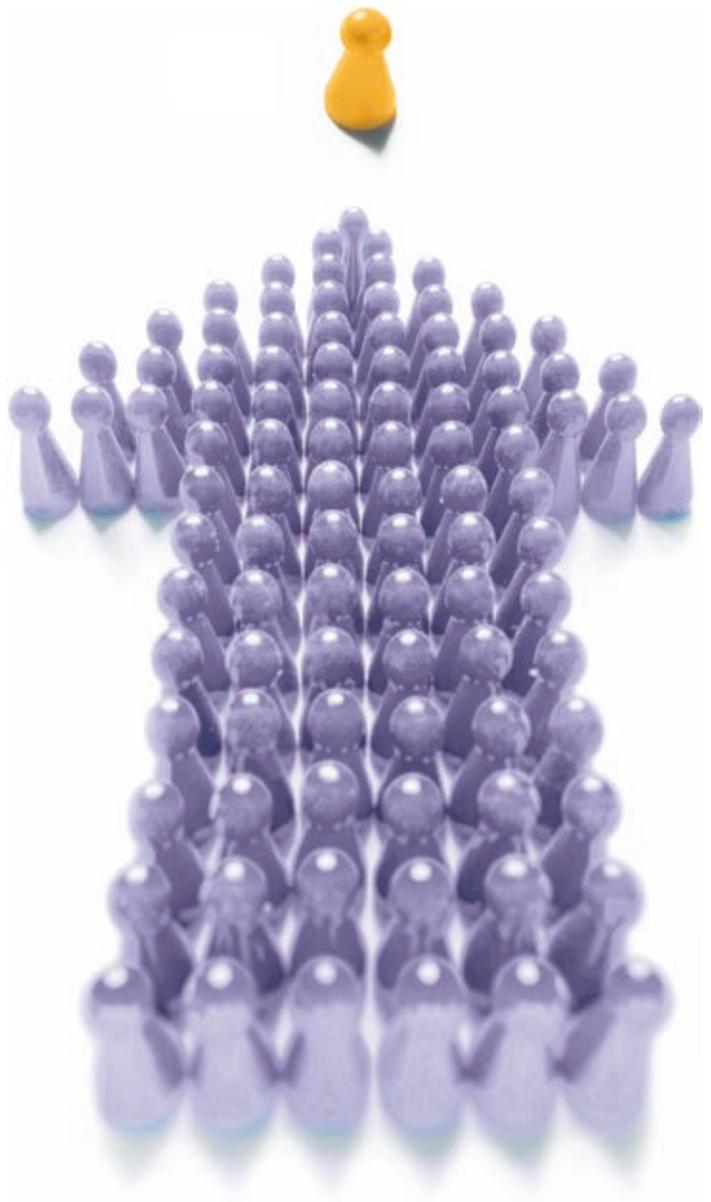


CEO Growth Escalator Programme



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Welcome

The United Kingdom is at a crossroads. Global markets are in the midst of profound change. The sustained domestic growth that built the UK's position as an economic powerhouse is now in question. In the light of a series of global imbalances, real prosperity is unlikely to return without significant restructuring of our economic model.

UK business must take the lead on generating wealth and jobs. With the current focus on the requirement to unlock corporate investment and meet near-term growth targets, it is easy to lose sight of the strategic challenge: Britain will need fundamentally different engines of growth to compete across global markets.

To develop these, British business must reinvent itself. Ambitious UK companies need to be given the tools and support to help them build international businesses.

Recognising this need, Deloitte LLP has set up a new initiative, the CEO Growth Escalator Programme, with the aim of deploying our collective capabilities to help your business grow. The aim is to create the building blocks for achieving international growth.

This programme is part of a wider programme, UK Futures, which sets out a broad framework for a strategic discussion on wealth creation.

Kind regards,



David Sproul
CEO and Senior Partner



Welcome to the CEO Growth Escalator Programme.

Introduction to CEO Growth Escalator

1 China's Emerging Middle Class: Beyond Economic Transformation, Brookings Institution Press, 2010

2 Brazil, China, Colombia, Egypt, Hong Kong, India, Indonesia, Malaysia, Mexico, Qatar, Russia, Saudi Arabia, Singapore, South Africa, South Korea, Taiwan, Thailand, Turkey, UAE and Vietnam

3 Winning in growth markets: Developing collaborative ecosystems for success, Deloitte publication, 2013

Context

The growth of the middle class across fast growing economies will arguably be the most important trend in the coming decades. By 2020, it is estimated that there could be two billion middle class Asians – over one billion in China and India alone – representing over 25 times the entire UK population.¹

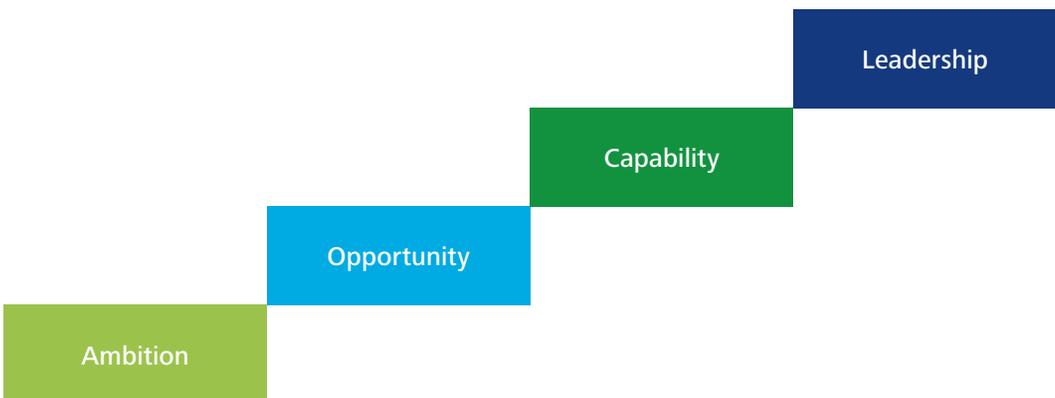
According to Deloitte LLP research, the 20 countries identified by UK Trade and Investment (UKTI) as priority markets will increase their share of global GDP from 30% in 2011 to more than 35% by 2020.² At the same time, their imports will swell from £4.2 trillion to £10.2 trillion, accounting for almost 41% of world imports. While the changing global economic landscape is clear, what is less apparent is how firms should organise themselves for success in what we call 'Growth Markets'.

CEO Growth Escalator Programme

Deloitte LLP has launched a CEO focussed programme to help business leaders bridge the gap between their ambitions and outcomes in growth markets. We call this CEO Growth Escalator.

The programme is exclusively for CEOs of high potential UK companies. It takes the form of a one-day executive workshop to help CEOs explore the barriers and enablers for success across growth markets. The workshop is structured around highly interactive case discussions, plenary sessions and market insights. We explore the key issues through the lens of Ambition, Opportunity, Capability and Leadership.

Escalator Framework³



Programme format

A modular programme that allows CEOs to explore and clarify the key enablers and blockers in a structured manner:

Month 1: One day executive workshop

Month 2: Half day follow up session with the Deloitte team to discuss the key learnings from the executive workshop

On-going: Invites to further Deloitte session on growth markets

Post mentoring, the participating CEOs would have the option to engage Deloitte to tailor their growth market approach.

Potential benefits for CEOs

- Provides a structured environment to explore and clarify key issues
- Connect with peer CEOs across the UK and target markets
- Access a knowledge platform to learn transferrable lessons from firms operating in different sectors

Regards

Prashant Bharadwaj

Sample agenda

Sample agenda

Day 1: Issues will be examined through the lenses of ambition and opportunity

 Time	Session
12:00 – 13:00	Arrivals & lunch
13:00 – 13:10	Welcome address
13:10 – 13:30	Programme overview
13:30 – 15:30	Ambition
 15:30 – 16:00	Break
16:00 – 18:00	Opportunity: Panel discussion
 18:00 – 18:30	Break
18:30 – 19:15	Dinner speaker
 19:15 – 21:30	Dinner

Sample agenda

Day 2: Issues will be examined through the lenses of capability and leadership

 Time	Session
08:00 – 08:30	Breakfast
08:30 – 09:30	CEO Keynote Address – Capabilities <ul style="list-style-type: none">• Plenary session
09:30 – 10:30	Break-out session
 10:30 – 10:45	Break
10:45 – 11:15	Knowledge exchange
11:15 – 12:00	Leadership <ul style="list-style-type: none">• Plenary session
12:15 – 13:00	CEO Keynote Address – Leadership
13:00 – 13:15	Closing session
 13:15 – 14:30	Lunch and departure

Programme chair



Prashant Bharadwaj

Prashant Bharadwaj leads the Global markets advisory practice aimed at ambitious UK CEOs looking to expand into new markets. This draws on Prashant's extensive experience as an industry leader, strategy consultant and thought leader working with CEOs of FTSE 100/250 and large private companies on their growth strategies. Prashant has advised leading global companies (e.g. BAE Systems, Thomson Reuters) on their international growth strategies. Along with the CEO of Deloitte LLP, David Sproul, Prashant led the Deloitte strategic agenda "Winning in Growth Markets" at the World Economic Forum, Davos 2013. He also serves as an strategy advisor to the Women Business Council (WBC). Prashant has a master's degree in computer science and an MBA (with distinction) from London Business School.

CEO Mentors



Ralph Adams

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Ralph Adams is Lead Partner for the China Services Group in the UK and Vice-Chairman at Deloitte UK with responsibility for leading the firm's relationships with several major international clients. Ralph has previously served as Global Managing Partner for Deloitte Touche Tohmatsu's Financial Advisory businesses (Corporate Finance, M&A transaction services and Forensic accounting) and led Deloitte UK's Scotland and Northern Ireland regional offices.



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Prashant Bharadwaj leads the Global markets advisory practice aimed at ambitious UK CEOs looking to expand into new markets. This draws on Prashant's extensive experience as an industry leader, strategy consultant and thought leader working with CEOs of FTSE 100/250 and large private companies on their growth strategies. Prashant has advised leading global companies (e.g. BAE Systems, Thomson Reuters) on their international growth strategies. Along with the CEO of Deloitte LLP, David Sproul, Prashant led the Deloitte strategic agenda "Winning in Growth Markets" at the World Economic Forum, Davos 2013. He also serves as a strategy advisor to the Women Business Council (WBC). Prashant has a master's degree in computer science and an MBA (with distinction) from London Business School.



Cahal Dowds

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Cahal is a partner in our London and Edinburgh offices and leads our Corporate Finance Advisory Business in the UK. He has advised on a significant number of large, complex transactions from a wide variety of sectors.

Cahal has been a Board Member and Executive Member of the Firm since September 2003. He was the youngest ever President of the Institute of Chartered Accountants in Scotland in 2002 aged 42.



Leo Ferreira

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Leo was born in Rio de Janeiro, Brazil and has been in the UK since 2003. He has more than 16 years of experience in public accounting, providing assurance and advisory services to multinational Financial Institutions across Europe, Latin America and Asia. Leo is also responsible for coordinating and presenting in several seminars on accounting for financial instruments and derivatives in the UK and in Brazil. Leo is fluent in Portuguese, English and Spanish and holds both Brazilian and UK citizenship.



Graham Pickett

Global Head of Aviation & Travel, Practice Senior Partner UK South Region

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Graham is Practice Senior Partner of our South Region and has been a Deloitte Partner for twenty two years. Graham leads our National Industry Sector Group for Travel, Hospitality and Leisure (THL) as well as being the firm's Global Leader for Travel and Aviation. Within his role as leader of the THL Executive he is regularly consulted on aviation matters globally through the Deloitte network.



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Denis is a senior partner with extensive experience advising clients on a broad range of tax and commercial issues in Retail and Consumer Business, Business & Professional Services and Media industries.

He is a current Vice Chairman of the firm and has been a member of the Women's Business Council since 2014. Denis has held many leadership roles during his time with the firm, including serving as a board member and leading the South West & Wales regional practice for 11 years.

Denis' clients include J Sainsbury PLC, Imperial Tobacco plc, C&J Clark Ltd and Hargreaves Lansdown plc.

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