front of different target audiences. **To achieve it, innovation is key.**

When thinking about the role that innovation plays within a company strategy, what's the choice? Incremental, step-by-step innovation, or pursuing dramatic breakthroughs?

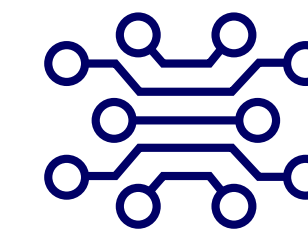
The answer is ... BOTH:



— Companies want to become **ambidextrous**, to simultaneously pursue steady, incremental innovation combined with more dramatic advances.



— They have been doing it by creating a multidivisional structure. The so-called **M-Form**.



— A structure that is being revised by **high-technology** companies aiming to achieve that efficiency in innovation thanks to a flat structure.

VRI-VRIO

Strategy needs to build on resources that are:

VRI

**Valuable,
Rare and difficult to
Imitate or Substitute.**

- These will help the company to get and retain a sustained competitive advantage. One that rivals cannot easily erode.
- This kind of advantage often stems from a knowledge-based resource that is hard for rivals to access.

- We can also add a fourth variable:
is this advantage exploited by the organization?
As it's not enough to have that advantage,
we need to use it properly.

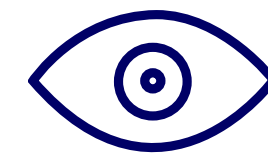
That's how VRI turns into

VRIO.

Author:
Caterina Moschieri
A. Professor IE University

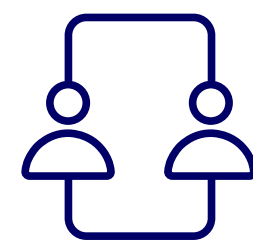
Marketing's top global consumer trends 2022

There are eight marketing trends playing a key role on how brands engage and retain consumers nowadays:



1. The Attention Economy

Attention is a scarce resource and a limiting factor in the consumption of information. Today's hectic world is leading us to suffer from cognitive overloads due to multi-tasking and multi-screening activities. As a consequence, the audience needs more easily digestible marketing messages that stand out enough to capture their interest.



3. Building Relationships

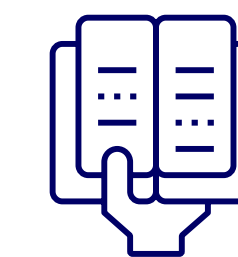
Our brain reacts similarly to brands we love with the people we love. That's why loyalty programs are put in place. Influencers are hired and brands care about how to manage a long-lasting relationship with customers.



2. Breach of Trust

Top five factors impacting purchase decisions are:

- i. Price
- ii. Ratings and Review
- iii. Recommendation from Friends/Family
- iv. Brand
- v. Free Shipping and Retailer



4. Content

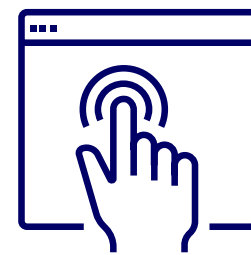
Content is not just about the branded products. Now companies offer an added value as tutorials, where they provide the consumer with a useful tool they can apply in their everyday life.

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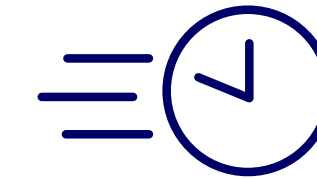
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Marketing's top global consumer trends 2022



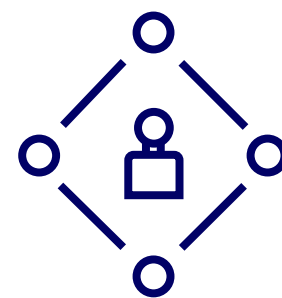
5. Interactivity

We have entered the prosumer era, where the audience interacts on social media with their favorite brands—even providing them with content.



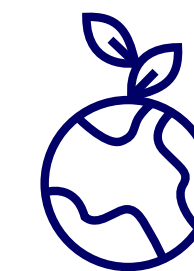
6. Immediacy

Fast, timely and simpler solutions hold the key to success.



7. Omnichannel

This is the new way the digital consumer navigates the purchase process, with an integrated and seamless experience across devices and touchpoints.



8. Social Conscience

It's an upcoming trend not yet driving marketing strategy, but one that will gain relevance over time as audiences demand brands take a clear position on major ethical topics.

Influence through verbal and nonverbal communication

Leaders around the world recognize the key role played by nonverbal communication to empower soft skills and influence. Trust, authority and engagement can be expressed thanks to it, even through today's Zoom and Teams meetings.

- One of the first extensive researches on the topic was conducted by Dr Albert Mehrabian and resulted in the **7-38-55** rule. The **7-38-55** rule indicates that only 7% of all communication is done through verbal communication, whereas the nonverbal component of our daily communication, such as the tonality of our voice, our face and body language, make up 38% and 55% respectively.

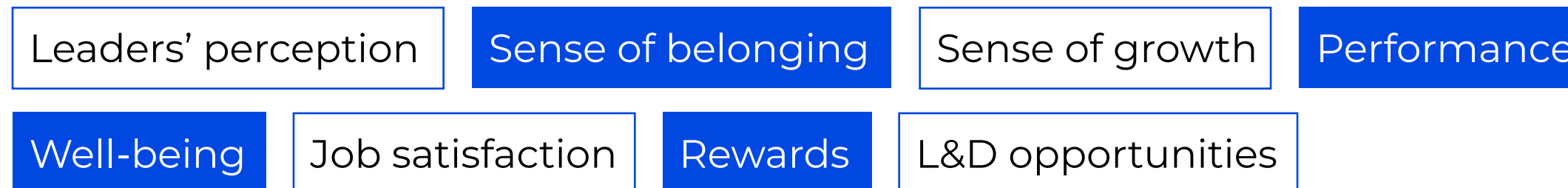
- Some valuable tips to enhance our nonverbal communication skills are:

- 1 POSTURE**
Stand still and smile.
- 2 VOICE TONE AND VOLUME**
Declaring instead of talking as if we were asking something.
- 3 MOVEMENT**
When speaking for more than one minute you'll need to move to avoid looking stiff. Your hands should be free.

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Public Speaking Skills
Professor, IE University

Measuring to create impact

In HR practices, we can impact on behaviors within the company. To do so, we need to measure them first. As an example. If we would like to predict engagement, we'd analyze certain drivers:



We will need to analyze those drivers by collecting actionable measures.

What distinguishes a good metric?

- Relevant for required performance
- Easily measured at a low cost
- Collected as part of a normal business process
- Interpretable
- Actionable
- Measurable against past performance
- Resistant to manipulation or gaming

That data is our essential tool to select the most suitable intervention aiming to raise the now-identified levels of engagement.

Authors:
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IE Talent Builders Program Co-directors

**THANK
YOU!**

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