

Architecture for Real Growth

Redefining strategy, structure and
leadership capability for driving
sustained business growth



GROWTH IS HARD

Traditional business growth formulas are lacking, barriers to entry are disappearing, new players are breaking the rules, channels are proliferating, disruptors are themselves being disrupted, global markets are reaching maturity. Trust is fleeting, and the war for talent – and the consumer – is raging.

THE GROWTH CHALLENGE

To deliver sustained top-line growth, overperformers are rejecting tired formulas of the past and developing a new architecture that delivers sustained growth for all stakeholders.

THE IRG APPROACH

500+ Vision Interviews

- ✓ Multiple cultures and disciplines
- ✓ Diverse levels of market development
- ✓ Unicorn and Fortune 500 companies

1,500+ Respondents

- ✓ 73 markets
- ✓ All functions, levels and industries

3,000+ Publications

- ✓ Research from business publications, consultancies, academia, and more
- ✓ Consumer blogs, forums, and conversations analyzed by Discover AI

3.5m LinkedIn Users

- ✓ Analysis of LinkedIn data from connections across employees

IRG ADVISORY BOARD



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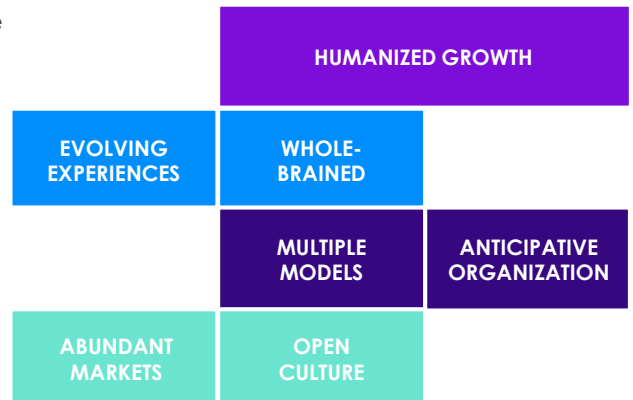
Shiv Shivakumar
GE President for Strategy & Bus. Dev. Aditya Birla Group

7 BUILDING BLOCKS OF REAL GROWTH

Companies achieving growth over-performance have embraced a new architecture.

The architecture of real growth:

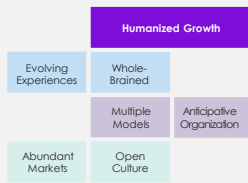
- ✓ Is human-centric
- ✓ Recognizes all key stakeholders' needs
- ✓ Future-proofs organizations
- ✓ Unlocks data with human insights
- ✓ Unleashes technology with creativity
- ✓ Delivers ever-evolving experiences



GROWTH LEADERSHIP CHARACTERISTICS AND MOST IMPORTANT IRG DATA POINTS

COURAGEOUS

Leadership characteristic required for driving humanized growth strategy and more holistic real growth metrics



Myth: Our objective is to boost profitable growth

While more underperformers focus on the bottom line...

#1 Growth ambition: **Bottom line profit** ✓ 25% ✗ 36%

...more overperformers focus on the people they serve

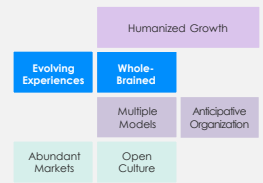
#1 Growth ambition: **Impact on people** ✓ 35% ✗ 20%

WINNING ACTIONS

Articulate growth ambition in terms of your impact on people & the world around them. Link business growth to people growth KPIs & incentive structures.

PASSIONATE

Leadership characteristic required for inspiring ever-evolving experiences and a whole-brained approach to growth strategy



Myth: Growth is all about increasing customer satisfaction

Overperformers focus on eliminating friction to deliver ever-evolving experiences

Deliver **ever-evolving experiences** ✓ 77% ✗ 22%

WINNING ACTIONS | Measure & benchmark your "share of experience." Ensure all your solutions include product, service & experience.

Myth: If only we had stronger data & analytics

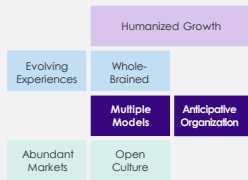
Overperformers bring technology & creativity together to put data at the heart of decision-making

Ability to attract **whole-brain talent** ✓ 64% ✗ 25%

WINNING ACTIONS | Shift focus from the "what" to the "so what" & "now what." Create whole-brain teams of equals.

EMPOWERING

Leadership characteristic needed to push decision making to client-facing colleagues and embrace new ways of doing business



Myth: If it doesn't fit in the ROI spreadsheet, the finance mafia will kill the idea

Overperformers play chess & checkers simultaneously

Willingness to accept **new business models** ✓ 66% ✗ 38%

WINNING ACTIONS

Ensure the investment approval process allows for multiple business models. Create or participate in start-up platforms.

Overperformers organize to win wars via micro-battles, switching their view on organizational change

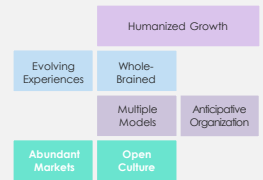
Competitive agility ✓ 66% ✗ 14%

WINNING ACTIONS

Create multi-disciplinary "fit for purpose" teams for all your strategic initiatives. Push accountability down to consumer-facing staff.

HUMBLE

Leadership characteristic required to see the world with a fresh perspective, redefine markets and collaborate effectively



Myth: Growth is about winning market share from competitors

Overperformers excel at spotting & choosing

the right wave... **Assess and understand market developments** ✓ 85% ✗ 33%

...and riding it out **Consistency with big bets** ✓ 72% ✗ 38%

WINNING ACTIONS | Shift investment from explaining the past to predicting the future. Define your market so you have no more than 3% share.

Myth: Our culture cannot be changed – it's in our DNA

Underperformers are defined by procedure, structure & quality...

#1 Culture description: **Procedures, structure, quality** ✓ 11% ✗ 24%

#1 Culture description: **Innovation, change, entrepreneurship** ✓ 28% ✗ 21%

WINNING ACTIONS | Redefine career paths from a linear trajectory to a "jungle gym." Celebrate & reward intrapreneurship.

The % scores with ✓ are scores of growth overperformers (growth leaders). The % scores with ✗ are scores of growth underperformers (growth laggards)

THE IRG BENCHMARK

Identify your company's *Real Growth* opportunities by assessing and comparing your performance to IRG overperformers across the 7 building blocks of Real Growth.

UNDERSTAND THE GAP

Conduct quant IRG Benchmarking, key stakeholder vision interviews, and desk research

DEFINE THE 'SO WHAT'

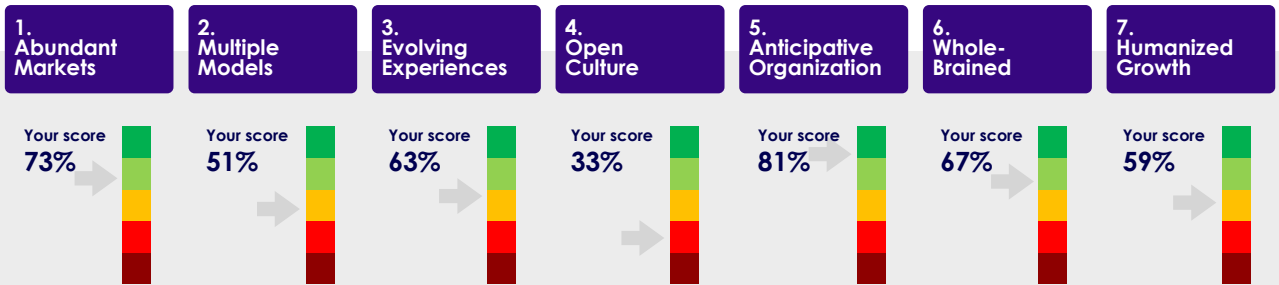
Align on priorities and build a roadmap for change

ACTION THE 'NOW WHAT'

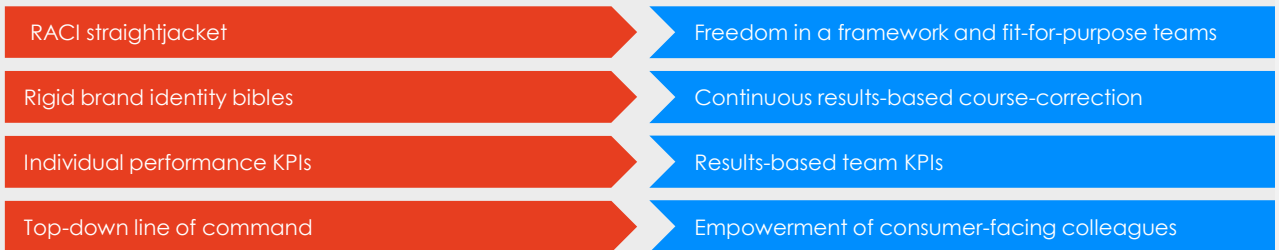
Create and deploy tangible solutions to drive real growth

For each of the 7 building blocks, you will receive:

- ✓ A performance score with benchmarking
- ✓ A progression checklist
- ✓ Guidance on your top Real Growth opportunities



FROM ... TO ...



INSTITUTE FOR REAL GROWTH

The Institute for Real Growth (IRG) helps Chief Marketing Officers and other senior business leaders drive more effective growth strategy, structure and capability.

Making better marketing decisions and influencing better business decisions.

The Institute for Real Growth is a not-for-profit and independent Institute co-founded by WPP, Kantar, Google, Facebook, Spencer Stuart, LinkedIn, Saïd Business School at the University of Oxford, and the New York University School of Professional Studies.

IRG is focused on helping growth leaders measure and drive sustained, long-term "real growth" by connecting growth leaders to peers and expertise through live-action programs.

The IRG program comprises a series of workshops that connect growth leaders with the latest in-depth research, world-class best practice case studies, expert speaker insights and individual coaching, in a program personalized to their own leadership and organization's business growth needs.

Applied problem solving and close peer collaborating will address participants' specific business as well as personal leadership growth challenges.

Upon completion of the program, participants will receive a Certificate in Real Growth Leadership from the NYU School of Professional Studies.

For more information:

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