Achieving Multistakeholder Impact (AMI)

Executive Summary

The Institute for Real Growth (IRG) and Oxford's Future of Marketing Initiative (FOMI) at the Saïd Business School jointly announce the world's first C-Suite study focused on capturing what it takes to win in the shift from shareholder to stakeholder growth.

The Achieving Multistakeholder Impact (AMI) study will identify winning multistakeholder growth strategies, how the impact is best measured and communicated, essential leadership attitudes and habits, and the role of brands and Marketing.

Delivering fact-based insights and frameworks, practical tools, and case studies to emulate, the AMI will run from January to May 2023, share preliminary findings in June 2023, and publish recommendations by October 2023.

Background

In 2018 the IRG Growth Study found that winning organizations focus on value creation for all stakeholders – Colleagues, Customers, Community, and the Capital Markets.

A year on, the US Business Round Table (BRT) came to the same conclusion: "Each of our stakeholders is essential; we commit to deliver value to all of them." Shortly after, COVID-19 accelerated this pivot away from shareholder primacy by forcing businesses to prioritize colleague and community well-being above shareholder needs.

Today, the pendulum is swinging back with a vengeance; Inflation and a global recession are testing the resolve of any leader that supported the 2019 BRT declaration. CEOs perceived as not entirely focused on the bottom line and investments without an immediate financial return are again under intense scrutiny by the financial markets.

Essential lessons learned now risk being lost as the 'multistakeholder growth' baby gets thrown out with the bath water. The AMI study will capture these learnings.

AMI Study Questions to Address

1. How organizations today define multistakeholder growth
2. Initiatives that have made the most and the least impact, and why
3. Balancing differing interests, practical learning, and pitfalls to avoid
4. How to measure and communicate impact to all stakeholders
5. Leadership attitudes and habits needed to drive multistakeholder growth
6. The role of brands and Marketing in driving multistakeholder growth

2023 AMI Study Approach
Our methodology builds on four successful previous global IRG studies, the academic research experience at Oxford FOMI, and the practical experience of IRG participants. We combine a scientific and practical approach to drive credible and actionable recommendations. The study approach includes qualitative and quantitative elements:

- Vision interviews with CEOs, CFOs, CHROs, Heads of Investor Relations, CMOs, and ESG experts by the 2023 IRG100 participants and other IRG community members.
- Meta-analysis of published multistakeholder growth initiatives and results.
- AI analysis using the 'Hypertrend' tool developed by Oxford FOMI for identifying key
- themes, topics, and emerging future trends to augment and enhance our research.

AMI Study Roles
The Institute for Real Growth (IRG) and Oxford's Future of Marketing Initiative (FOMI) will develop and design all the study's components. The IRG leads the qual interview phase, leveraging its community of IRG partners and participants. FOMI leads the Meta and AI analysis, leveraging its FOMI and academic network and proprietary research-based machine learning tools.

An Advisory Board will ensure we address the most critical opportunities and challenges and that our recommendations are actionable. Advisory Board members representing all stakeholders are: **Angela Ahrendts** (CEO Burberry), **Colin Mayer** (Oxford University), **Halla Tómasdóttir** (CEO B-Team), **Javier Meza** (CMO Coca-Cola), **Jingye Chen** (Aifenlei), **Conny Braams** (CMO Unilever), **Lorraine Twohill** (CMO Google), **Chris Burggraeve** (NYU), **Jennifer Remling** (CHRO WPP), **Ella Robertson McKay** (COO One Young World), **Hans Ploos van Amstel** (CFO Partners Group), **Sylvia Mulinge** (CEO MTN Africa), **Ian Lee** (President Adecco), and **Sue Allchurch** (CMO UNGC).

AMI Study Partners
Confirmed AMI study partners include Spencer Stuart, the B-Team, WARC, Yale Program on Stakeholder Innovation and Management, CKGSB, the Association of National Advertisers (ANA), the LinkedIn B2B Institute, and Morning Consult.

Stakeholder Vision Interviews
We will learn from a globally and industry-balanced mix of B2B and B2C business CEOs, CMOs, and Key Opinion Formers. Completed pilot interviews include Alan Jope (Unilever), Dolf van den Brink (Heineken), Patrick Xu (WPP), Hubert Jolie (Best Buy), Paul Polman (Imagine), Sanda Ojiambo (UN Global Compact), and Deepak Chopra.

Timing

- Interviews and Research: January – May 2023
- Preliminary Results: June 2023
- Full results publication: October 2023

About the Institute for Real Growth
The Institute for Real Growth (IRG) is dedicated to helping organizations worldwide shift their focus from shareholder to stakeholder growth. We call this focus on value creation for all their stakeholders – Colleagues, Customers, Communities, and the Capital Markets - Humanized Growth. The purpose of the IRG is to help growth leaders drive more Humanized growth by connecting them to peers, experts, and best practices.

The IRG is not-for-profit and independent and supported by WPP, Meta, Google, Optimizely, Morning Consult, the NYU School of Professional Studies, the Saïd Business School at the University of Oxford, CKGSB, the Exetor Group, and Spencer Stuart.

The IRG program curriculum builds on the findings of the IRG Growth Study. The study included interviews with over 1,000 senior business leaders, 6,000 online survey contributions from 73 countries, and a behavioral analysis of publicly available LinkedIn data from three million members. Two previous IRG studies, Marketing2020 (2014) and Insights2020 (2017), became Harvard Business Review cover stories, and one led to the publication of the GLOBAL BRAND CEO book in 2010.

About the Future of Marketing Initiative at the Saïd Business School, University of Oxford
The Oxford Future of Marketing Initiative (FOMI) brings world-class business academics and senior executives from some of the world's largest companies together 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. Instead, FOMI believes that collaboration, knowledge, experience sharing, and scientific research are the ways to move the marketing discipline forward in a data-fueled, technology-focused world.