Achieving Multistakeholder Impact (AMI)

Executive Summary

The Institute for Real Growth (IRG) and the University of Oxford's Future of Marketing Initiative (FOMI) at the Saïd Business School jointly announce the world's first CXO study on how to best *create, capture, and lead* multistakeholder impact.

We define multistakeholder impact as achieving *both* top-line business growth and driving one or more of the United Nations' Sustainable Development Goals (SDGs).

The 2023 Achieving Multistakeholder Impact (AMI) study will identify winning multistakeholder growth strategies and leadership habits, how the impact is best measured and communicated, and the role of brands and Marketing.

Deliverables will include fact-based insights and frameworks as well as practical tools and case studies to emulate. The AMI study 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 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 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.

Important lessons learned on how to drive shared value successfully, now risk being lost as the 'multistakeholder growth' baby gets thrown out with the bath water. The AMI study will capture, codify, and share best practices on how best to drive value for colleagues, customers, communities, and the capital markets.

2023 AMI Study Questions to Address

1. What multistakeholder initiatives have made the most and least impact, and why?
2. What are critical practical considerations, actions, and pitfalls to avoid?
3. How to best measure and communicate results and impact to all stakeholders?
4. What leadership attitudes and habits are needed to drive multistakeholder growth?
5. What is the role of brands and Marketing in driving more humanized growth?

2023 AMI Study Approach

The AMI study methodology builds on three successful IRG studies and the academic research experience at Oxford FOMI. The approach combines scientific rigor with a practical focus to drive credible results and actionable recommendations.

The study design will incorporate qualitative and quantitative elements, including:

- Vision interviews with CEOs, Heads of IR and CCOs, CFOs, and CMOs.
- Meta-analysis of published multistakeholder growth initiatives and results
- Quant longitudinal analysis of published shared multistakeholder initiative results
- AI analysis using 'Hypertrend' tool developed by Oxford FOMI for identifying key themes, topics, and emerging future trends to augment and enhance the analyses.

AMI Study Roles

- The Institute for Real Growth (IRG) and Oxford Future of Marketing Initiative (FOMI) will develop and design all the study's components.
- IRG leads the qualitative interview phase, leveraging its partner network and alums community of Humanized Growth leaders.
- FOMI leads quantitative research and AI analysis, leveraging its academic and FOMI partner network and proprietary developed research-based machine learning tools.
- An Advisory Board will ensure that we address the most critical opportunities and challenges and that recommendations are strategic and actionable.

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 orientation interviews include:

Alan Jope (Unilever), Dolf van den Brink (Heineken), Angela Ahrendts (Burberry), Patrick Xu (WPP), and Hubert Jolie (Best Buy). Lorraine Twohill (Google), Sean Summers (Mercado Libre), and Tamara Rogers (GSK). Halla Tomasdottir (The B-Team), Paul Polman (Imagine), Sanda Ojiambo (UN Global Compact), and Deepak Chopra.

AMI Study Partners

Potential AMI study partners include the B-Team, The Business Round Table, WARC, Spencer Stuart, The Yale Sustainable Leadership Forum, NYU, CKGSB, the ANA, the United Nations Global Compact, CNEXT, Morning Consult, and industry partners of Oxford FOMI.

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 not-for-profit and independent and is supported by WPP, Meta, Google, Salesforce, 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 is based on the findings of the IRG Growth Study. The study included interviews with over 750 senior business leaders, 5,000 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. We exist because of the need 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, we believe that collaboration, knowledge, experience sharing, and scientific research are the ways to move the marketing discipline forward in a data-fueled, technology-focused world.