Institute for Real Growth

UNIVERSITY OF OXFORD

Saïd Business School

Oxford Future of Marketing Initiative

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 C21 Business Growth Challenge

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.

Intangibles are the new Tangibles

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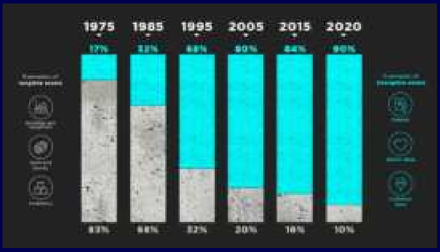


The Overstretched CEO

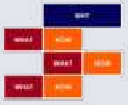
Business leaders today are being pulled in every direction to satisfy seemingly conflicting stakeholder interests. Afraid of getting caught in the crossfire, Despite these fears, there is a broad recognition that to succeed in today's complex stakeholder economy business must evolve. To be future-fit, leaders need a practical roadmap to make the shift from shareholder primacy to value creation for all stakeholders.

Study Design & Advisory Board

- 475+ C-Suite Vision Interviews
- 5 Functional Deep-dives
- 120K social posts AI Analysis
- 750+ on-line Survey respondents
- 61 markets
- 5 country deep-dives
- Cross-Industry
- B2B and B2C

Proven Methodology

5 global studies contrasting business growth overperformers and underperformers



2010 — 2014 — 2017 — 2019 → 2023

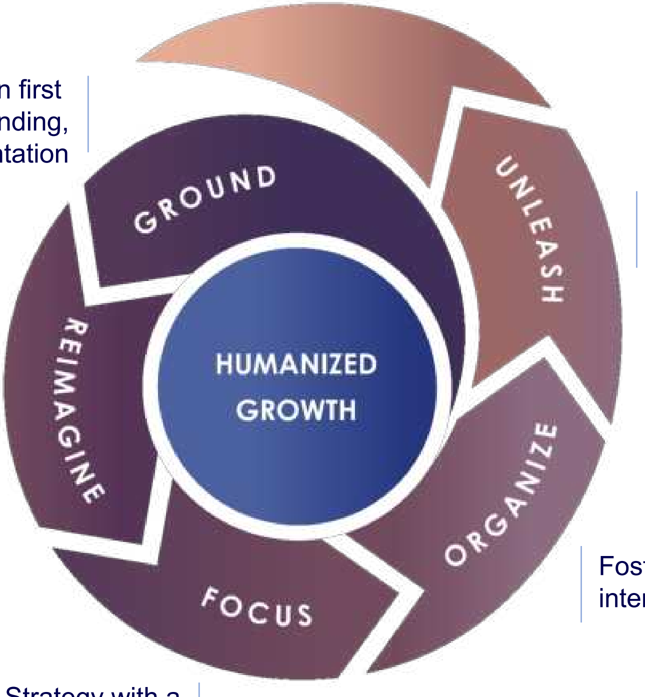
Institute for Real Growth

Stakeholder Value: Opportunity or Risk?

IRG Impact Study data shows that 90% of leaders at overperforming businesses approach stakeholder value creation as a business growth opportunity in contrast to only 50% or business underperformers.

5 Drivers of Humanized Growth

The study identifies five key drivers differentiating overperforming organizations – those driving more Humanized Growth - from their counterparts. These five drivers provide a framework for understanding and implementing strategies that prioritize all a business's stakeholders' interests alongside traditional financial metrics.



Human first stakeholder understanding, engagement & representation

Role Modeling Da Vinci Humanized Growth Leadership

Fostering interdependence

Holistic Strategy with a focus on Adaptive Change areas

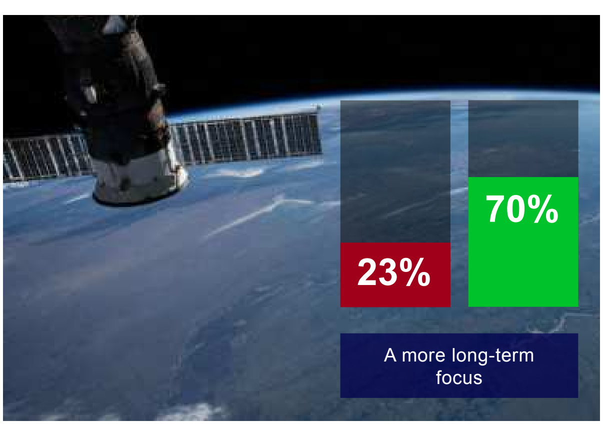
Future backwards utopian vision and aspiring business role

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**.



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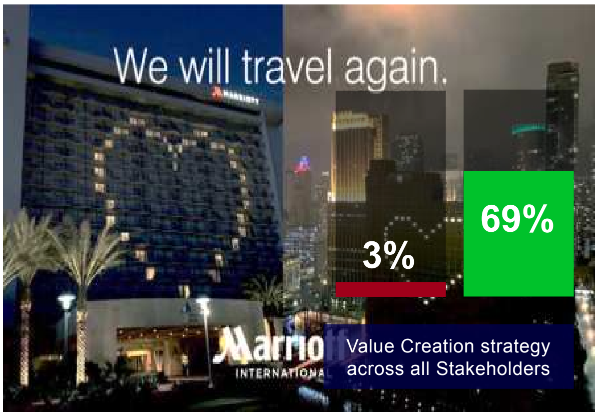

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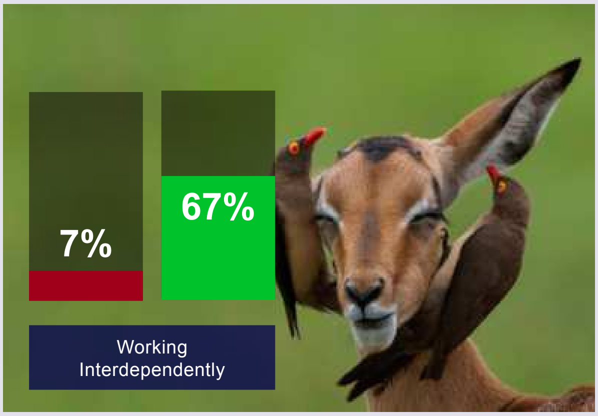
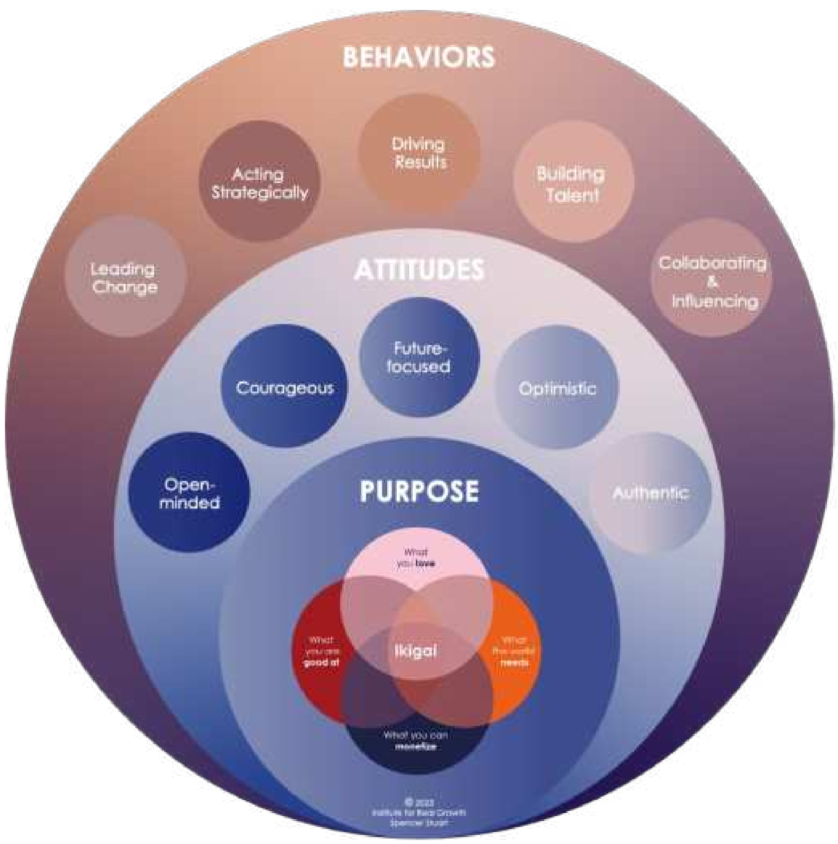


UNLEASH: Role Modeling Da Vinci Humanized Growth Leadership

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

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IRG Impact Benchmarking

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

The Institute for Real Growth (IRG)

The Institute for Real Growth (IRG) helps business leaders worldwide drive more Humanized Growth by connecting them to peers, experts, and best practices.

The IRG conducts research, delivers executive leadership programs, and offers advisory services to inspire and help implement Humanized Growth programs.

The IRG operates as a not-for-profit and independent and is supported by WPP, Meta, Google, and TCS.

Future of Marketing Initiative at the Saïd Business School, Oxford University

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The IRG Impact Study Partners

For more information scan the QRF code or email impactstudy@instituteforrealgrowth.com

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University of Oxford · Saïd Business School · Oxford Future of Marketing Initiative

Driving Humanized Growth

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Need for a Practical Roadmap

Business leaders are afraid of getting caught in the crossfire and are keeping a low profile. Many don't talk about their stakeholder initiatives out of fear of being accused of greenwashing or being woke. Despite these fears, leaders recognize they must adapt to succeed in today's complex stakeholder economy – to be future-fit. They need a practical roadmap to make the shift from shareholder primacy to value creation for all stakeholders.

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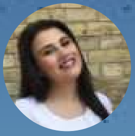
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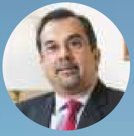
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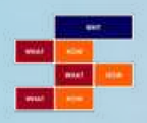
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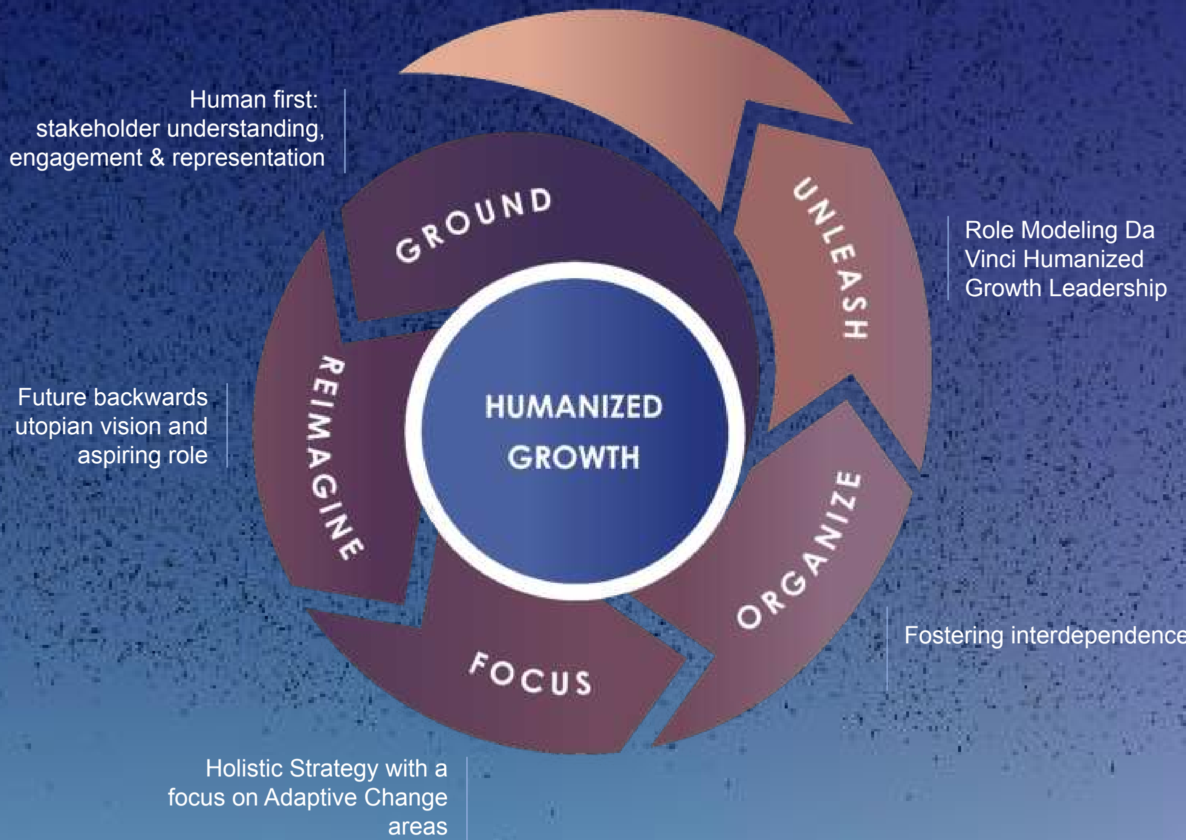

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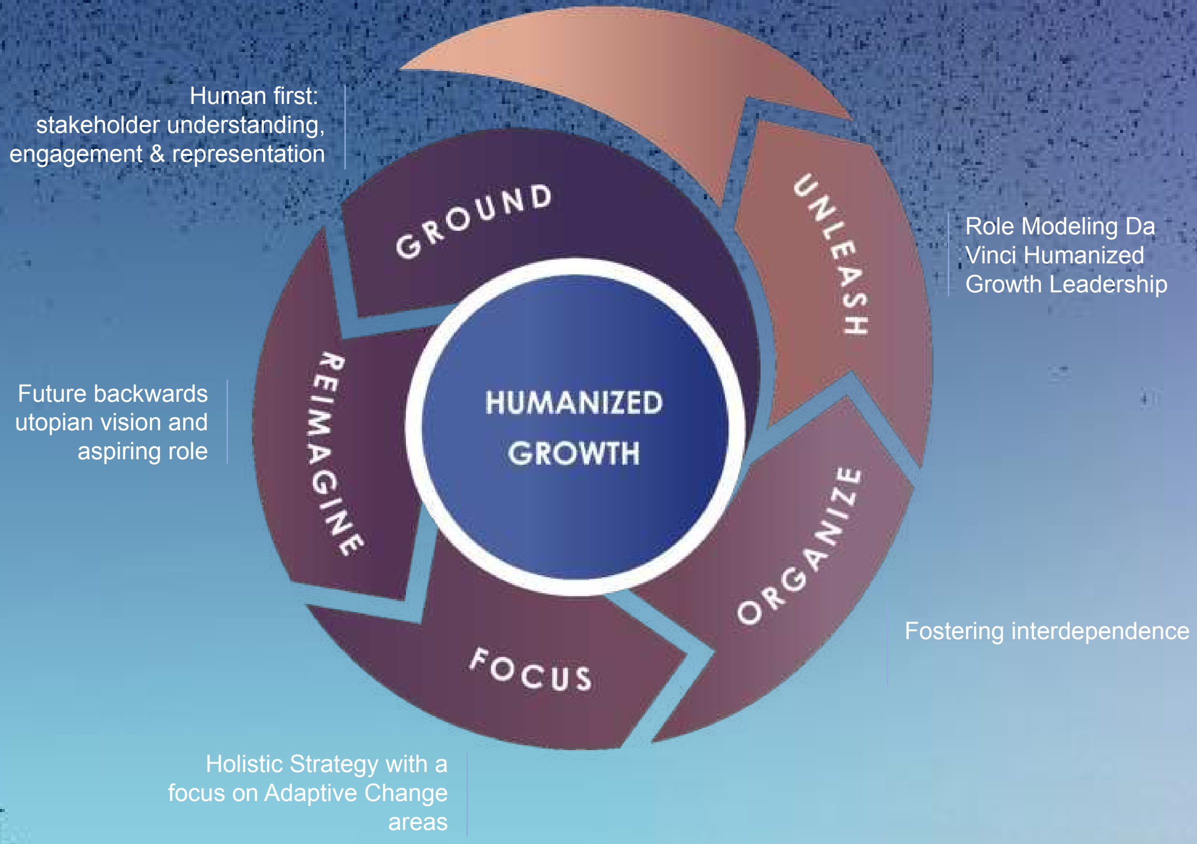

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THE IRG IMPACT STUDY

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

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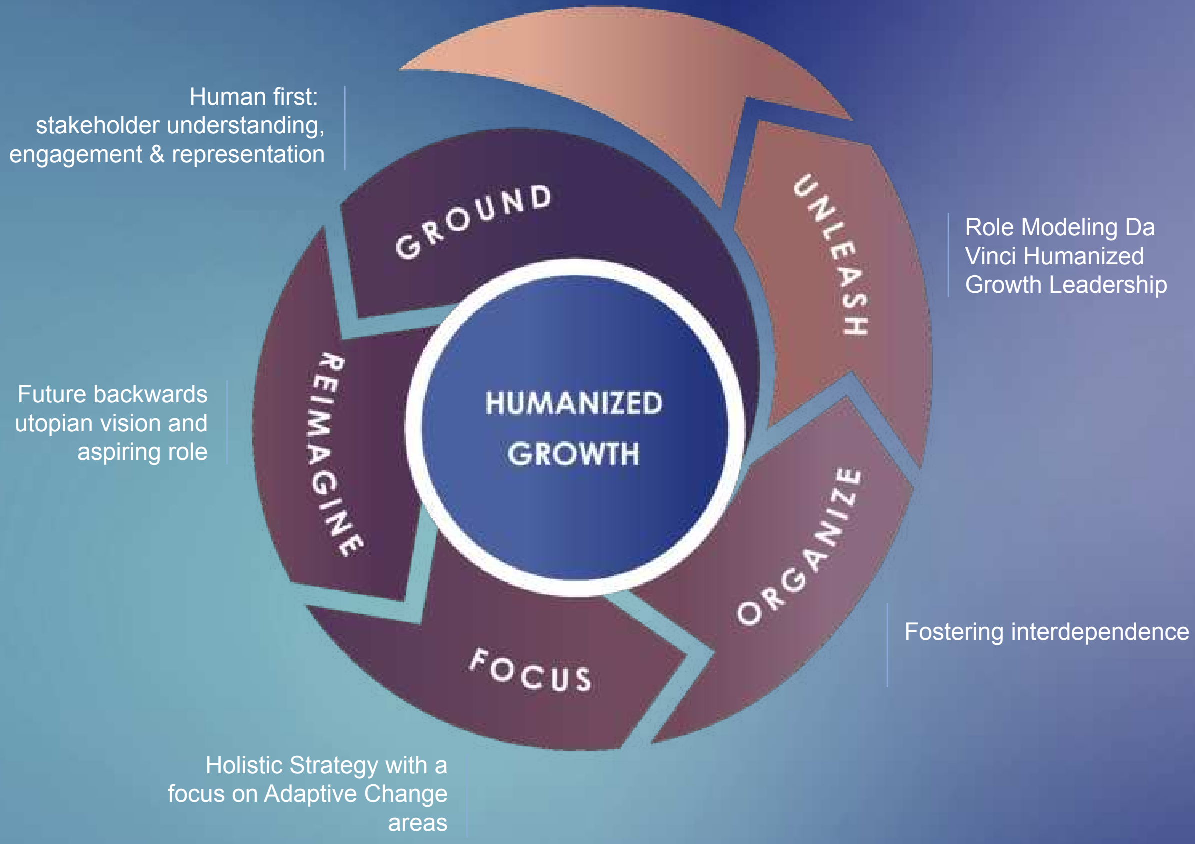

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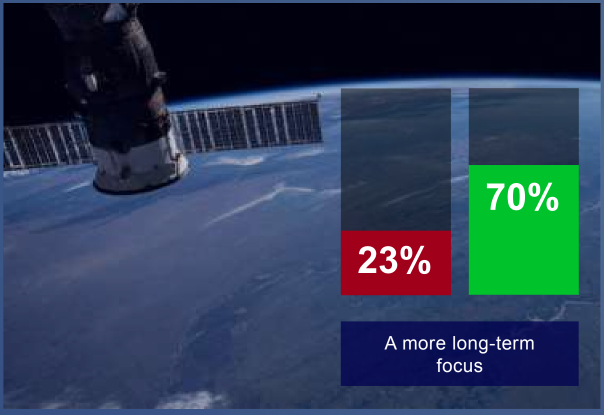

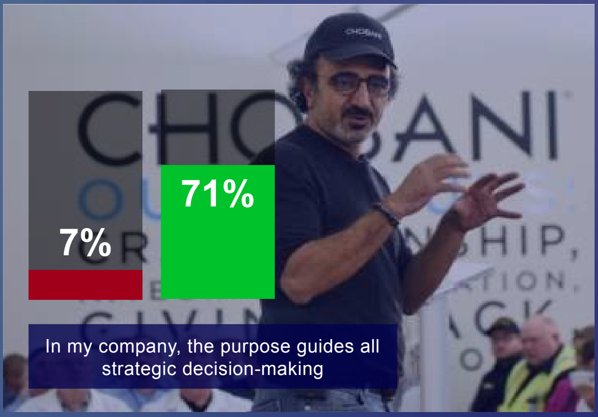

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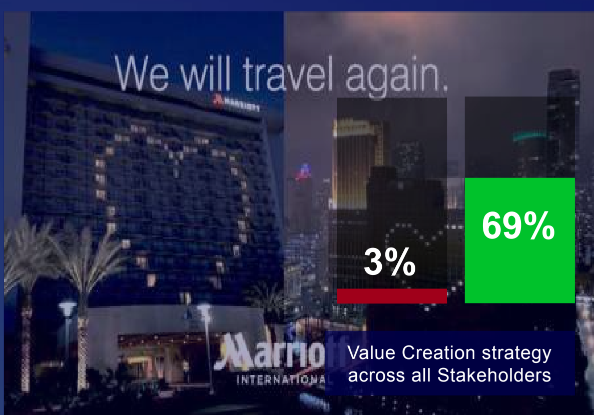

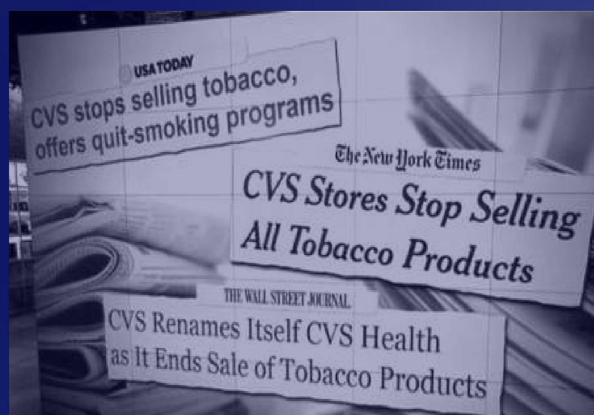

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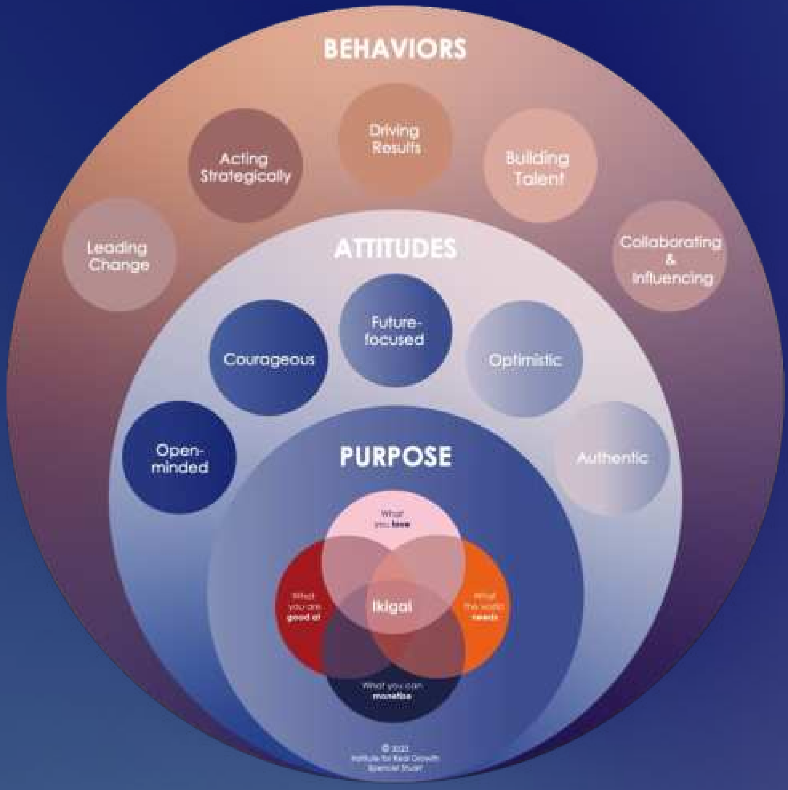

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About the Future of Marketing Initiative at the Saïd Business School, University of Oxford

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The Impact Study Partners

For more information: impactstudy@instituteforrealgrowth.com

The Challenge

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90%
of business leaders consider stakeholder value creation
an opportunity

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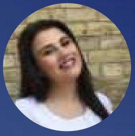
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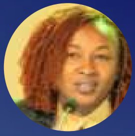
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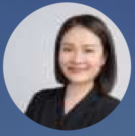
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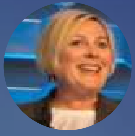
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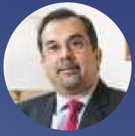
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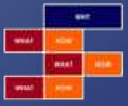
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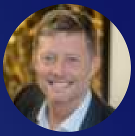
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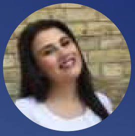
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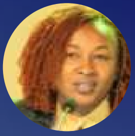
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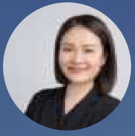
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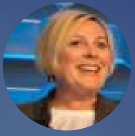
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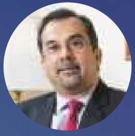
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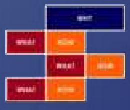
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THE "HOW" CHALLENGE

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Colleagues **Customers** **Community** **Capital Markets**

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THE APPROACH

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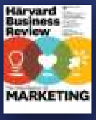
PROVEN METHODOLOGY

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


2010



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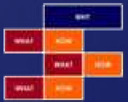

2019


2023

THE IRG IMPACT STUDY

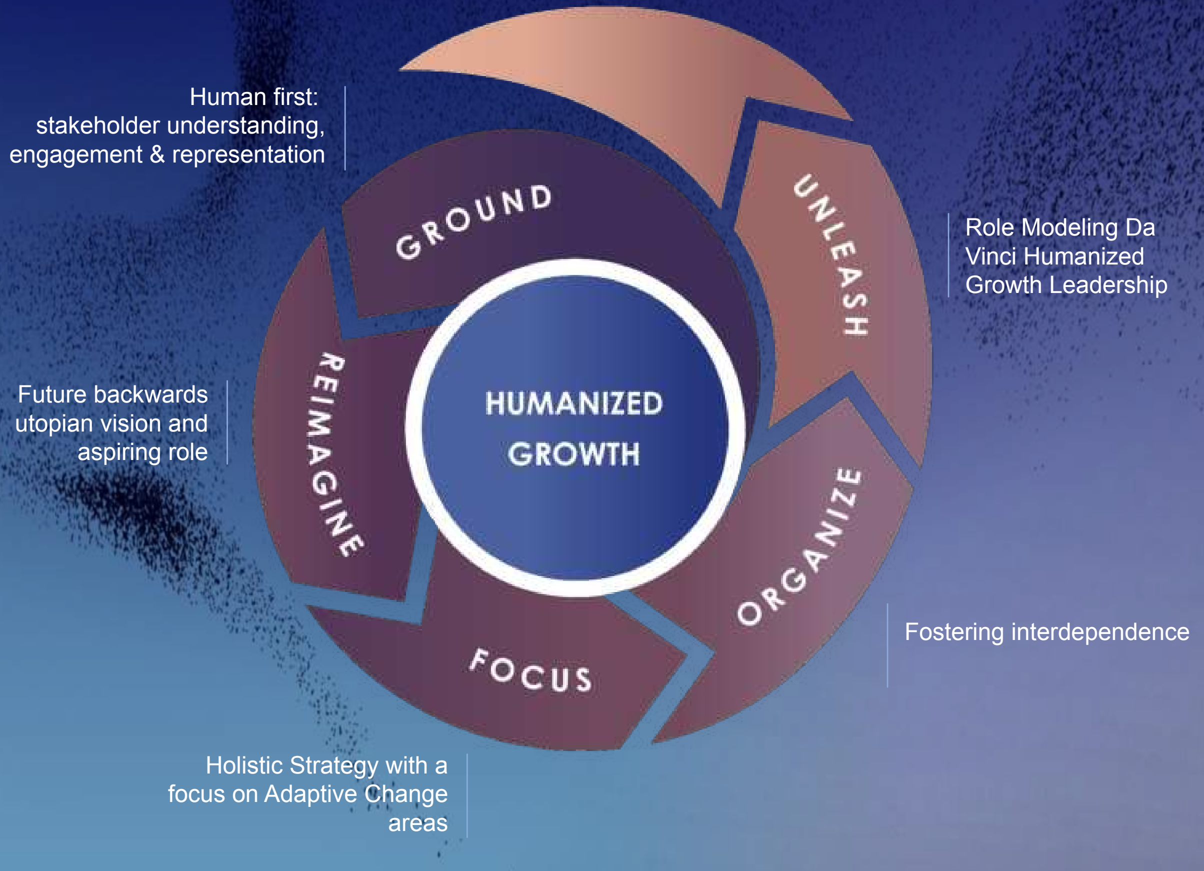
The IRG Impact study set out to identify insights, best practices, success frameworks, and practical tales from the trenches for successfully making **the shift to value creation for all stakeholders.**

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. These five drivers provide a framework for understanding and implementing strategies that prioritize all a business's stakeholders'

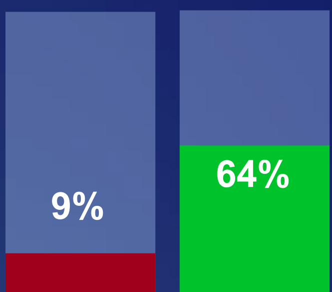
interests alongside traditional financial metrics.



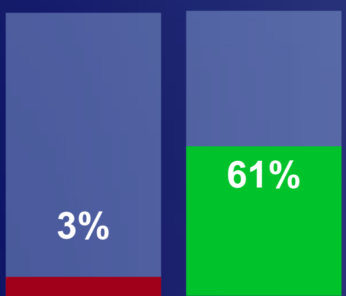
THE DRIVERS OF HUMANIZED GROWTH

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.



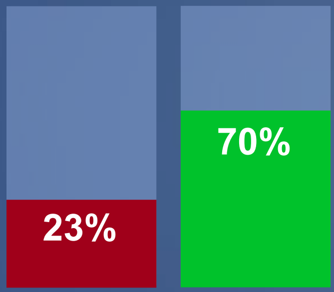
Engaging stakeholders



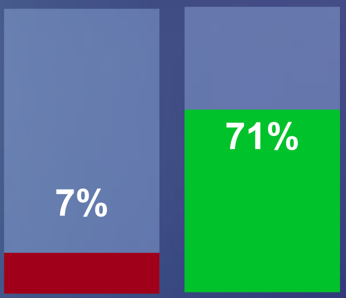
Represent stakeholders in decision making

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**.



A more long-term focus

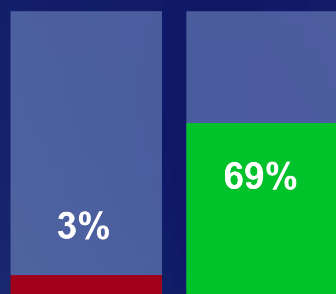


In my company, the purpose guides all strategic decision-making

THE DRIVERS OF HUMANIZED GROWTH

FOCUS: Holistic Strategy with a focus on Adaptive Change areas

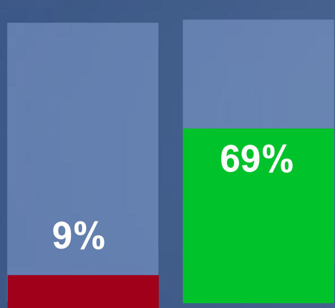
Humanized Growth overperformers **develop a holistic strategy** to support short-term decisions in the long-term context, and **manage the areas of adaptive change** (transformative initiatives) and **performative change** (day-to-day operations) differently.



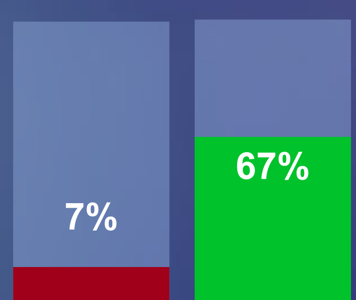
Value Creation strategy
across all Stakeholders

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.



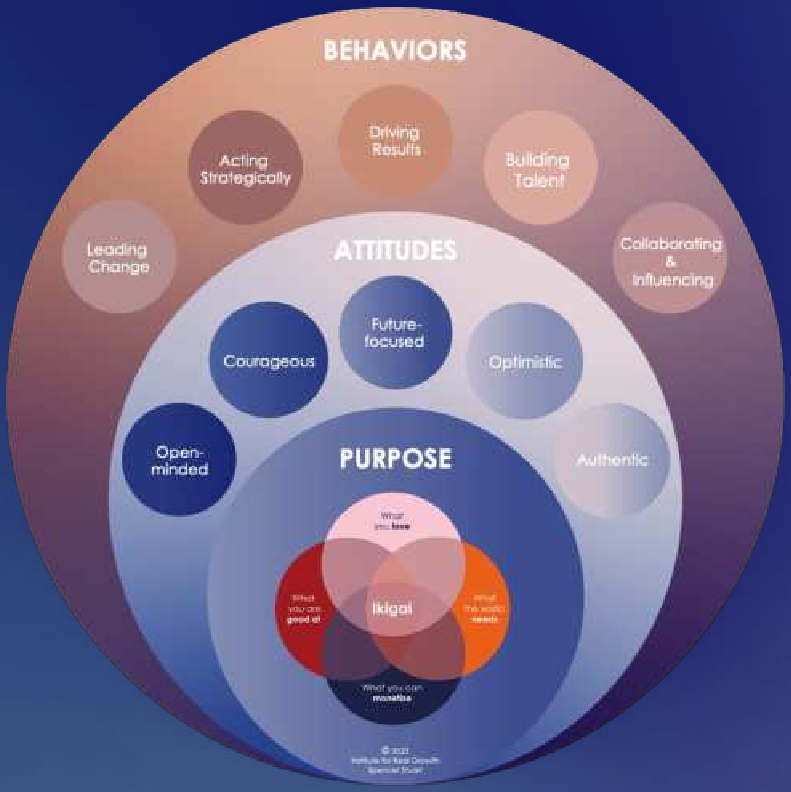
Systemic change to dive
stakeholder value



Working
Interdependently

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 Paolo | London | Paris | Amsterdam | Istanbul Penang | Mumbai | Cannes | Sydney | Prague | Stockholm | Tokyo | Shanghai

THE IRG BECHMARK

In a rapidly changing global landscape, the 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 Exetor 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

The Business Growth Challenge

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. Business leaders are being pulled in every direction to satisfy seemingly conflicting stakeholder interests.

Need for a Practical Roadmap

Business leaders are afraid of getting caught in the crossfire and are keeping a low profile. Many don't talk about their stakeholder initiatives out of fear of being accused of greenwashing or being woke. Despite these fears, leaders recognize they must adapt to succeed in today's complex stakeholder economy – to be future-fit. They need a practical roadmap to make the shift from shareholder primacy to value creation for all stakeholders.

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Proven Methodology

5 Global studies contrasting business growth overperformers and underperformers

Institute for Real Growth

IRG100 Leadership Program

Program Overview

As a CMO or senior growth leader, you are perfectly positioned to help the business drive more *Humanized Growth*; Growth that addresses the needs of all business stakeholders: Colleagues, Customers, Communities, and the Capital markets. The IRG100 leadership program connects you to peers, experts, and world class best practices. The 6-month program offers invaluable benchmarking, insights, and proven growth frameworks to help you develop a roadmap for more humanized growth for you and your business. The IRG100 blended program includes in-person summits, collective Zoom sessions, individual sparring, and 24/7 access to our proprietary learning platform.

IRG100 participants join a diverse and active community: Over 500 CMOs and other growth leaders worldwide, from B2B and B2C and all industries have completed the program. Time commitment is about 2 hours a week for 6 months. IRG100 is invitation only and complementary for all participants.

For the list of all IRG100 alumni click here.

Logistics

Connect with peers and experts during this 3-day in-person kick-off. This session includes personal and corporate purpose deep dives and in-depth IRG learning exposure.

New York:
Jan 09-11, 2024

Oxford
Jan 16-18, 2024

Bi-weekly Zoom sessions cover the core building blocks of the IRG100 program. Session are held twice to accommodate time zones and drive global connections and perspectives.

Session 1
Morning EMEA / Afternoon APAC

Session 2
Morning US / Afternoon EMEA

The IRG100 program ends with a three-day CMO Summit at the IRG Campus in the south of France, and the Lions Festival of Creativity.

IRG Saint Paul de Vence Summit
June 14-16, 2024

More Information & Registration: Click Here

What to expect

For a short program description video click here

Expert Content

Connect to expert content, thought leadership and world-class speakers

Benchmark

Benchmark your organization against the IRG Growth Framework to identify key Humanized Growth opportunities and challenges

Peer Interaction

Harness the wisdom of your IRG100 CMO colleagues for network & sparring

Business Growth

Help your organization drive more humanized growth

Personal Growth

Develop your personal growth and leadership goals

Action Plan

Walk away with an action-oriented Humanized Growth plan with KPIs for your organization

Institute for Real Growth

IRG100 Leadership Program

IRG100 Curriculum & Roadmap *

*** We update the IRG100 program contents every year, so expect changes.**

Participant Profile

This program is for CMOs and other senior growth leaders who:

- Want to increase their influence and impact on the overall business growth
- Want to drive multi-stakeholder growth for their organization
- Are open, interested in personal growth and connecting with leaders worldwide
- Can commit to the full 6-month program, for both the in-person and Zoom meetings

Indicative IRG100 Participant Profile

- 15-20 years of experience
- CEO of a company with < $1B USD revenue
- CMO of a company with $1-5 B USD revenue
- CMO-1 of a company with > $5 B USD revenue
- Senior growth leaders with similar experience in other functions

More Information & Registration: Click Here

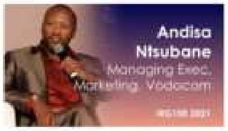
Faculty

Testimonials

For video alumni testimonials click here

IRG really helped me build confidence, and the stakeholder interviews were a great way to speed up my leadership

IRG reminded me how critical it is to keep replenishing your cup with connections, provocations and external inspiration.



IRG is truly a global community of best practice. The Da Vinci Growth CMO model very useful for what is required of CMOs.

Thank you for creating the space to escape, listen, open our perspectives, learn from others. It was an amazing experience.

Quality colleagues and presenters in this program. The level of discussions in plenary and breakouts were outstanding.

The IRG 100 provides tremendous themes for meaningful impact on myself, my team and our company.

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