

Humanized Growth Impact (HGI)

Executive Summary

The Institute for Real Growth (IRG) and the University of Oxford Future of Marketing Initiative (FOMI) announce the 2023 Humanized Growth Impact (HGI) study.

The HGI study will identify and codify impactful multistakeholder growth initiatives, how results are best measured and communicated, and the role of brands and Marketing in driving more growth for colleagues, customers, communities, and the capital markets.

The new fact-based HGI study will capture tales from the trenches, insights, best practice case studies and develop frameworks and practical tools to emulate. The approach will include CEO and CMO vision interviews, a meta-analysis of published case studies, and a quant analysis of business results. The study will run from January to May and publish its findings and recommendations in October 2023.

Background

In 2018, an Institute for Real Growth (IRG) study found that winning organizations drive value creation for *all* stakeholders: colleagues, customers, communities, and the capital markets. The IRG dubbed this multistakeholder focus *Humanized Growth*.

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 – at least temporarily - colleague and community well-being above shareholder needs.

Now 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. Any CEOs perceived by the financial markets as not entirely focused on the bottom line and all investments without an immediate financial return are again under intense scrutiny.

Valuable lessons learned on impactful shared value growth risk may now be lost as the 'multistakeholder growth' baby gets thrown out with the bath water. The Humanized Growth Impact (HGI) study by the IRG and FOMI sets out to capture and codify these best practices and support future growth for colleagues, customers, communities, and the capital markets.

Humanized Growth Impact (HGI) objectives

The 2018 IRG Growth study identified **what** overperforming growth organizations and leaders do differently to win.

This 2023 Humanized Growth Impact (HGI) study will capture and codify **how** winning organizations and leaders deliver, measure, and communicate impactful multistakeholder growth.

2023 HGI Study Scope

The 2023 HGI study will specifically address:

1. How multistakeholder growth is best defined
2. What shared value initiatives make the most impact
3. Which metrics best capture impact and how to communicate these results
4. How to balance competing stakeholder and short- vs. long-term interests
5. The transformation needed for brands and Marketing to drive shared value

2023 HGI Study Approach

The 2023 Humanized Growth Impact (HGI) study will leverage the success of previous IRG learning studies: The IRG Growth study (2018), Insights2020 (2016), and Marketing2020 (2014).

The 2023 HGI study approach will include the following:

- Vision interviews with CEOs, COOs, and CFOs (60%) and CMOs (40%)
- Meta-analysis of published multistakeholder growth strategies and results
- Quant analysis of published business impact results from shared value initiatives

Study Roles

- The Institute for Real Growth (IRG) will lead the qualitative interview phase, leveraging its network and alums community of Humanized Growth leaders.
- Oxford FOMI will lead quantitative research and analysis and leverage its academic and FOMI partner network.

Advisory Board

An Advisory Board will ensure that the 2023 HGI study addresses the most critical opportunities and challenges faced by multistakeholder growth leaders and that the findings and recommendations are practical and actionable.

HGI Stakeholder Vision Interviews

We aim to interview a globally balanced and cross-industry mix of B2B and B2C business leaders, CMOs, and Key Opinion Formers.

Completed CEO interviewees include Alan Jope (Unilever), Dolf van den Brink (Heineken), Angela Ahrendts (Burberry), Patrick Xu (WPP), and Hubert Jolie (Best Buy).

Completed CMO interviewees include Lorraine Twohill (Google), Sean Summers (Mercado Libre), and Tamar Rogers (GSK).

Completed Key Opinion Formers interviewees include Halla Tomasdottir (The B-Team), Paul Polman (Imagine), Sanda Ojiambo (UN Global Compact), and Deepak Chopra.

HGI Study Partners

The Institute for Real Growth (IRG) and the Oxford University Future of Marketing Initiative (FOMI) will partner with other leading organizations to identify what it takes to win. Potential partners include The B-Team, the United Nations Global Compact, Spencer Stuart, Morning Consult, and The International Sustainability Standards Board.

Deliverables

- Best Practices, Case Studies
- Frameworks and Practical tools,
- Success Measures
- Peer Group Convening, e.g., Humanized Growth Leadership Events

Timing

- Interviews and Research: January – April 2023
- Analysis: May – July 2023
- Publication: October 2023