

THE INNOVATIVE IMITATOR

Not always first, but always the best.



Being first is great, but not always strategic. We are most interested in being first in our context. We're quick to evaluate what's happening in the world and adapt it to our business. We scout the world for the best ideas. We are not afraid to take on these mavericks with new, innovative ideas and give them the necessary platform to be successful. Our nimbleness is a result of our ability to collaborate, strategise and execute the best path forward.

PURPOSE DRIVEN PIONEER

On a mission to create meaningful impact.



We take our role and legacy in the world very seriously. We have aligned our core purpose and our innovation efforts to help people lead richer lives and to propel society forward. We seek ways to empower people. We collaborate with our employees, our business partners and our customers to create meaningful impact and become part of shaping the world.

MARKET CATALYST

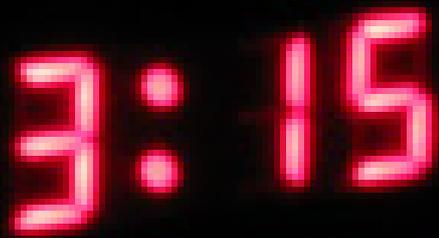
You name it, we're there. First.



We have consistently defied expectations. Within our industry and beyond, we're known for being the changemakers. We create new models of business, new ways of working as well as new products and services. We have creative ideas, new to the world. And we make them real through our ability to execute, scale and operationalise these concepts.

THE CLOCKWORK INNOVATOR

Consistently delivering new.



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When it comes to innovation, we keep a drumbeat. We make sure that we're launching something new and interesting and innovative at regular points each year. Both the market and our customers always expect us to have something new, and look forward to our regular announcements. It's just become a part of the way we do things.

THE BRAND-FOCUSED INNOVATOR

Driving smart differentiation.



Each brand exists for a different reason. What we do for one brand needs to be different than what we do for another. There is no such thing “as one size fits all”. An idea that is appropriate in one context is diluted or modified in another. There are some commonalities in what we deliver for customers, but what we offer is uniquely tailored to each market.

VENTURE SPRINGBOARD

Spawning entrepreneurial ventures.



We are a company that cultivates entrepreneurs and entrepreneurial thinking. We place little bets on big ideas, actively managing a portfolio of investments. We spot ideas in the market, investing in them or bringing them in-house. We nurture entrepreneurs from within, incubating them into successful business ventures. We work to uncover new revenue streams, even if it means changing our cost and capital structure. We are nimble and we learn - we don't deliberate.

THE CUSTOMER ADVOCATE

Empathy is everything.



Our greatest source of inspiration is our customers. We place human-centred insight at the core of our identity. We figure out what our customers want and need, craft a solution, and figure out the way we are going to deliver it for them. We sense emerging patterns and are quick to spot or predict new trends. Sometimes we have to develop whole new processes, technologies and partnerships in order to develop new offerings for our customers.