



The IRG Impact Study

Driving More Humanized Growth

"I would like to congratulate you for undertaking this new study. It is so important to show that Corporate Multistakeholder Responsibility is better understood and even more widely promoted as the basic corporate leadership concept in the 21st century."

Klaus Schwab, Chairperson of the World Economic Forum



The Business Growth Challenge

The concept of business growth has undergone a profound transformation. Companies are increasingly seen as integral parts of a larger societal ecosystem, responsible for creating value for all stakeholders, colleagues, customers, the community, and capital markets.



Colleagues



Customers



Community Capital Markets



The "Overstretched" CEO

Business leaders today are being pulled in every direction to satisfy seemingly conflicting stakeholder interests. They recognize the need to adapt to succeed in today's complex stakeholder economy but are afraid of getting caught in the political and social crossfire. Leaders need a practical roadmap to make the shift from shareholder primacy to value creation for all stakeholders.

The Study Design

- 475 C-Suite vision interviews
- 120K social media posts AI Analysis
- 750+ online survey respondents

The Study Scope

- 61 markets
- 5 functional deep-dives: CEO, CFO, CCO, CMO, CHRO, Board members
- 8 country deep-dives: US, UK, Netherlands, Turkey, China, India, France and Australia
- Cross-industry insights for B2C and B2B

The Advisory Board



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Proven Methodology

Five studies contrasting growth over- and underperformers



2010



2014



2017



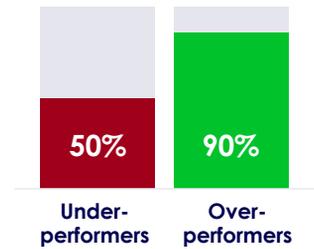
2019



2023

Stakeholder Value Creation: Opportunity or Risk?

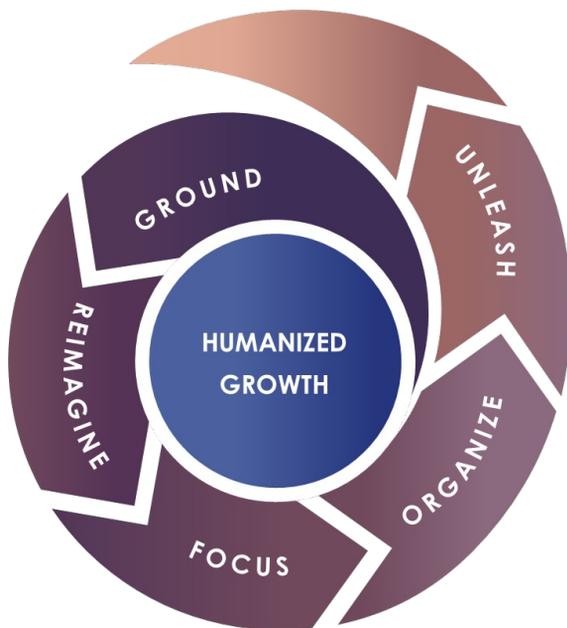
The IRG Impact Study data shows that 90% of leaders at overperforming companies approach stakeholder value creation as a business growth opportunity in contrast to only 50% of leaders at underperforming businesses.



The IRG Impact Study:

How to drive sustained value creation for all stakeholders

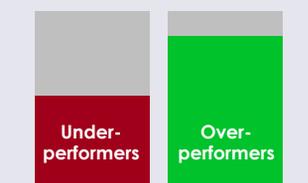
The IRG Impact Study identifies **five drivers** that differentiate overperforming organizations – those driving more Humanized Growth - from their counterparts. These five drivers provide a framework for understanding and implementing strategies for value creation for all stakeholders.



- 1 | GROUND:** Human-first stakeholder understanding, engagement and representation
- 2 | REIMAGINE:** Future backwards vision and aspiring company role
- 3 | FOCUS:** Holistic strategy with transformative change areas
- 4 | ORGANIZE:** Fostering interdependence and collaboration across ecosystem
- 5 | UNLEASH:** Role modeling Da Vinci Humanized Growth leadership

Overperformers vs. Underperformers

The IRG Impact Study contrasts quantitative online survey scores of revenue growth and stakeholder value creation overperformers to underperformers.

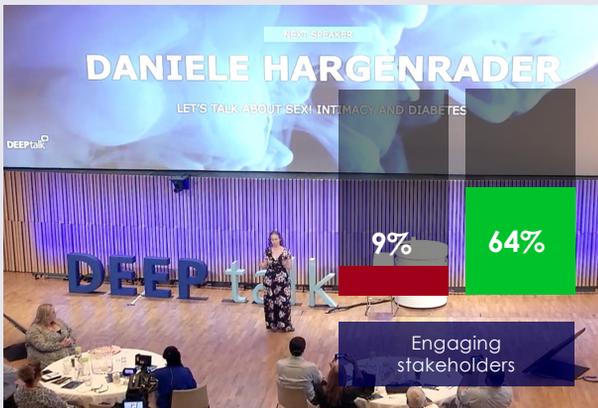


Drivers of Humanized Growth



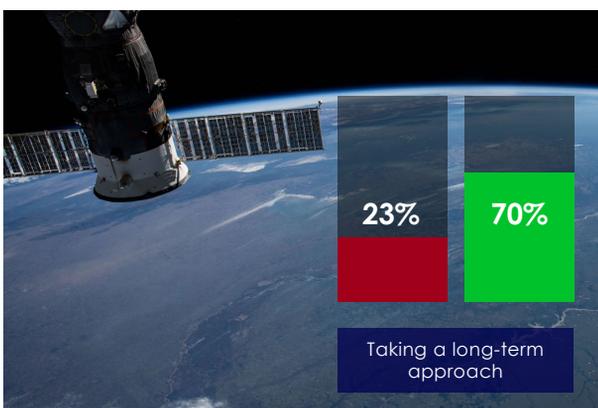
1 | **GROUND: Human-first stakeholder understanding, engagement and representation**

Humanized growth begins with an aligned understanding of the organization's impact on stakeholders and a recognition of the importance of stakeholders in shaping a company's success. Overperforming organizations actively engage with their stakeholders and include stakeholder perspectives in strategic decision-making.



2 | **REIMAGINE: Future backwards vision and aspiring company role**

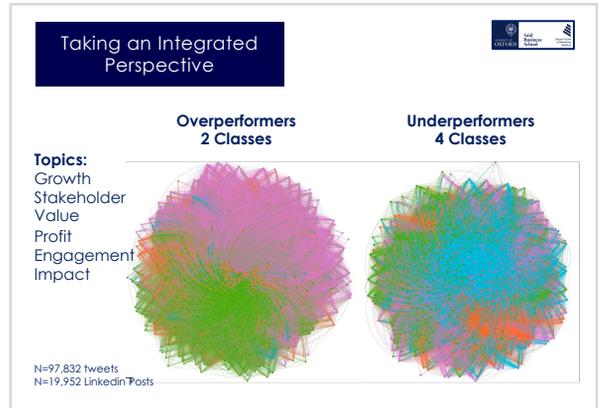
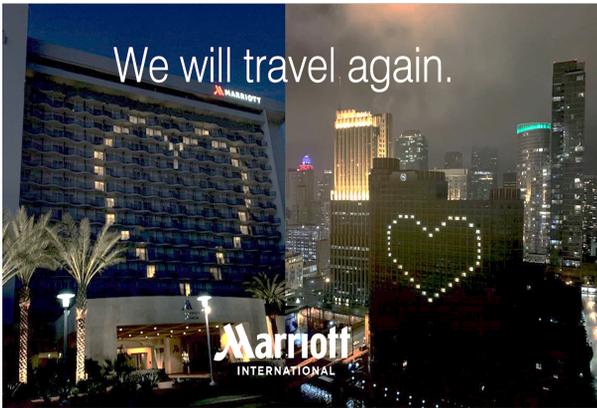
Overperformers prioritize long-term thinking, reimagine an emerging world and define an aspiring company role - a clear corporate purpose. Overperformers adopt a utopian future-focused vision, inspiring all stakeholders and aligning their minds, heart, and will with the company purpose.





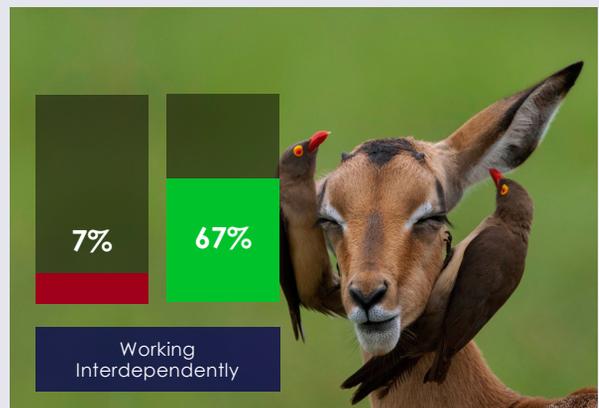
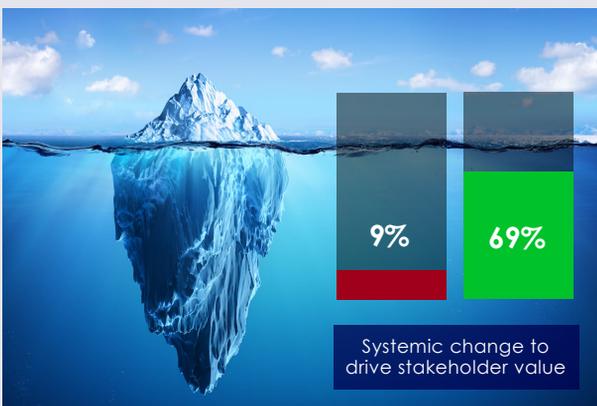
3 FOCUS: Holistic strategy with transformative change areas

Humanized Growth overperformers develop a holistic and integrated strategy that embraces complexity and reduces whack-a-mole decision making by taking short-term decisions in the context of the long-term strategy. They manage and measure the areas of transformative change and performative change (day-to-day operations) separately.



4 ORGANIZE: Fostering interdependence and collaboration across the ecosystem

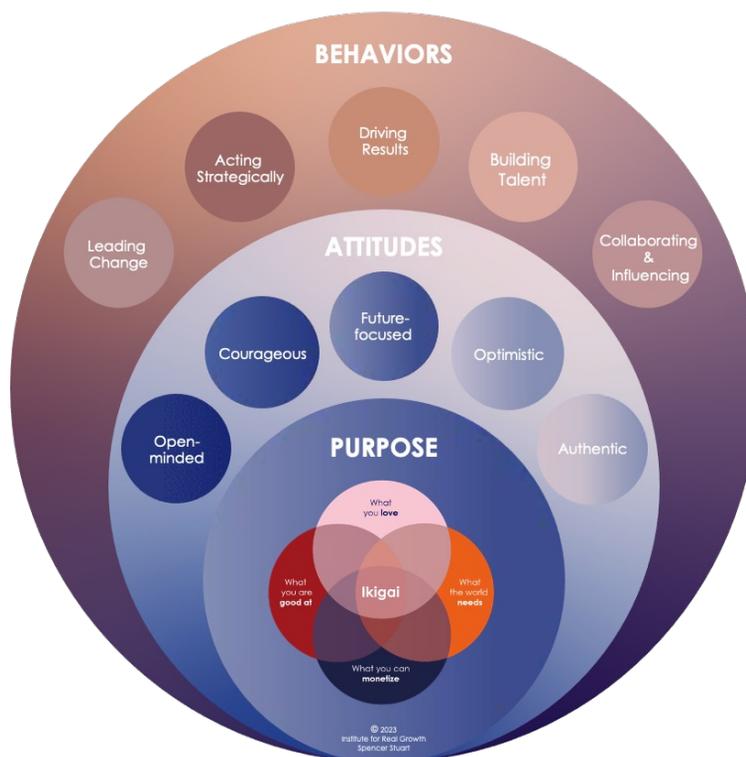
Overperformers understand that systemic change is needed for stakeholder value creation and recognize the importance of working more interdependently across their ecosystem. These organizations collaborate better across silos within the company and partner better with industry partners, NGOs, and government.





5 UNLEASH: Role modeling Da Vinci Humanized Growth leadership

Overperforming leaders role model 'Da Vinci Humanized Growth' characteristics. They combine right-brain and left-brain thinking with empathy. These leaders are clear about their own Ikigai - their personal purpose - and demonstrate attitudes and behaviors that promote an open and results-driven work culture.



Overperformers create an environment where colleagues feel safe to share ideas and collaborate. Unleashing the collective power of the ecosystem behind the corporate vision, these leaders prioritize active listening, vulnerability, servant leadership, and open communication.

Their approach fosters an inclusive culture that aligns colleagues and partners with the overall business purpose.

The Da Vinci Humanized Growth Leadership Profile is developed in collaboration with

Want to learn more?

Join us at one of the IRG Impact Study Events – scan the code below for more information.



New York | Mexico City | Cape Town | Sao Paolo | London | Paris | Amsterdam | Istanbul | Penang | Mumbai | Cannes | Sydney | Prague | Stockholm | Tokyo | Shanghai

Want to drive more Humanized Growth?



Humanized Growth Leadership Programs

The IRG programs connect leaders to peers, experts, and best practices to deliver more Humanized Growth. The blended programs include in-person summits, collective Zoom sessions, individual sparring, and 24/7 access to the proprietary IRG learning platform.



Tailored Sparring and Interventions

IRG Advisory offers benchmarking and tailored support to help implement Humanized Growth strategies, through strategic sparring, leadership coaching, and team interventions.



Industry and In-company events

Bring the IRG Impact Study learning to your industry conference or in-company event with tailored interactive, and thought-provoking presentations, workshops, roundtables, and strategy sessions.



For more information scan or email

impactstudy@instituteofrealgrowth.com



The Institute for Real Growth (IRG) helps business leaders worldwide drive more Humanized Growth by connecting them to peers, experts, and best practices.

The IRG conducts research, delivers executive leadership programs, and offers advisory services to inspire and help implement Humanized Growth programs.

The IRG operates as an independent not-for-profit and is supported by WPP, Meta, Google, and TCS.

The Oxford Future of Marketing Initiative (FOMI) brings together world-class business academics and senior executives from some of the world's largest companies to address some of the most difficult and complex business challenges within the marketing, advertising, communications, and media domains and technology.

FOMI exists to infuse marketing practice with evidence-based solutions to complex business problems. No academic or practitioner should go it alone as they approach these issues.

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