

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 “HOW” CHALLENGE: NEED FOR A TANGIBLE ROADMAP

In a rapidly changing global landscape, the concept of business growth has undergone a profound transformation. Companies today are increasingly seen as integral parts of a larger societal ecosystem, responsible for creating value for all stakeholders, colleagues, customers, communities, and investors.



90%
of business leaders
consider stakeholder
value creation
an opportunity

As the era of “shareholder primacy” is coming to an end, business leaders recognize that they must adapt to succeed in today’s complex stakeholder economy. But they need a roadmap to make the shift in these uncharted territories.

THE APPROACH

- 475+ Vision Interviews
- AI Hypertrend Study of 120k+ social media posts by business leaders
- 750+ quant survey respondents
- 52 markets
- 7 country deep-dives
- 5 C-Suite Functional Deep-dives
- B2B and B2C

THE ADVISORY BOARD

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PROVEN METHODOLOGY

What are over-performing companies doing differently than under-performers?



THE IRG IMPACT STUDY

The IRG Impact study set out to identify insights, best practices, success frameworks, and practical tales from the trenches for **successfully making the shift to value creation for all stakeholders.**

The Central
Question

How?

*From shareholder primacy
to value creation for all stakeholders*

Board

CEO

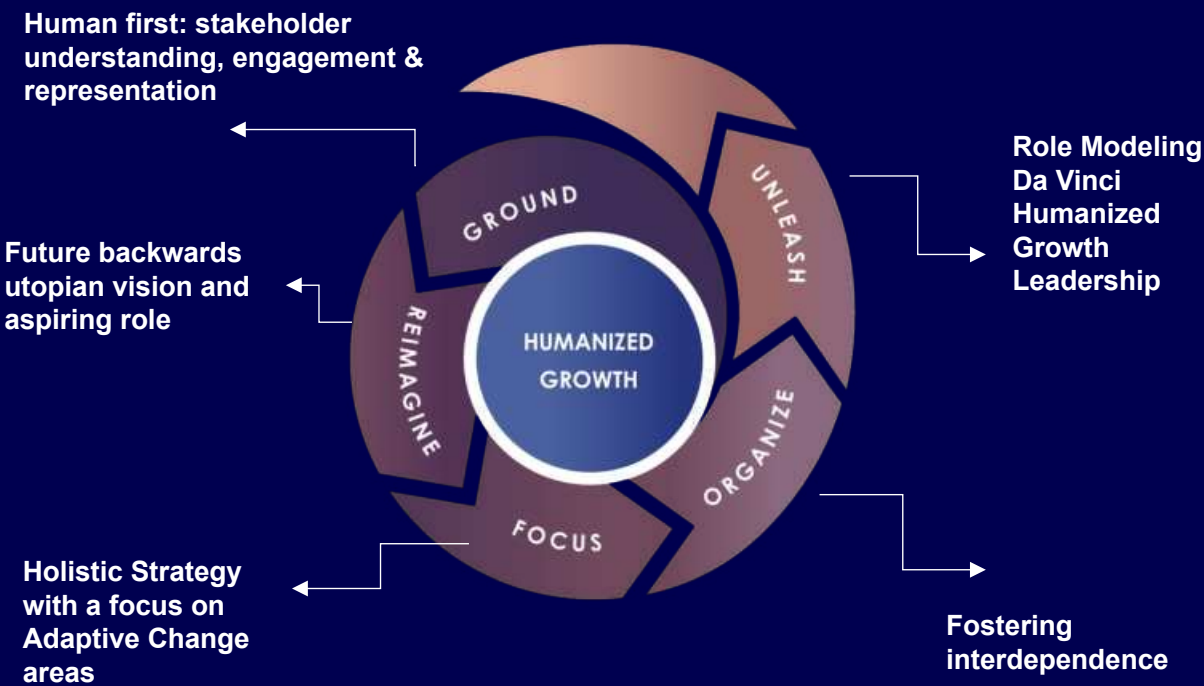
CFO

CMO

CHRO

CCO

The study identifies five key drivers differentiating overperforming organizations – those driving more Humanized Growth - from their counterparts.



THE DRIVERS OF HUMANIZED GROWTH



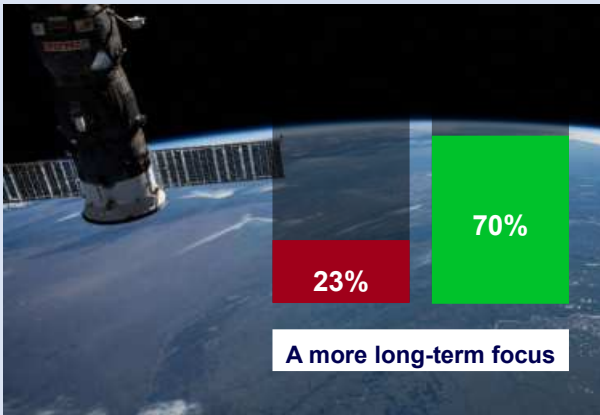
GROUND: Human First

Humanized growth begins with understanding **the organization's impact on all stakeholders**, aligning with the reality of the world and recognizing the importance of stakeholders in shaping a company's success



REIMAGINE: Future Backward & Aspiring Role

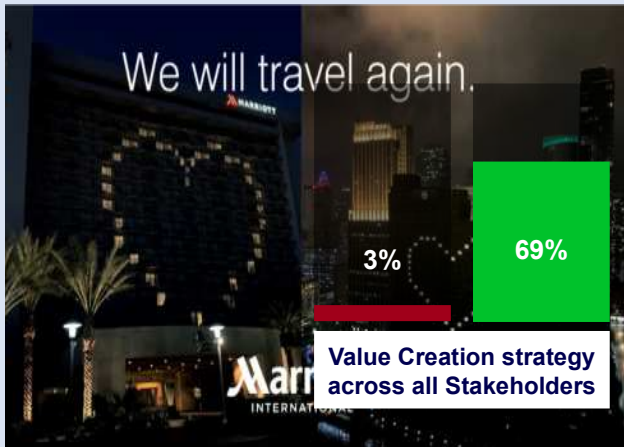
Overperformers reimagine the emerging world and define their role within it. Such companies **prioritize long-term thinking**, develop a **compelling future vision**, and articulate a **clear corporate purpose**.





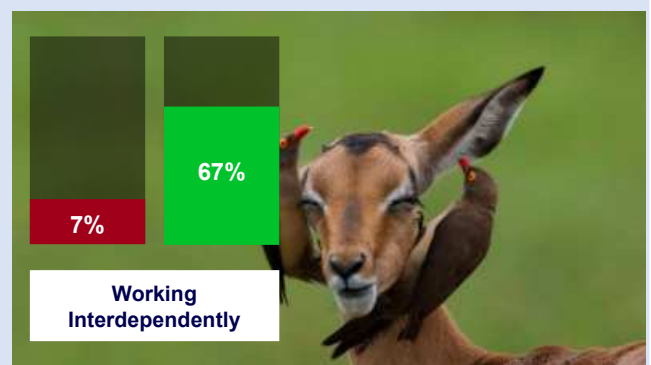
FOCUS: Holistic Strategy with a focus on Adaptive Change areas

Humanized Growth overperformers **develop a holistic strategy** to support short-term decisions in the long-term context, and **manage the areas of adaptive change** (transformative initiatives) and **performative change** (day-to-day operations) differently.



ORGANIZE: Fostering interdependence

Humanized Growth is about **driving systemic change**. Overperformers recognize the importance of **fostering more interdependencies and collaboration across the business and beyond**, encompassing partnerships across industry, NGOs and governments.





UNLEASH: Role Modeling Da Vinci Humanized Growth Leadership

Leaders in organizations pursuing Humanized Growth exhibit **Da Vinci leadership qualities**, encompassing right-brain and left-brain thinking and empathy.



They create an environment where **employees 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 employees and partners with the purpose.

The Da Vinci Humanized Growth leadership Model is developed in collaboration with

SpencerStuart THE B TEAM ▶

WANT TO KNOW MORE?

Join us in one of the Impact Study Events



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



The IRG Benchmark

Identify your company's Humanized Growth opportunities by assessing and comparing your organization to the over-performers in the IRG benchmark database.



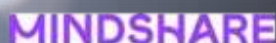
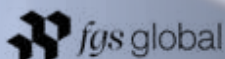
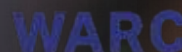
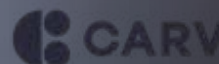
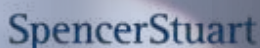
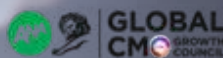
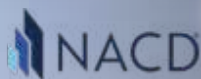
About the Institute for Real Growth (IRG)

The Institute for Real Growth (IRG) helps organizations worldwide drive more Humanized Growth by connecting them to peers, experts, and best practices. The IRG operates as a not-for-profit and independent and is supported by WPP, Meta, Google, TCS, the Saïd Business School at the University of Oxford, the Chinese business school CKGSB, the Exeter Group, and Spencer Stuart. The IRG program curriculum builds on the 2018 IRG Growth Study findings. 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 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. 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.

The Impact Study Partners



For more information: impactstudy@instituteforrealgrowth.com