



Institute for Real Growth

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

WPP

LinkedIn

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NYU | SCHOOL OF PROFESSIONAL STUDIES



**Institute
for Real
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

3.5 MM LinkedIn Users

- ✓ Analysis of LinkedIn data from connections across employees

IRG ADVISORY BOARD



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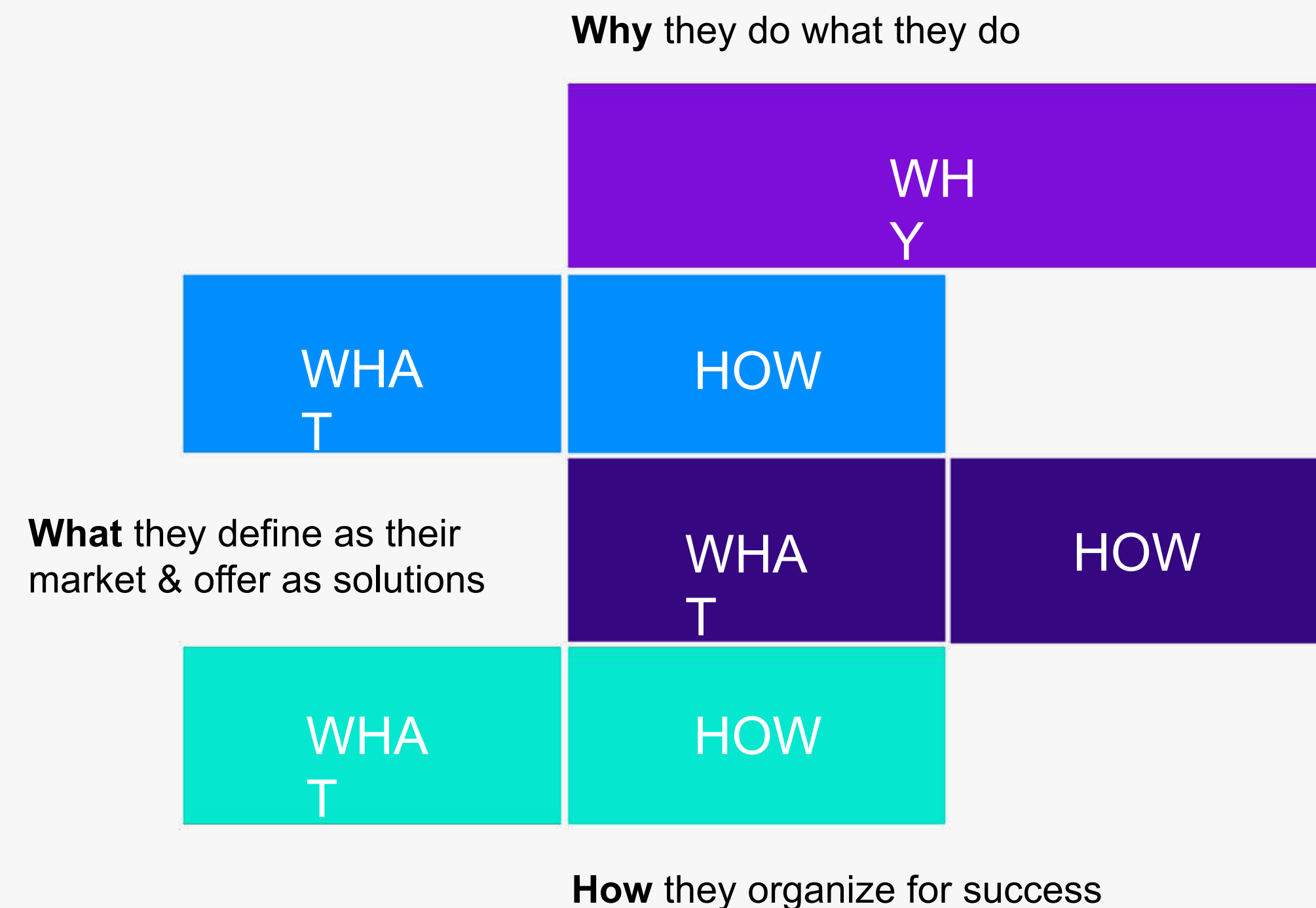
The architecture of Real Growth

The Real Growth Formula



7 BUILDING BLOCKS OF REAL GROWTH

The next generation of growth leaders must reimagine...



7 building blocks of Real Growth

Myth: Growth is about winning market share from competitors

Overperformers excel at spotting & choosing the right wave...

Assess & understand market developments

✓ 85%
✗ 3%

...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 more defined by procedure, structure & quality...

#1 Culture description: Procedures, structure, quality

✓ 11%
✗ 24%

Overperformers are marked by innovation, change & entrepreneurship

#1 Culture description: Innovation, change, entrepreneurship

✓ 28%
✗ 21%

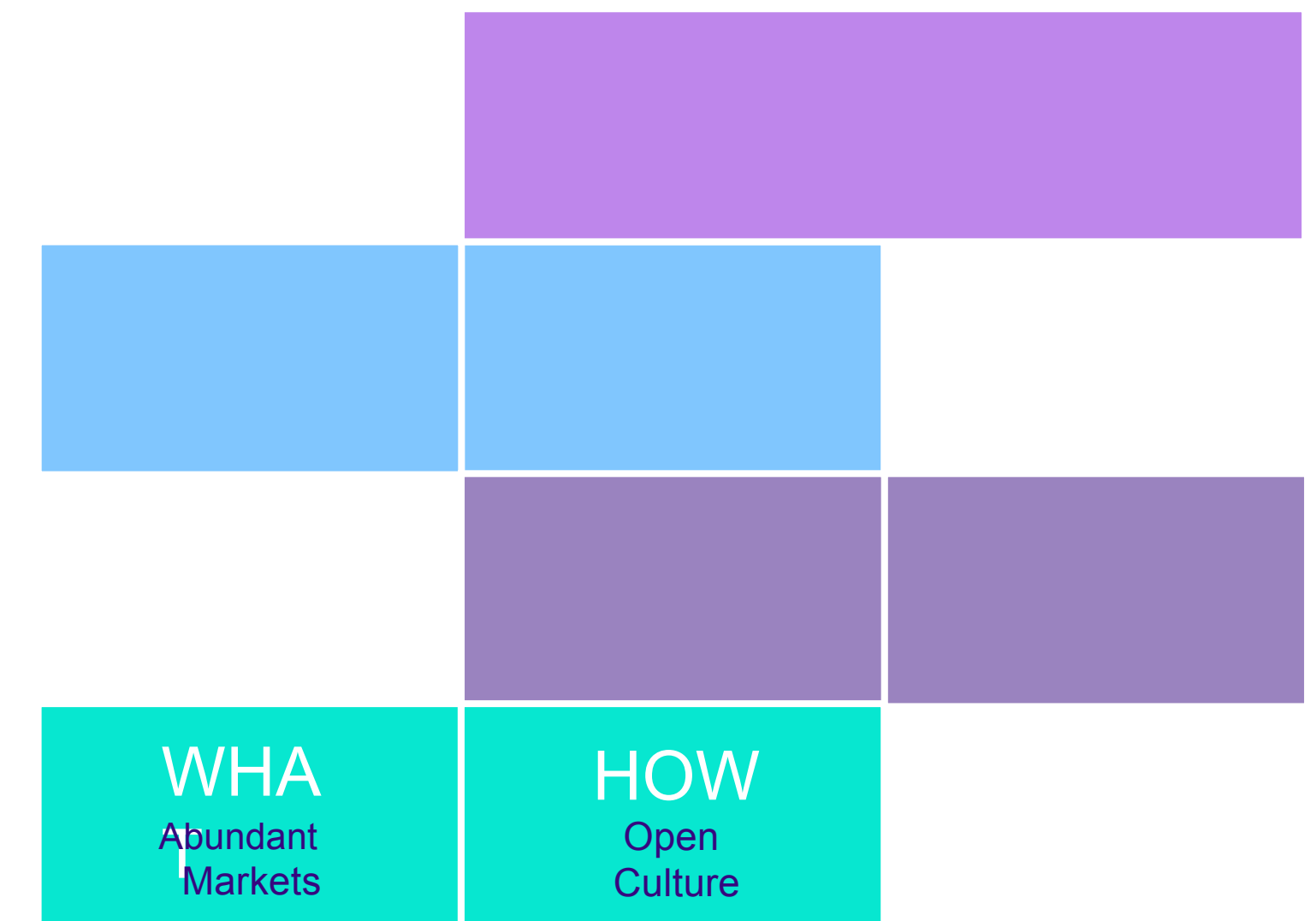
WINNING ACTIONS

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)

HUMBLE

REAL GROWTH
LEADERSHIP
CHARACTERISTIC



7 building blocks of Real Growth

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

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.

Myth: Agile is forcing us to redefine our RACIs

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

Competitive agility

✓ 66 %

✗ 14 %

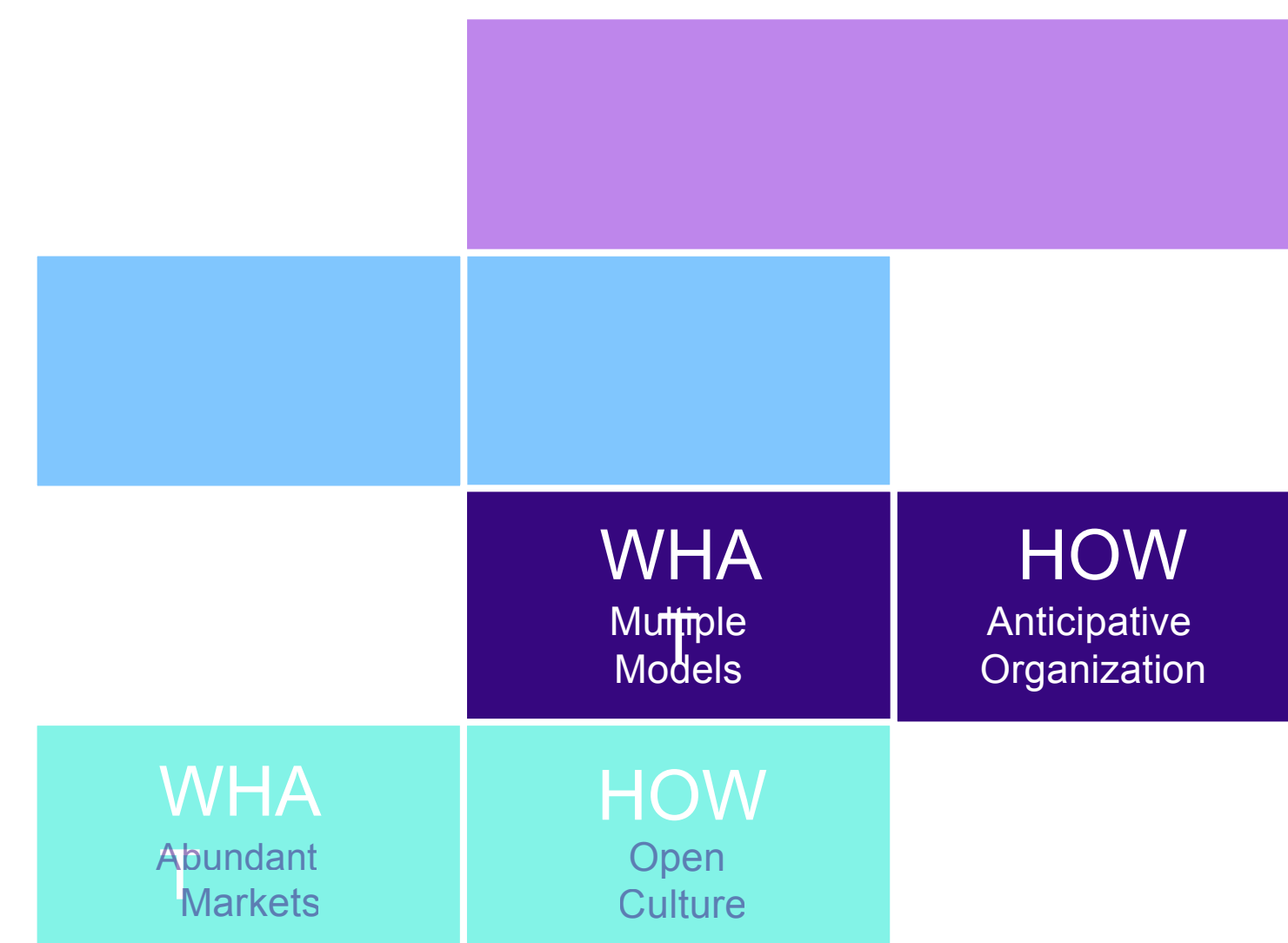
WINNING ACTIONS

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

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EMPOWERING

REAL GROWTH
LEADERSHIP
CHARACTERISTIC



7 building blocks of Real Growth

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 components.

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 %

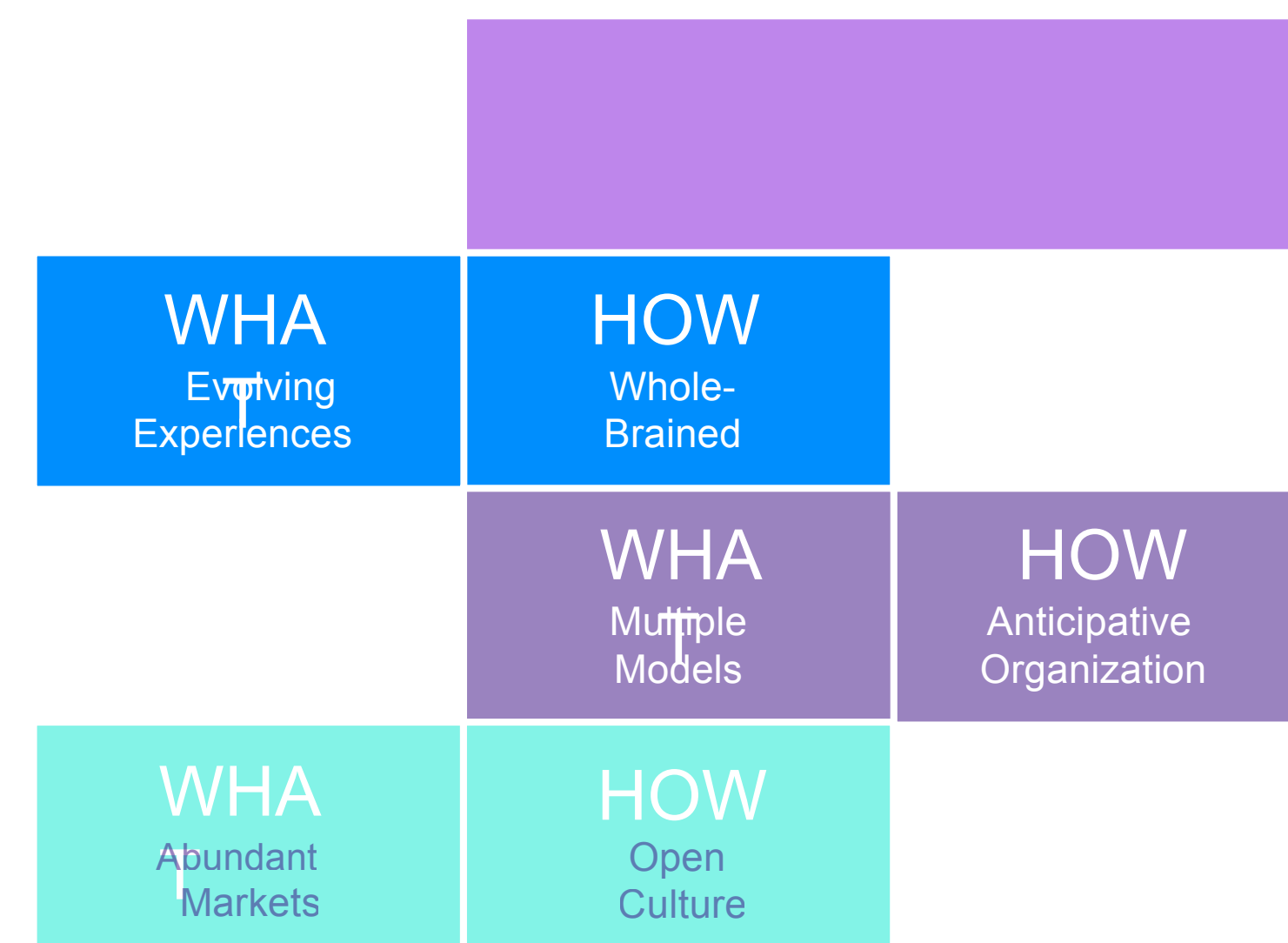
WINNING ACTIONS

Shift focus from the “what” to the “so what” & “now what.”
Create whole-brain teams of equals.

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The % scores with ✗ are scores of growth underperformers (growth laggards)

PASSIONATE

REAL GROWTH
LEADERSHIP
CHARACTERISTIC



7 building blocks of Real Growth

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 %

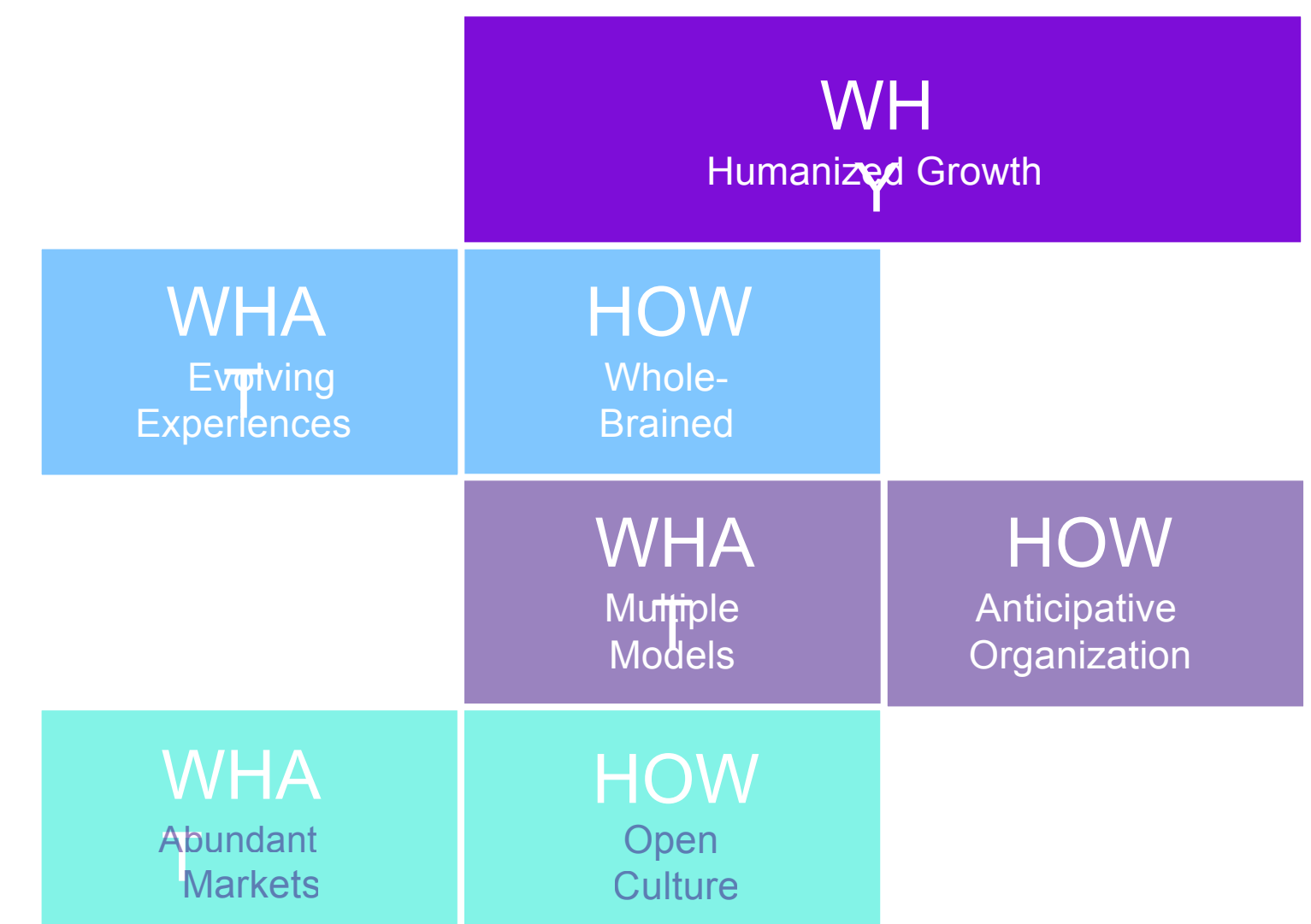
WINNING ACTIONS

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

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COURAGEOUS

REAL GROWTH
LEADERSHIP
CHARACTERISTIC



IRG Benchmarking

Identify your company's Real Growth opportunities by assessing and comparing your performance to Real Growth 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'

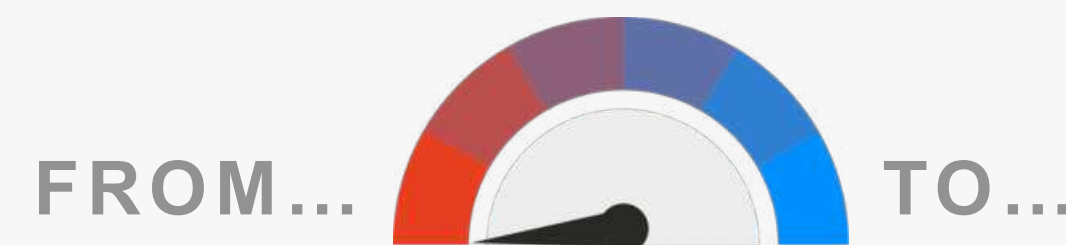
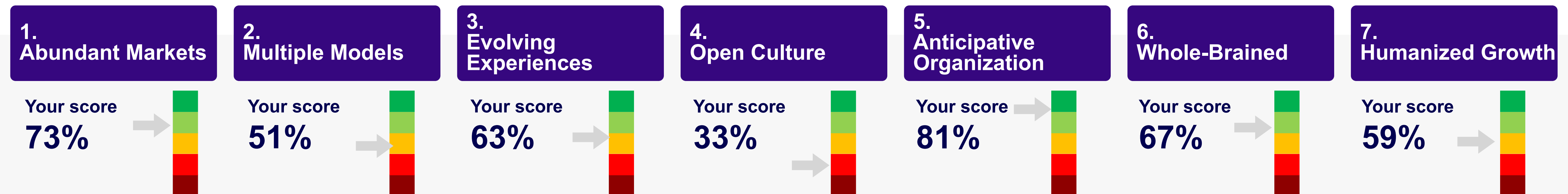
Align on priorities and build a roadmap for change

ACTION THE 'NOW WHAT'

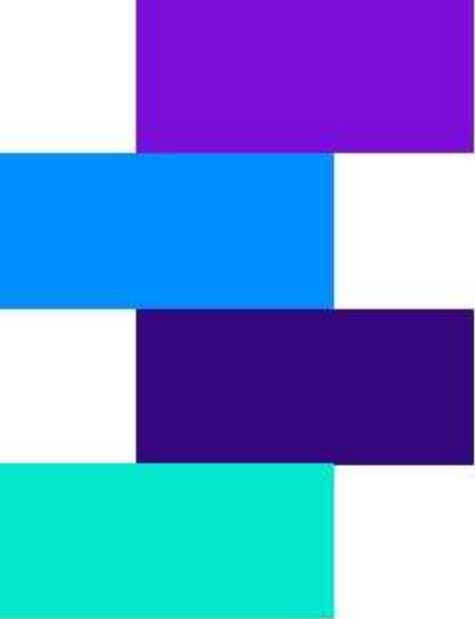
Create and deploy tangible solutions to drive real growth

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



RACI straightjacket	Freedom in a framework and fit-for-purpose teams
Rigid brand identity bibles	Continuous results-based course-correction
Individual performance KPIs	Results-based team KPIs
Top-down line of command	Empowerment of consumer-facing colleagues



ABOUT IR G



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.

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.

The IRG program comprises a series of workshops that connect growth leaders

CORE PARTNERS

Creating & deploying tangible solutions to drive Real Growth



For more information:
www.instituteforrealgrowth.com
info@instituteforrealgrowth.com

