

INSTITUTE FOR REAL GROWTH **IMPLEMENTATION**

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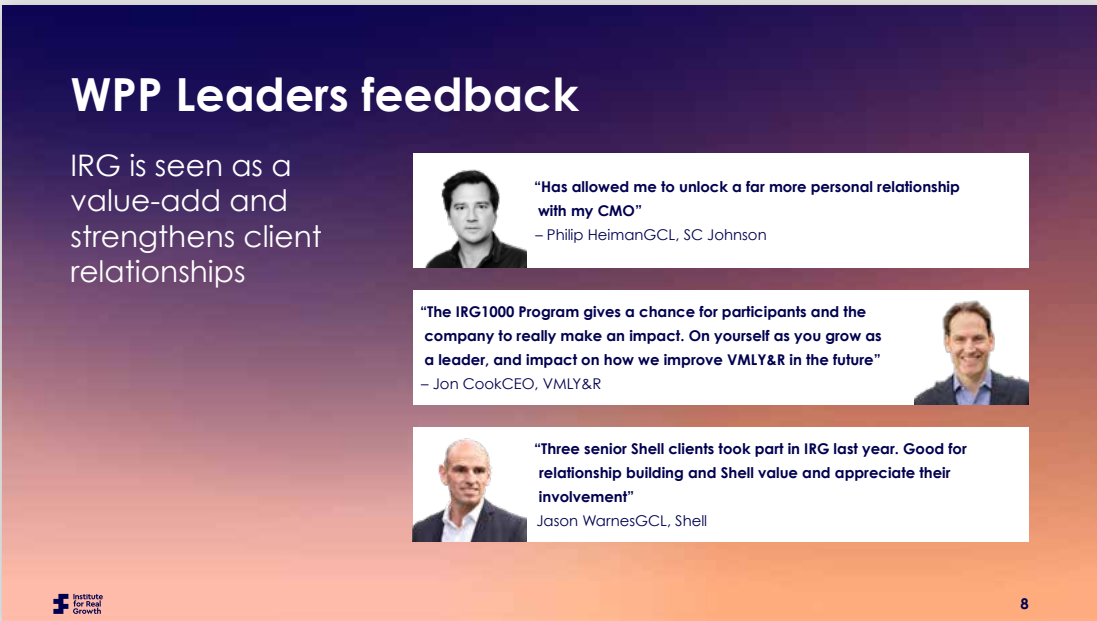
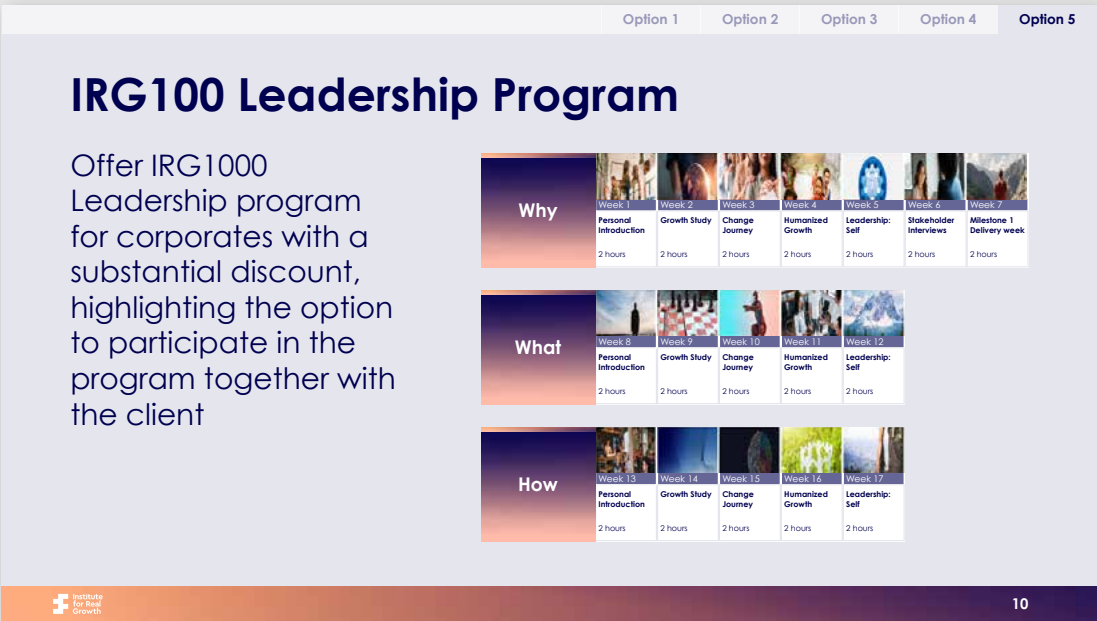
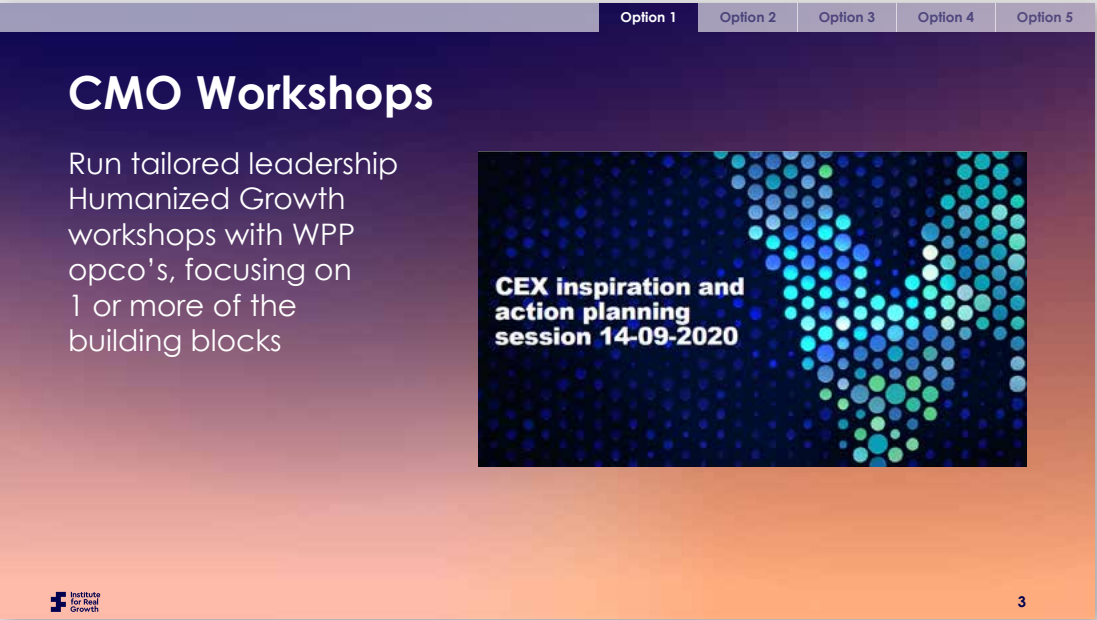
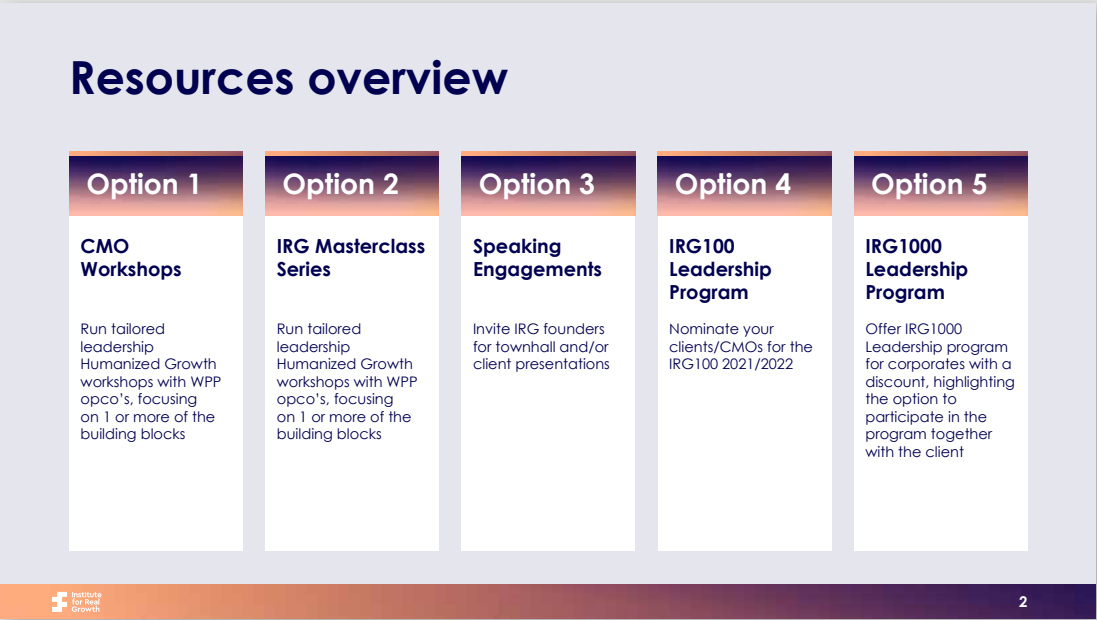
1. WPP IRG Resources Brochure
2. Content blocks*
3. Design Humanizing Growth Series
4. IRG newsletter
5. Growth Study brochure*
6. Da Vinci Growth CMO article

*Not included at this moment

WPP IRG Resources Brochure - current



WPP IRG Resources Brochure v.1



WPP IRG Resources Brochure v.2

IRG Resources for WPP

Amsterdam, 25 March 2021

Resources overview

Option 1	Option 2	Option 3	Option 4	Option 5
CMO Workshops Run tailored leadership Humanized Growth workshops with WPP opco's, focusing on 1 or more of the building blocks	IRG Masterclass Series Run tailored leadership Humanized Growth workshops with WPP opco's, focusing on 1 or more of the building blocks	Speaking Engagements Invite IRG founders for townhall and/or client presentations	IRG100 Leadership Program Nominate your clients/CMOs for the IRG100 2021/2022	IRG1000 Leadership Program Offer IRG1000 Leadership program for corporates with a discount, highlighting the option to participate in the program together with the client

CMO Workshops

Run tailored leadership Humanized Growth workshops with WPP opco's, focusing on 1 or more of the building blocks

IRG Masterclass Series

3-hour incentive topic deep dives:

- #1 Humanizing Commerce with Lubomira Rochet, L'Oreal - May 11, 9–12pm ET
- #2 Winning in the Ecosystem for Growth with Trinity3 - June 15, 9–12pm ET
- #3 Unlocking the Power of Diversity with Antonio Lucio - Sept 14, 9–12pm ET (more to come)

Speaking Engagements

Invite IRG founders for townhall and/or client presentations

IRG100 Leadership Program

Nominate clients / CMOs for the 2021 /2022 program

"Helped me sharpen the sparkling portfolio growth agenda"
– Javier Meza, CMO Sparking

"Several new growth initiatives to ensure that humanized growth is at the core"
– Jodi Harris, VP Marketing, Culture and Capabilities

"The change management tools were transformational for me"
– Chris Pitt, CMO UK

IRG100 Leadership Program

Offer IRG1000 Leadership program for corporates with a substantial discount, highlighting the option to participate in the program together with the client

Why	What	How

IRG100 Leadership Program

Offer IRG1000 Leadership program for corporates with a substantial discount, highlighting the option to participate in the program together with the client

Why	What	How
 2 hours	 2 hours	 2 hours
 2 hours	 2 hours	 2 hours
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 2 hours		

WPP Leaders feedback

IRG is seen as a value-add and strengthens client relationships

"Has allowed me to unlock a far more personal relationship with my CMO"
– Philip HeimanGCL, SC Johnson

"The IRG1000 Program gives a chance for participants and the company to really make an impact. On yourself as you grow as a leader, and impact on how we improve VM&R in the future"
– Jon CookCEO, VM&R

"Three senior Shell clients took part in IRG last year. Good for relationship building and Shell value and appreciate their involvement"
Jason WarnesGCL, Shell

Getting started

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WPP IRG Resources Brochure v.3

IRG Resources for WPP

Amsterdam, 25 March 2021

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Why	Personal Introduction 2 hours Growth Study 2 hours Change Journey 2 hours Humanized Growth 2 hours Leadership Self 2 hours Knowledge Interviews 2 hours Milestone 1 Delivery week 2 hours
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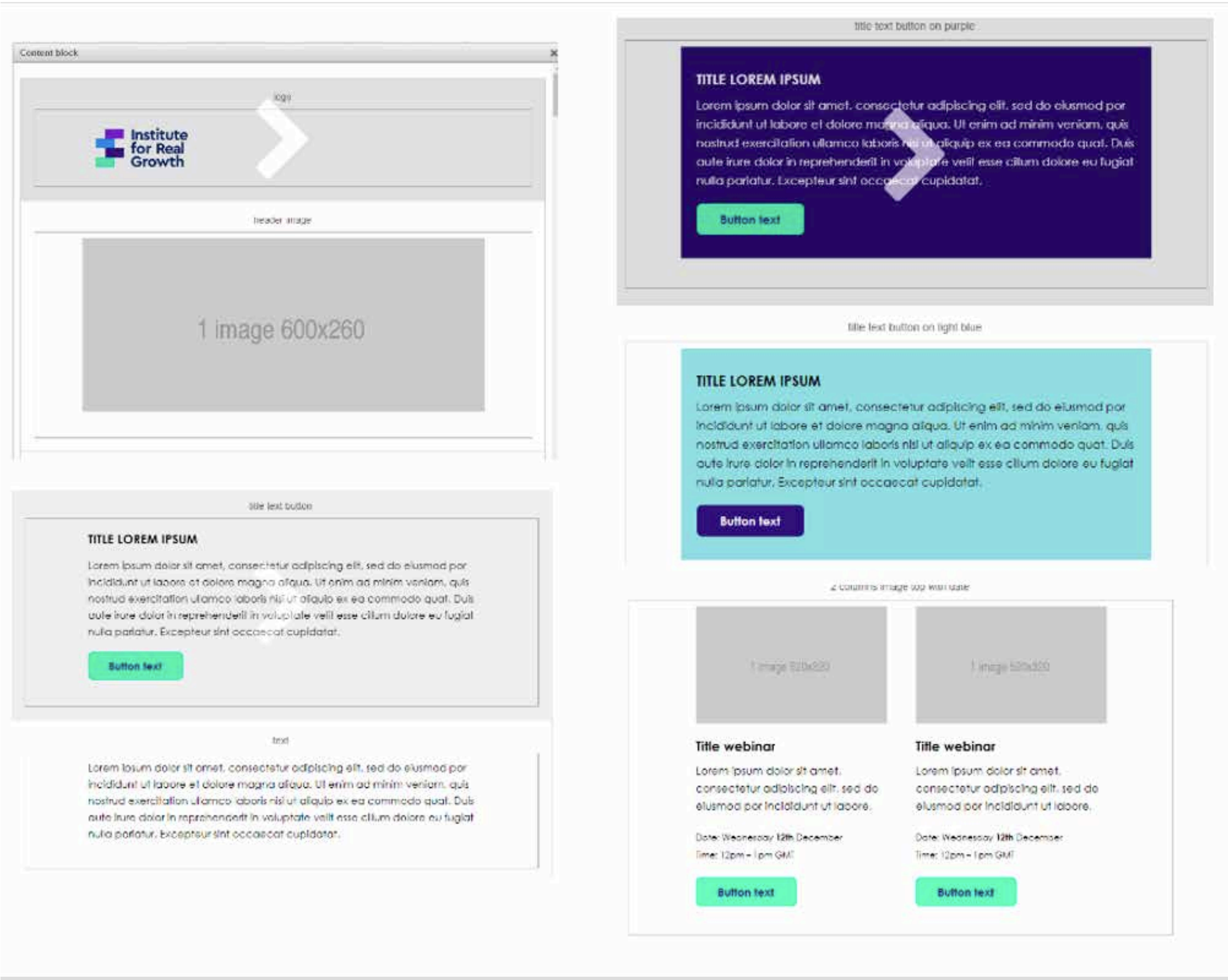
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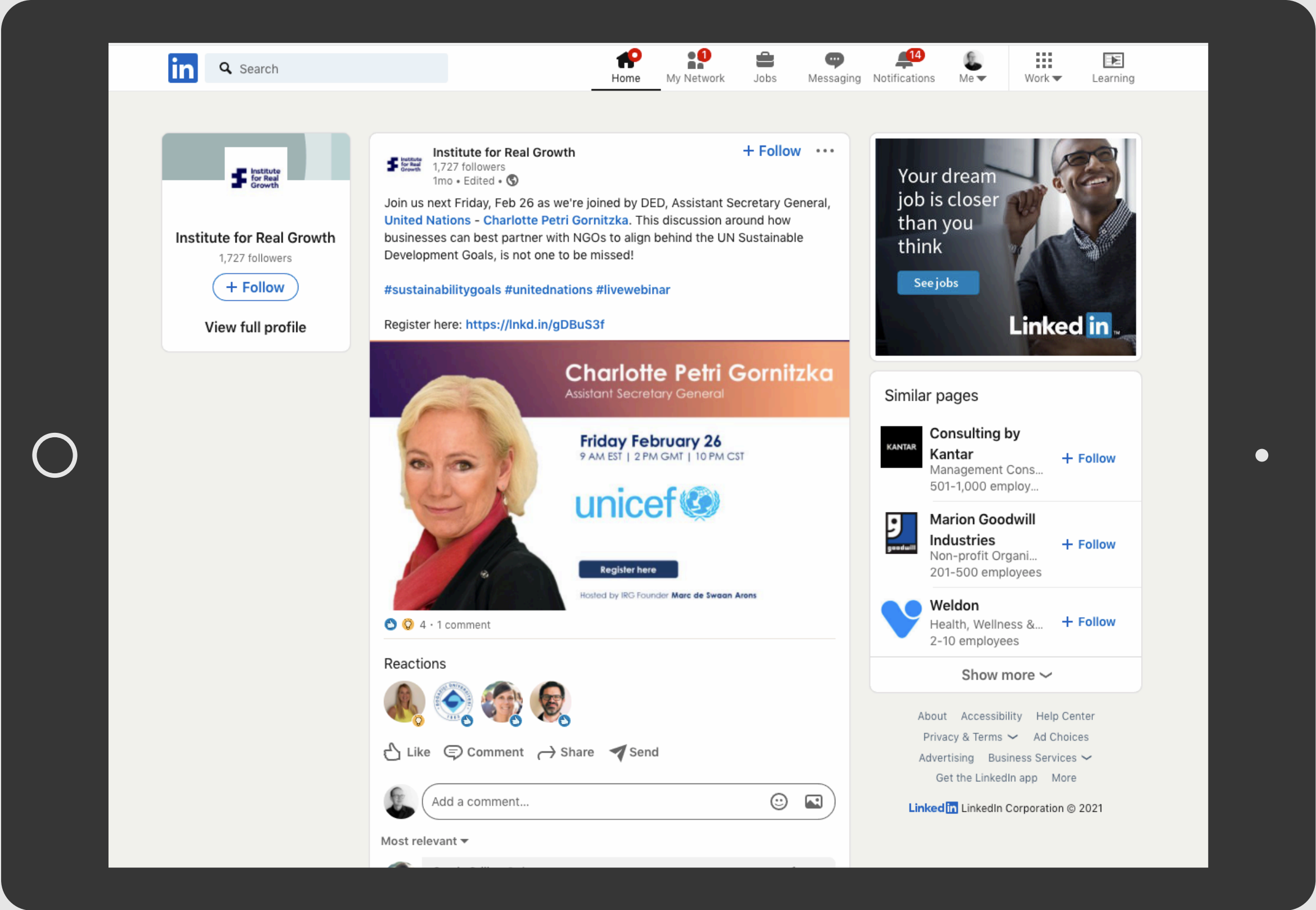
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Content blocks - current

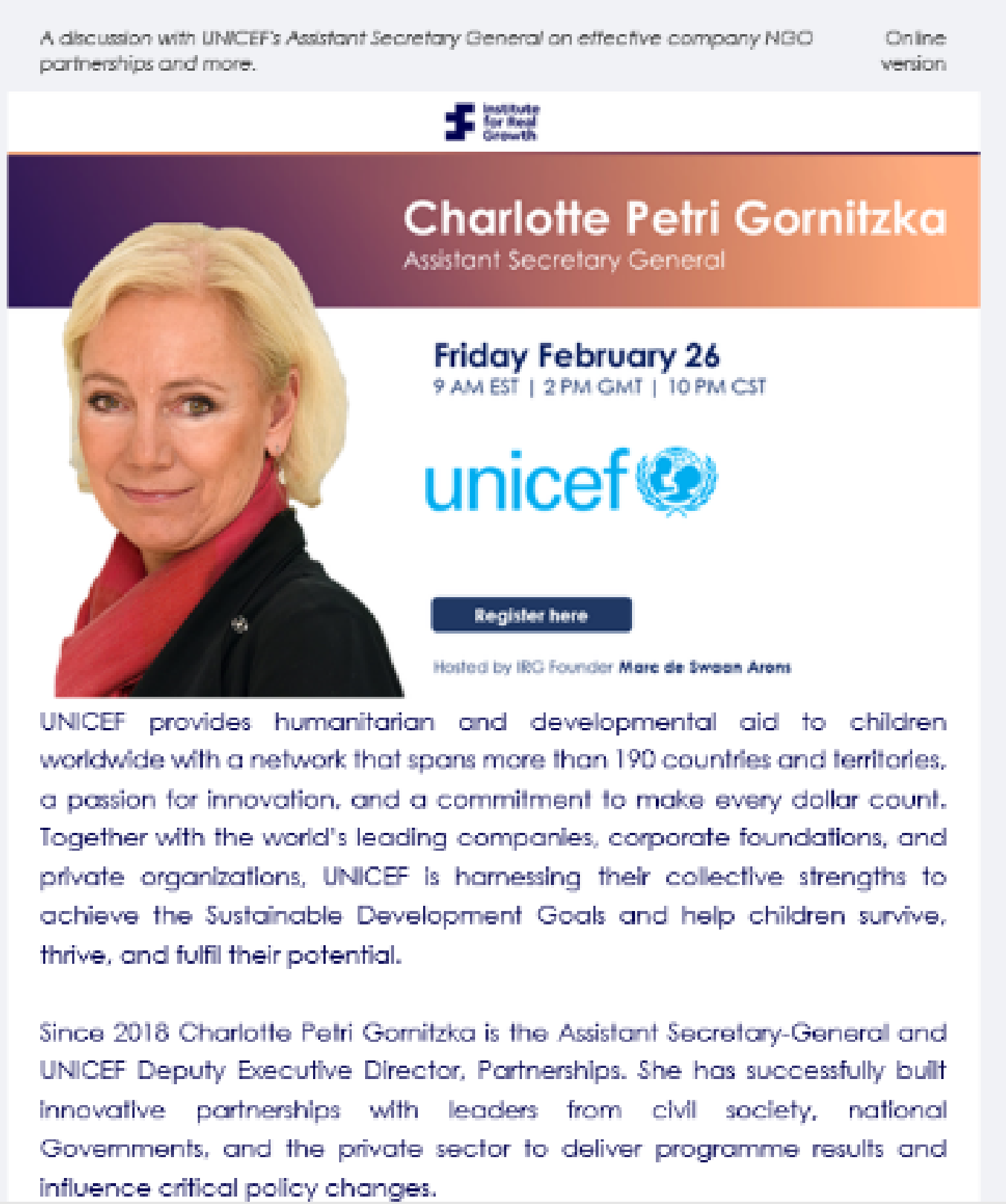
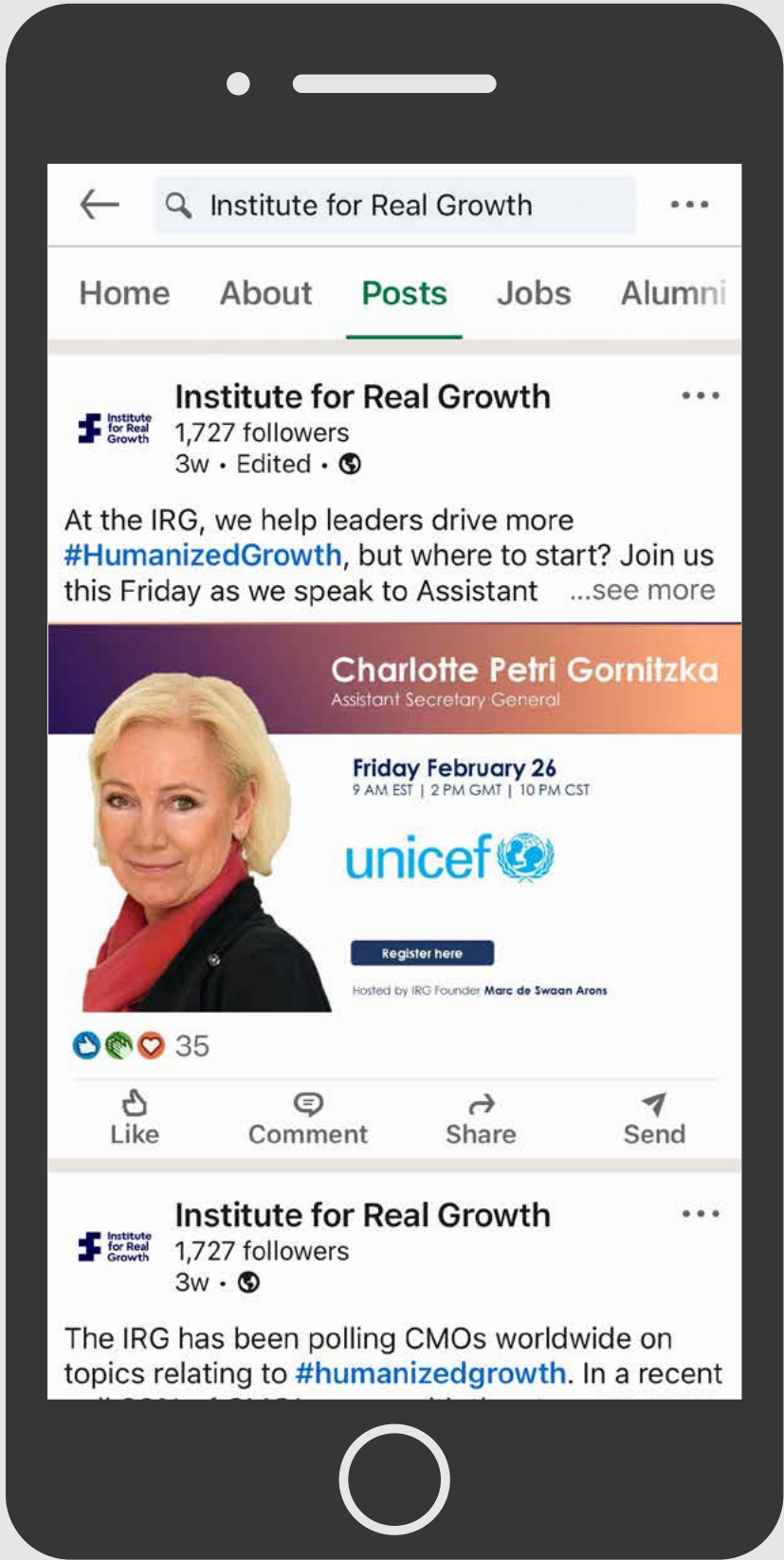


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Choices made in the updated IRG Newsletter will eventually fill these content blocks.

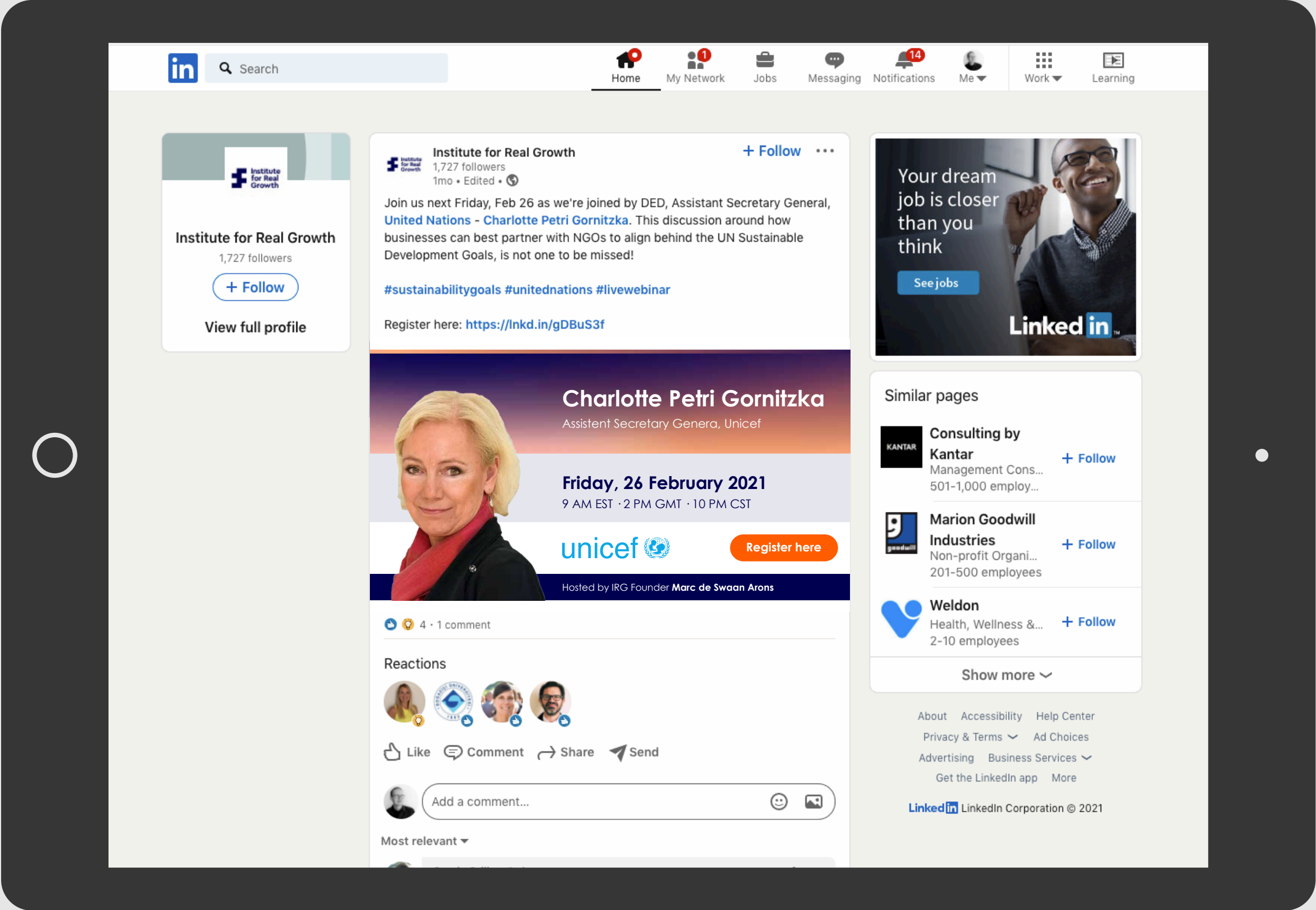
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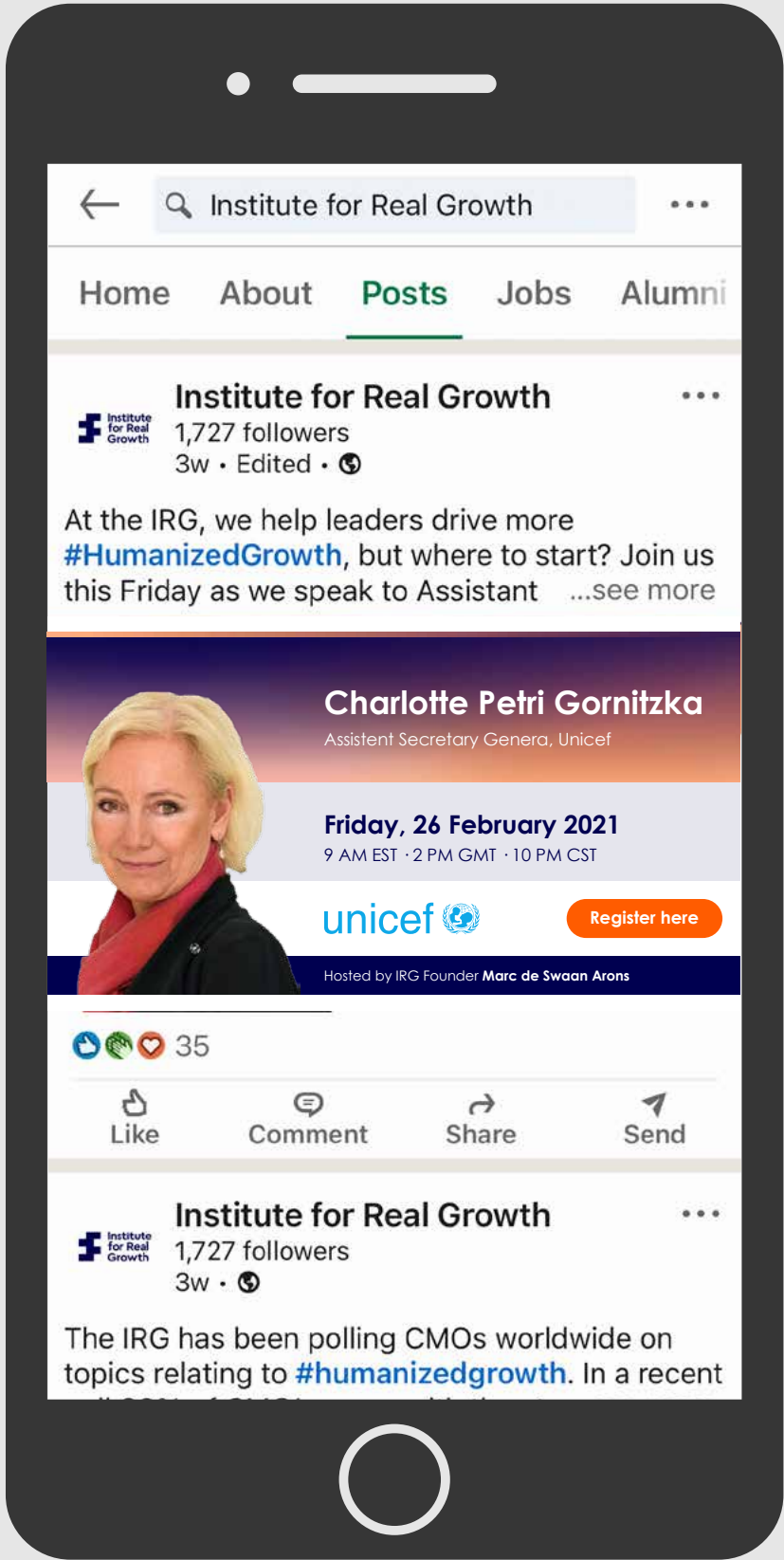
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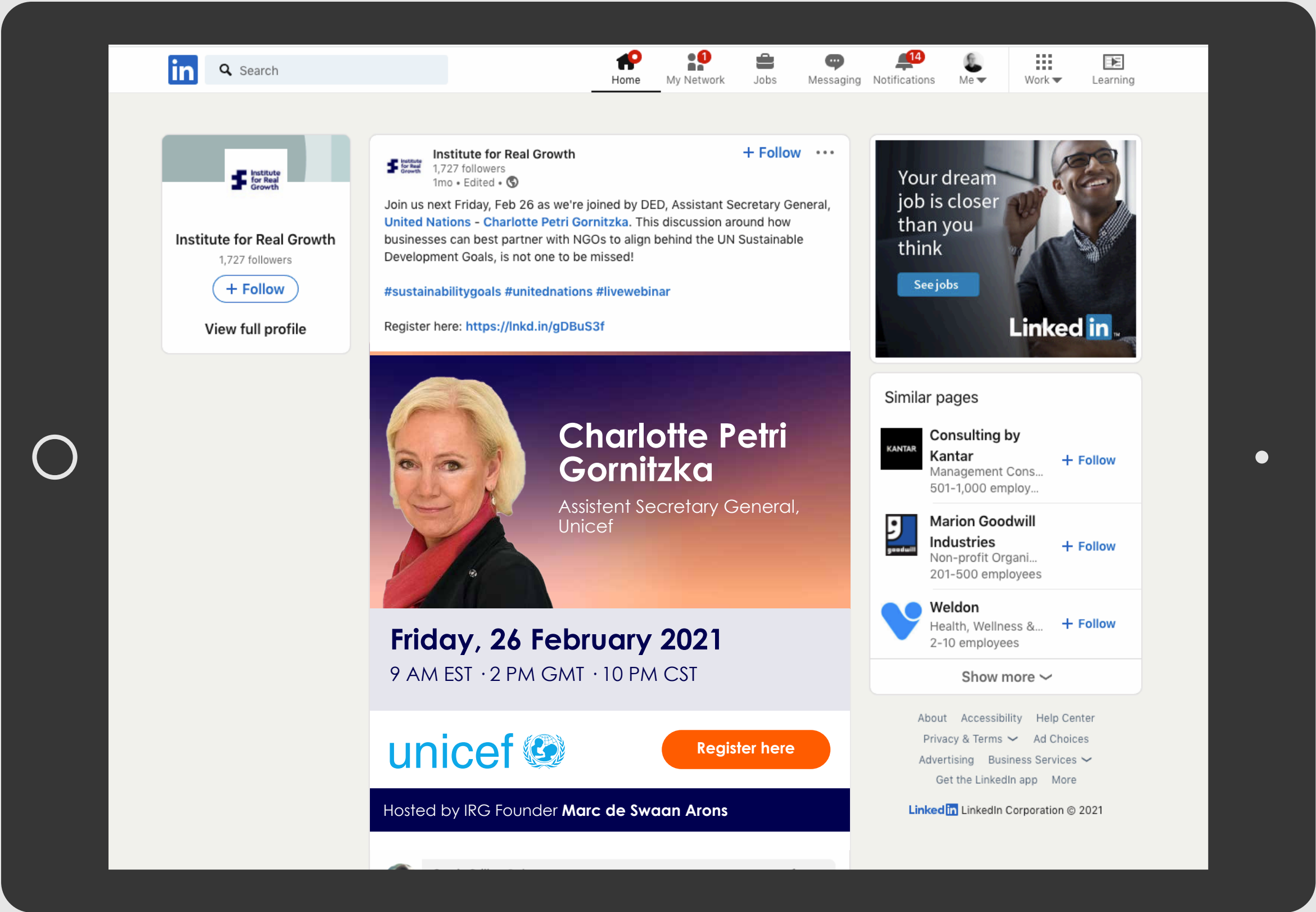
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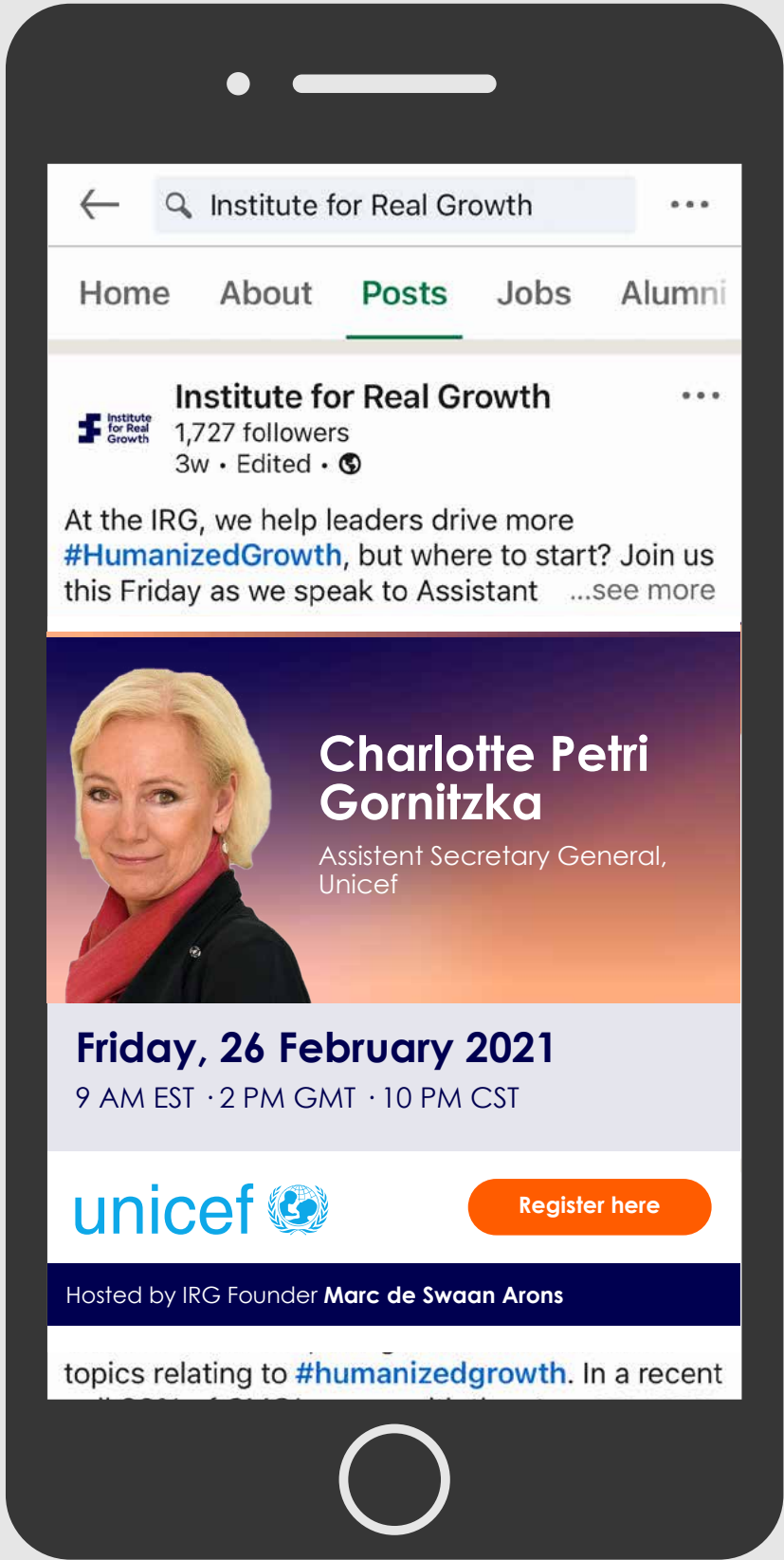
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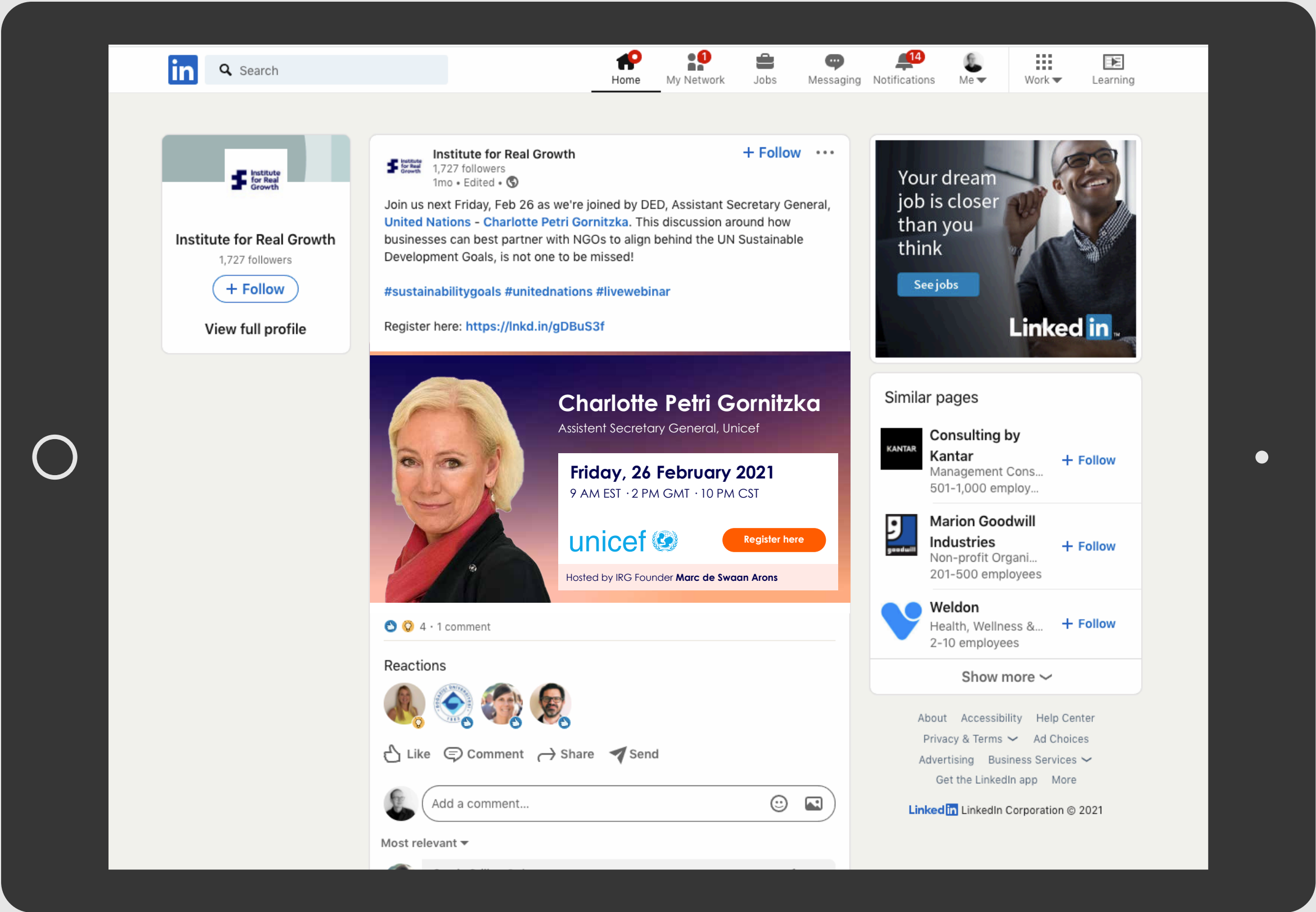
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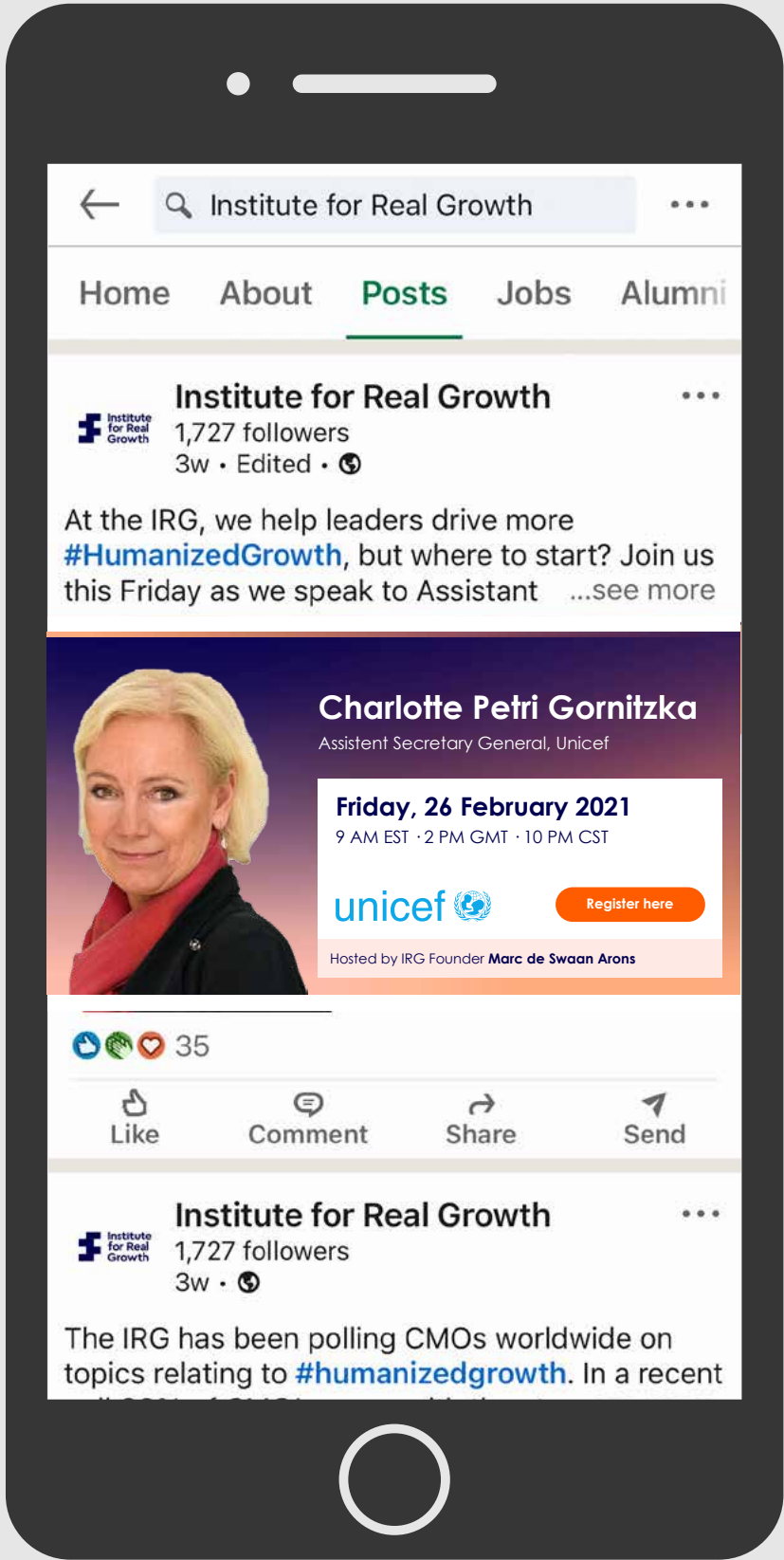
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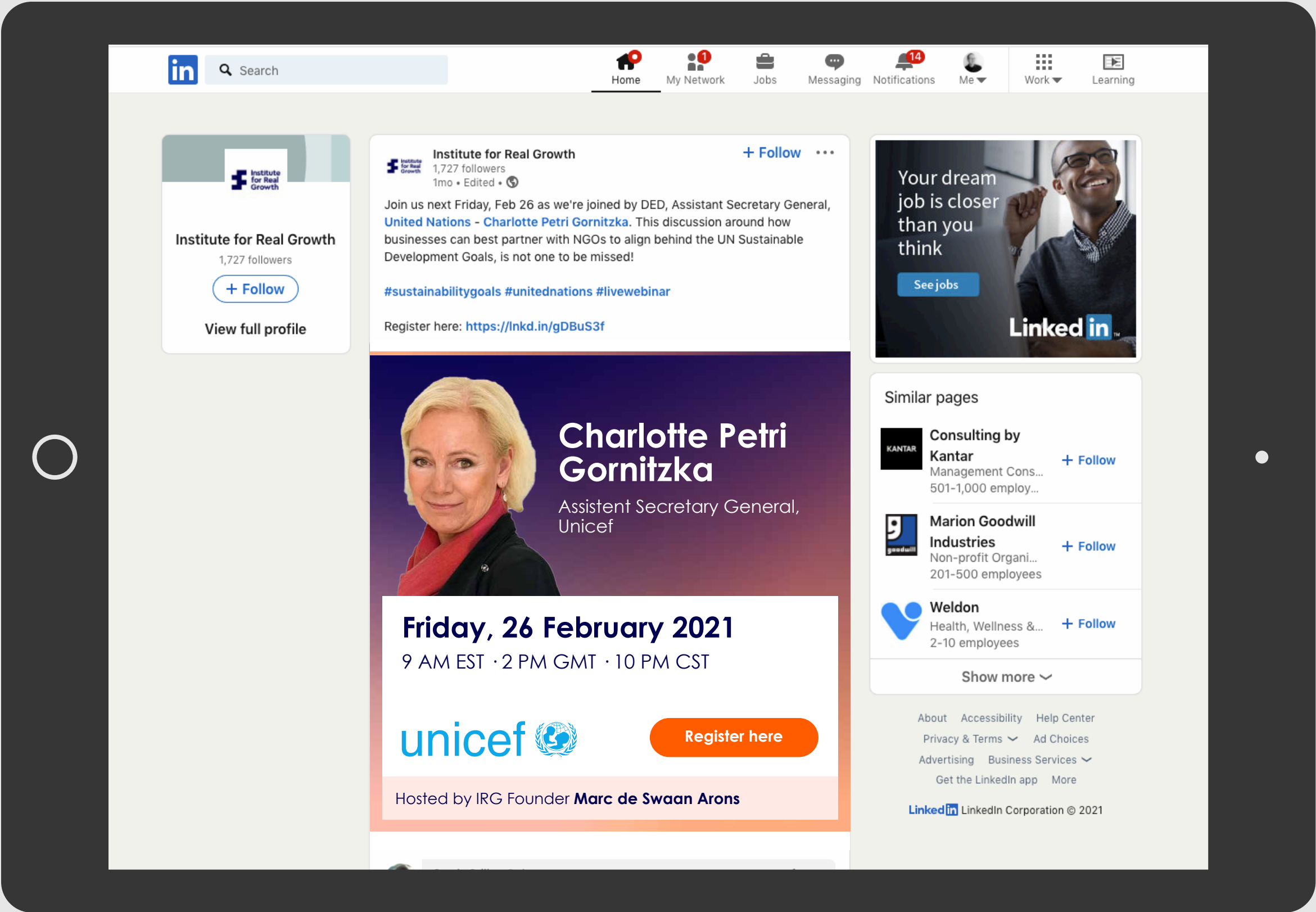
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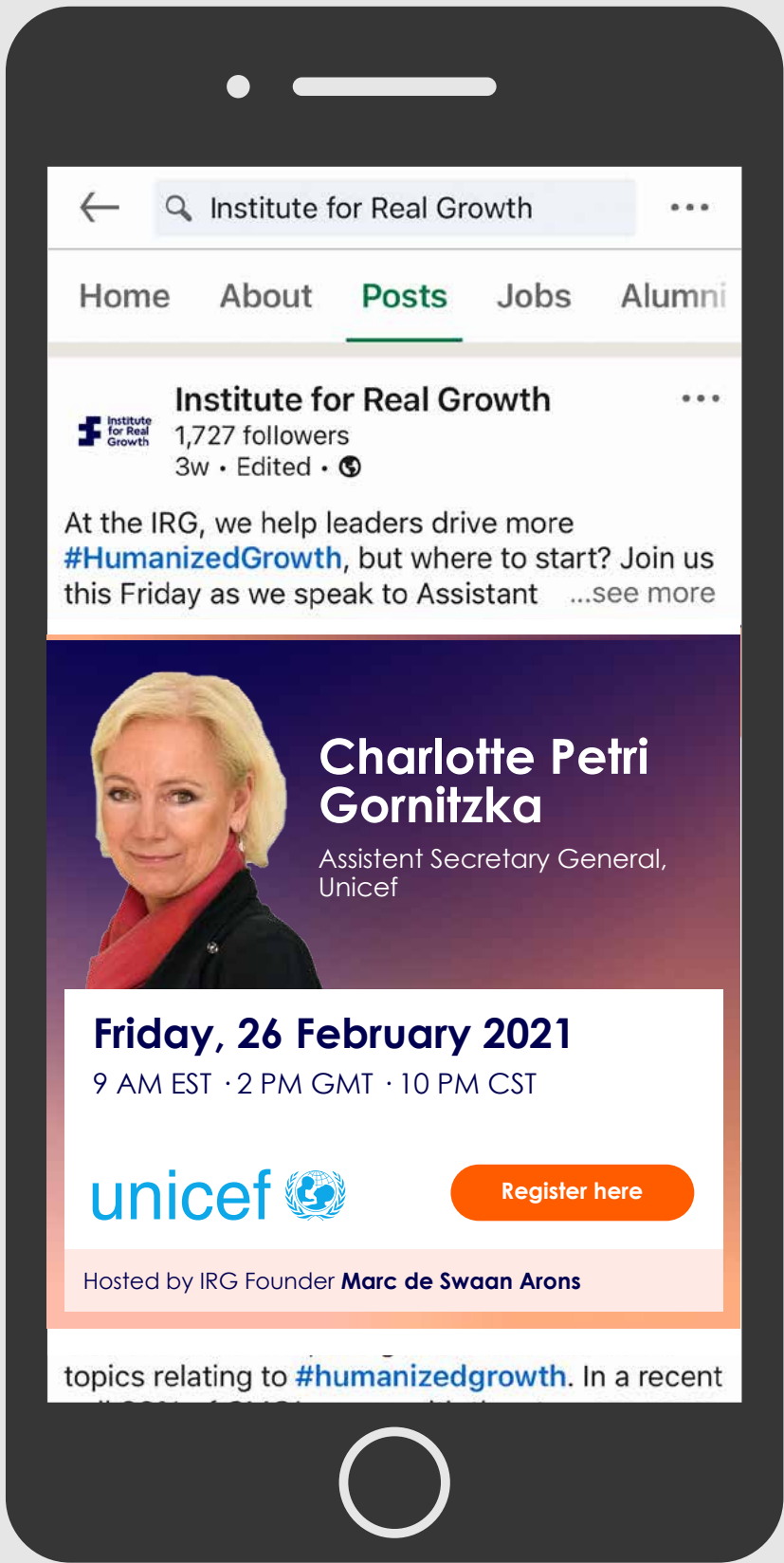
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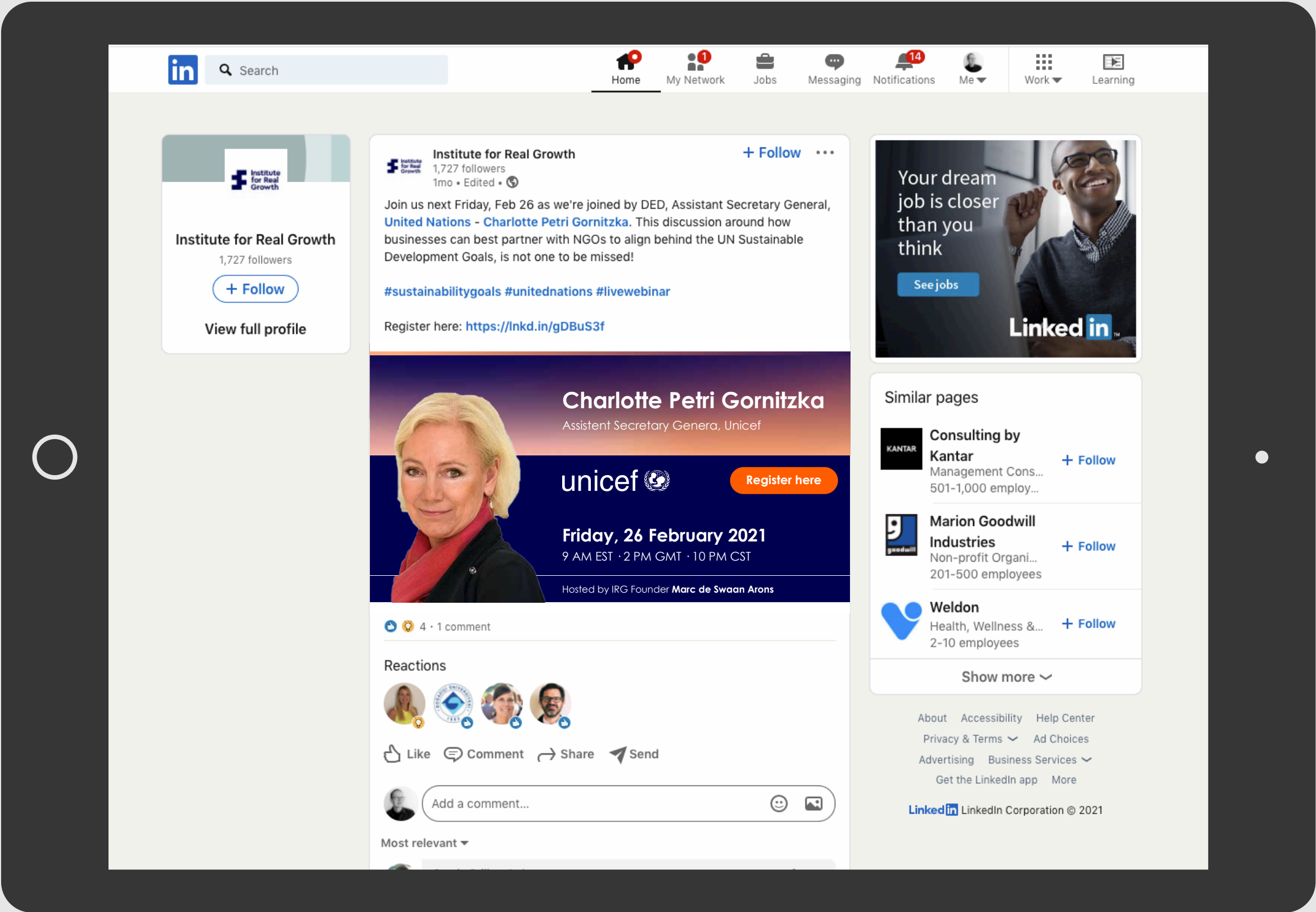
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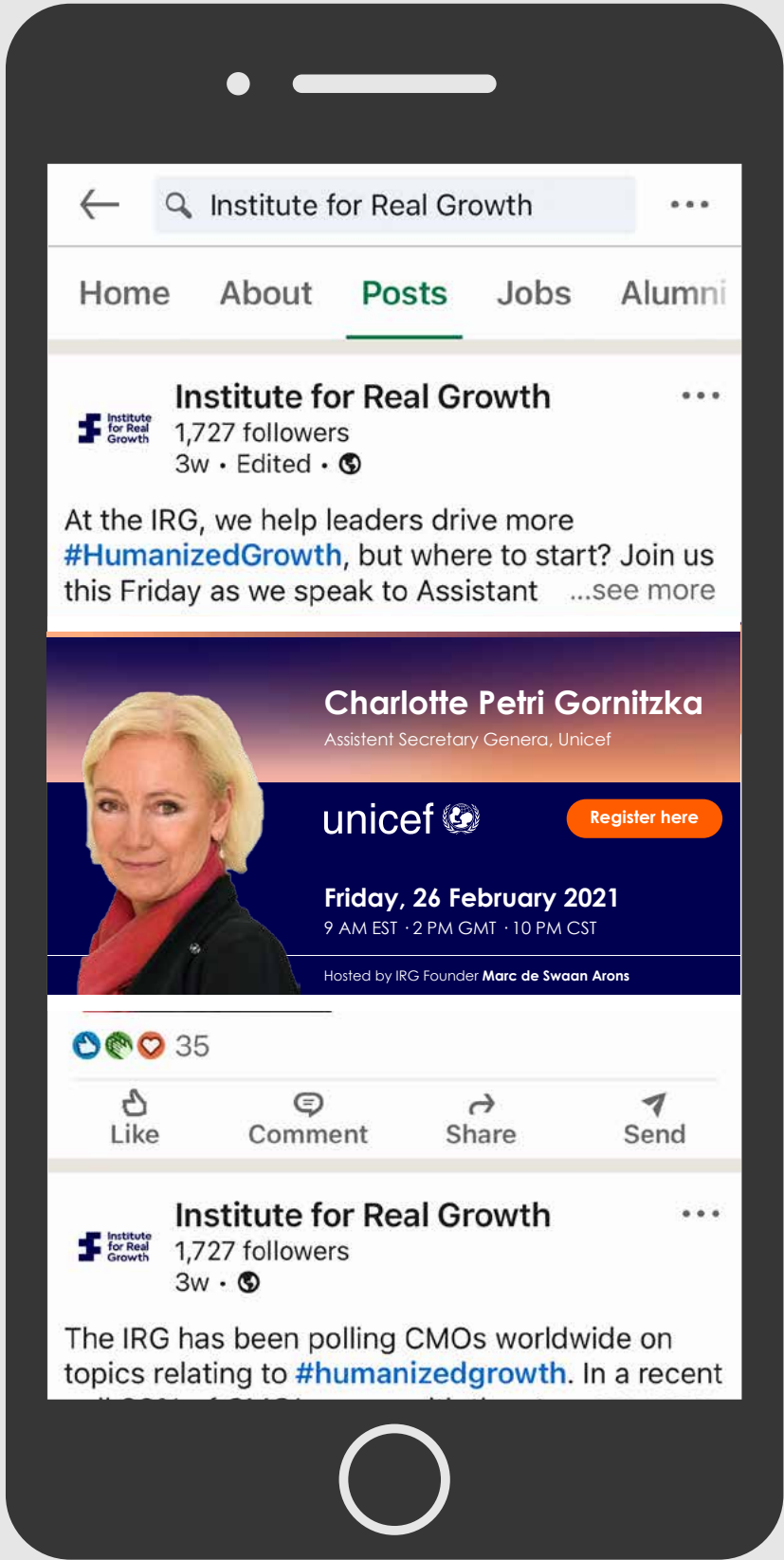
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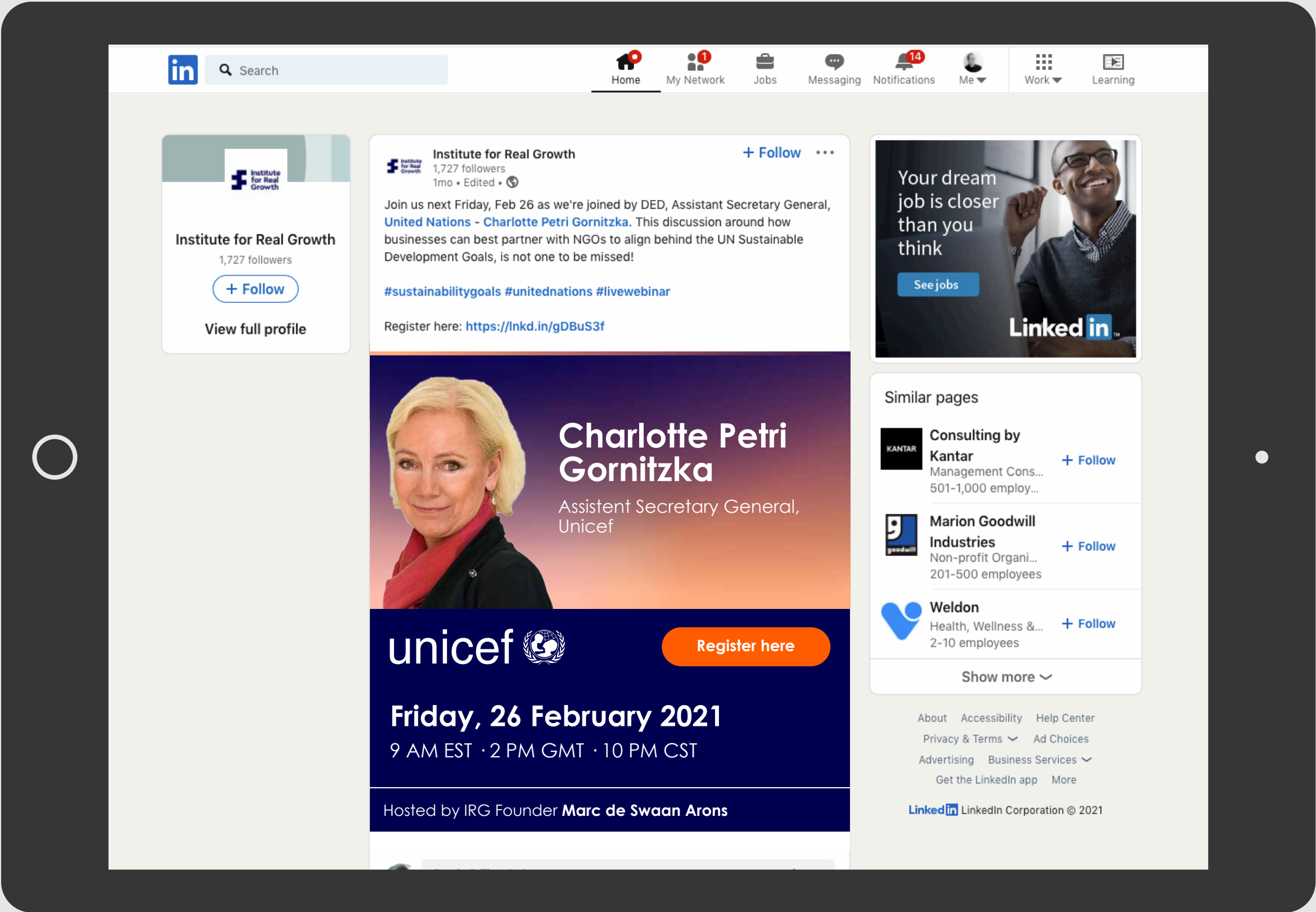
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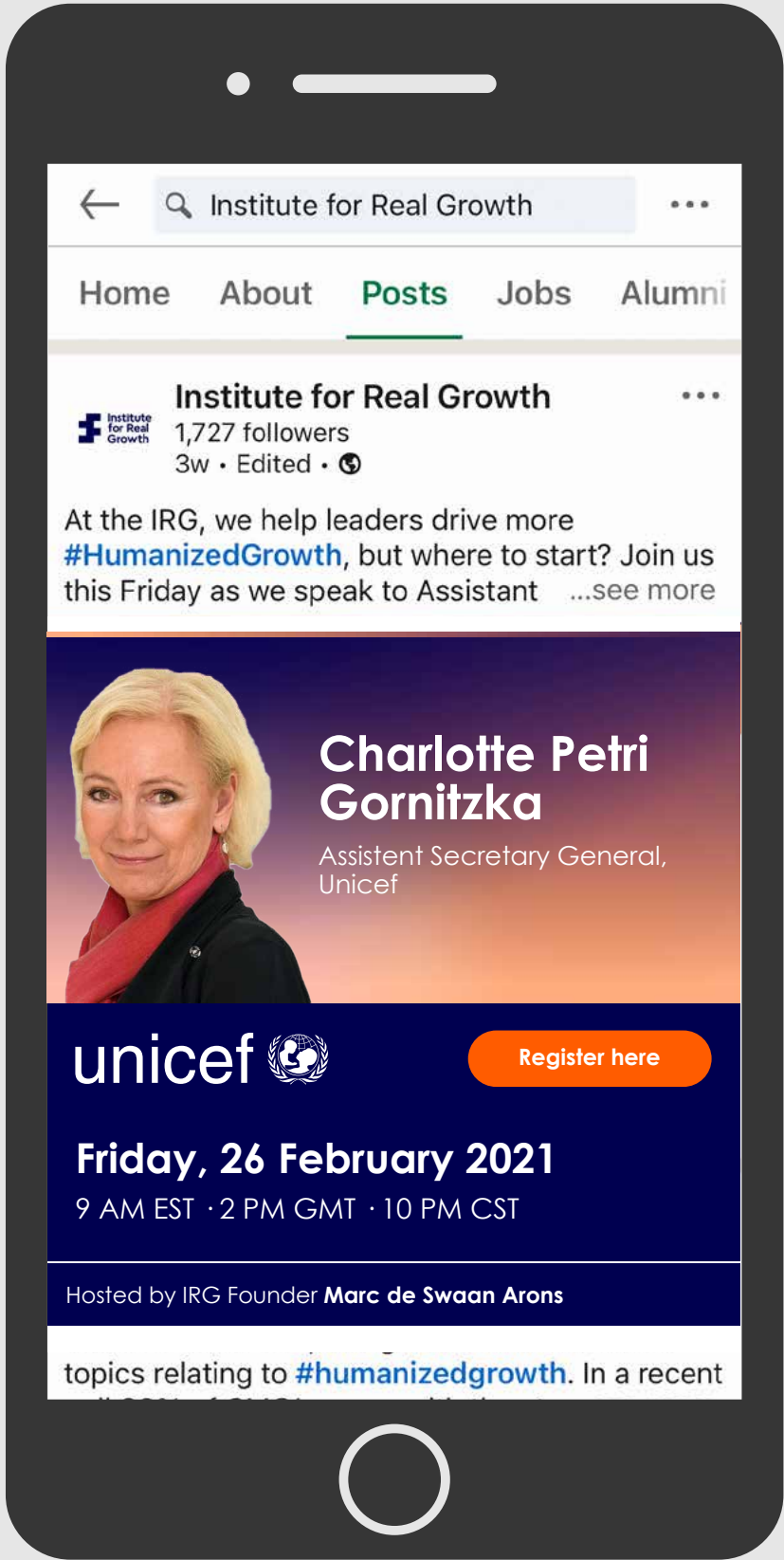
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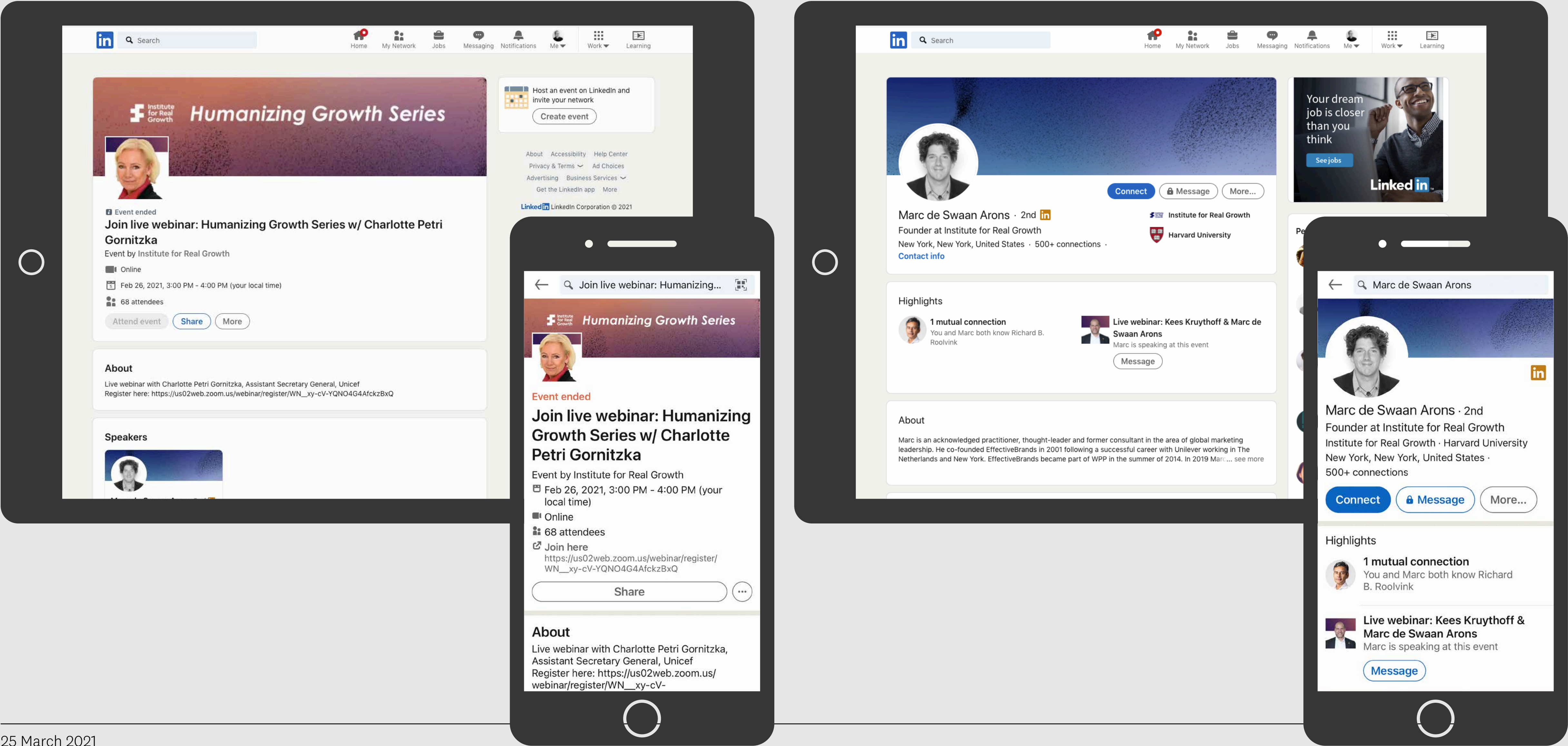
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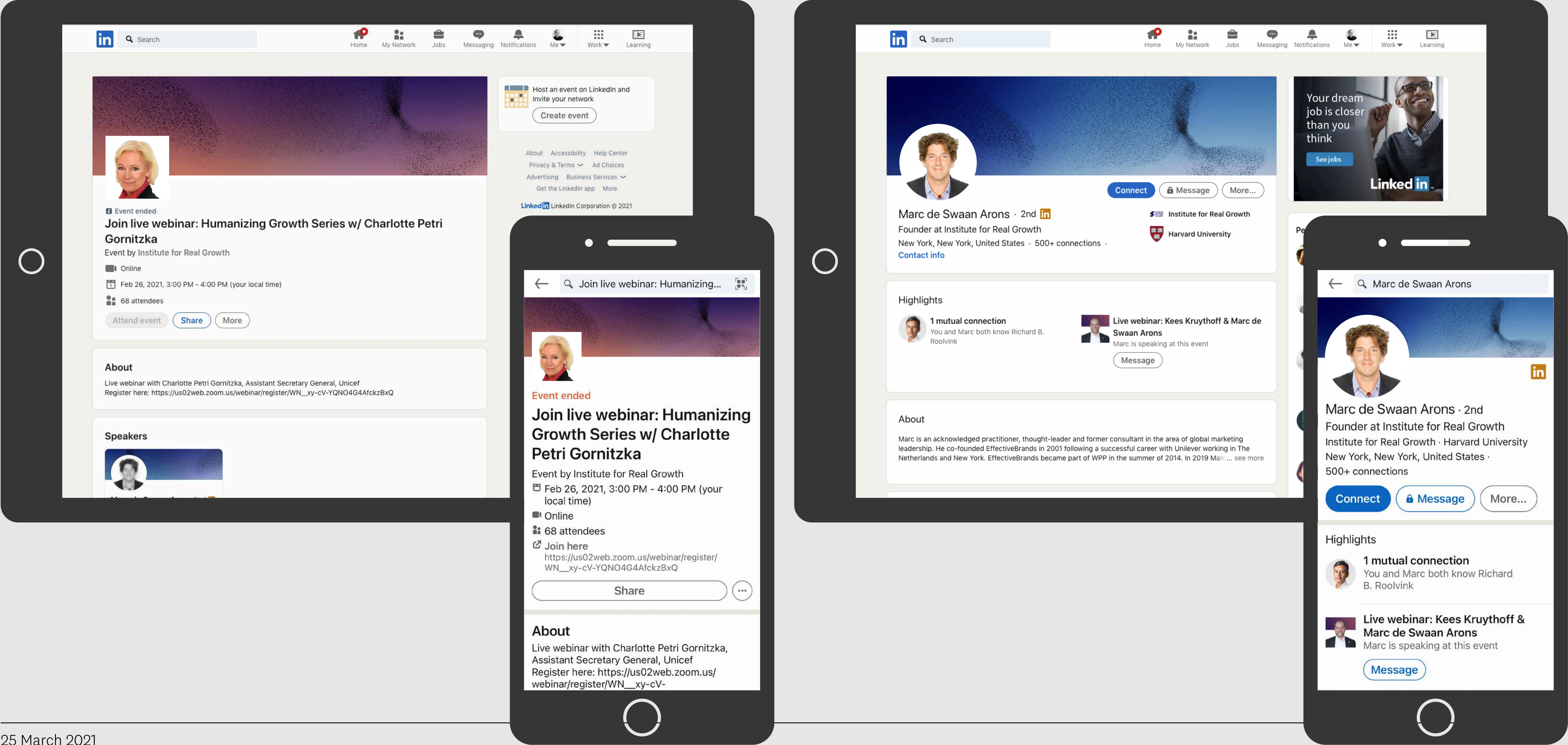
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Design Humanizing Growth Series - current



Design Humanizing Growth Series



Design Humanizing Growth Series - current

From left to right:
Current design and previous proposal

Humanizing Growth Series

Alan Jope & Marc de Swaan Arons in conversation



Alan Jope




Marc de Swaan Arons


M Alan, first tell me, how are you? How has this crazy period been?

A I must say that coronavirus, of course, is a tragedy. It's mostly bad news. But there's been a few positives, one of which has been I've spent more time with my wife and family than I have for years. And I think maybe one reflection is we've probably all learned how much time we wasted flying around the world, attending meetings - often a very unproductive use of time.

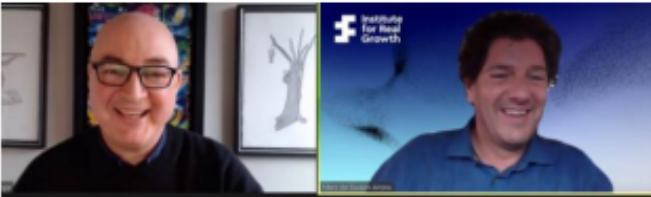
M If you had to now project forward, how much of the travel will come back because you want to see these people, physically?

A I think we all recognize that company cultures are built up through the formation of social capital. And there is no doubt that over the last 10 months, we have eroded the social capital in organizations through a lack of physical intimacy. I look forward very much to getting back out into the market, seeing parts of our business. But in the same way, as we were forced to reinvent how we work from offices, I do believe that there will be new ways of connecting through travel. For example, I fully intend, instead of dashing for a couple of days here, a couple of days there, I think I'll go camp in North America for a month, camp in China for a month, camp in Singapore for a month, and do short trips from there. So just realizing that the old paradigms of work don't really hold water these days, and we've all learned there's different ways of doing things. We will rebuild the social capital, but hopefully, we'll do it in a modern way, and not just return to old ways of working.

"My purpose is to lead the adventure"

PERSONAL PURPOSE

M Can you talk a little bit about how clear you are on your purpose? And when that happened, how it happened.



A Like many organizations, we have tools for helping people to discover their purpose. Unilever has put 45,000 people through a find your purpose, full-day workshops. I was a good soldier, signed up, did all the good things. Came away with an articulation of my purpose that it took me two years to realize it was wrong. I was in the shower one day, and I suddenly realized what it is that motivates me, and the way I capture it is to lead the adventure and you see it in my personal life. You can see a little bit in my career and certainly in business. The routine side of business, I don't enjoy at all, but when we're out in unexplored places, that's when I really enjoy them. And the lead bit, the social contact in leading people is ultimately the most rewarding part of my job. Independent from Unilever, my purpose would still be to lead the adventure, and that manifests in all kinds of ridiculous behaviors.

M I think motorcycles play a small role in that somewhere?

A It is true - three pals and I are exactly halfway through a goal of riding adventure motorbikes from Anchorage, Alaska to Sydney, Australia. We first went across the Sahara. We'd been riding in Mongolia. We've done Southern Africa. We've done various trips, but we said let's do an odyssey, so now, we've had seven two-week journeys to get us from

Humanizing growth series

Paul Polman & Marc de Swaan Arons in conversation



Marc de Swaan Arons




Paul Polman


M Today we're going to be talking about the role of business in the world, and it seems like this is a really opportune time to have that conversation.

You're best known for your work at Unilever where you achieved both excellent business performance and a major shift towards sustainable development. Can you tell us why you think that this is such a high priority for companies and why it's so important for companies to have a Purpose?

P Regarding Purpose - you can compare it with our bodies. In our bodies we have white blood cells that are we need to live, but I don't think many of us live for our white blood cells. People, I believe, are bound by a higher order of motivation of why they are on this earth and, to put it simply, many of them want to leave this world in a better place than they found it.

Colin Meyer recently wrote in his book Prosperity - "Purpose is to profitably solve the issues of people and planet." This was always important, it's not that it's more or less important now. I don't think that anybody would want a company that has a premise to create more slave or child labor or leave more people behind or destroy what's left of our world resources. It happens, but it's not intentional. It's because our systems were designed when we had an abundance.

I've always believed that companies are there to help improve this world. And if you can show that you have a positive impact, then more people will let you be around. If you have a negative impact, ultimately, people will reject you.

So at Unilever, we commissioned a taskforce to look at the UN Sustainable Development Goals and translate them into business language because 17 goals and, 169 targets are a little bit confusing. Just by looking at four areas - food and land use, mobility, cities and energy transition we managed to find an opportunity of \$12 trillion between now and 2030 and the chance to create 380 million jobs.

One of the biggest challenges coming out of this COVID crisis will be social cohesion, job creation and inequality. And here we have this wonderful plan - I've always believed, like many other people, that if we are fortunate enough to work for a company like Unilever, that actually has products to solve these problems, there is no better way than putting those solutions at the center of our company. And that's really why we have such a strong Purpose statement, The Unilever Sustainable Living Plan, and that's how we've been successful in making it come alive



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Design Humanizing Growth Series

Humanizing Growth Series



Paul Polman & Marc de Swaan Arons in Conversation



Marc de Swaan Arons, Institute for Real Growth

Paul Polman, Unilever

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"Building a strategy around your purpose"

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Migrating towards a multi stakeholder orientation

M In our IRG research, we found that most great companies were created by founders who wanted to make a difference not just a profit. Is this about going back to the roots for most companies?

P You're right. If you go back to the founders, you might find answers that we've sometimes forgotten. In Jim Collins's book From Good to Great, he talks about nurturing the core before you stimulate progress, and that's why it was so important that we went back to the core of Lord Lever, because over time and with the pressures of all the other things that were happening to the company, some of his business values had gotten lost. Obviously CMOs can play an incredible role in that re-discovery, because CMOs are the stewards of brands. They're the stewards of corporate cultures. They're stewards of history.

What we did with The Unilever Sustainable Living Plan was to put these world problems, as they related to our business, smack in the middle of everything we did. We actually put the people that we represent, the people for whom we are here (who are often the poor, the ones left behind), put them in the middle and at the table during all of our discussions.

"The first and foremost quality of a leader is to be a good human being, to know what your purpose is, what makes you tick"

There are some values in life that don't change and that is also important for CMOs. And it's important for companies - if we don't operate on the principles of dignity and respect for everybody, if we don't operate on the principle of equity for everybody, of equal opportunity, and if we don't have a certain level of compassion, then the world is not going to function.

And if companies internalize these values, then they are also more aligned with what is needed. And all of us will probably find the answers to most of the challenges that are out there.

M Let's say you come into an organization (like Unilever), and you take stock of this rich organization that has a beautiful heritage. And, at the same time, is struggling financially. Maybe it has lost its way a little bit? How do you pick up the journey of orienting a company to goals that are much more multi-stakeholder oriented? Can you talk a little bit about your own journey as you came into Unilever?

P The most important thing is always people, and Unilever has good people and always has had good people. I don't think we could have gotten the results if it were not for the outstanding quality and motivation of the people. The company is too big and too complex to just depend on one or two



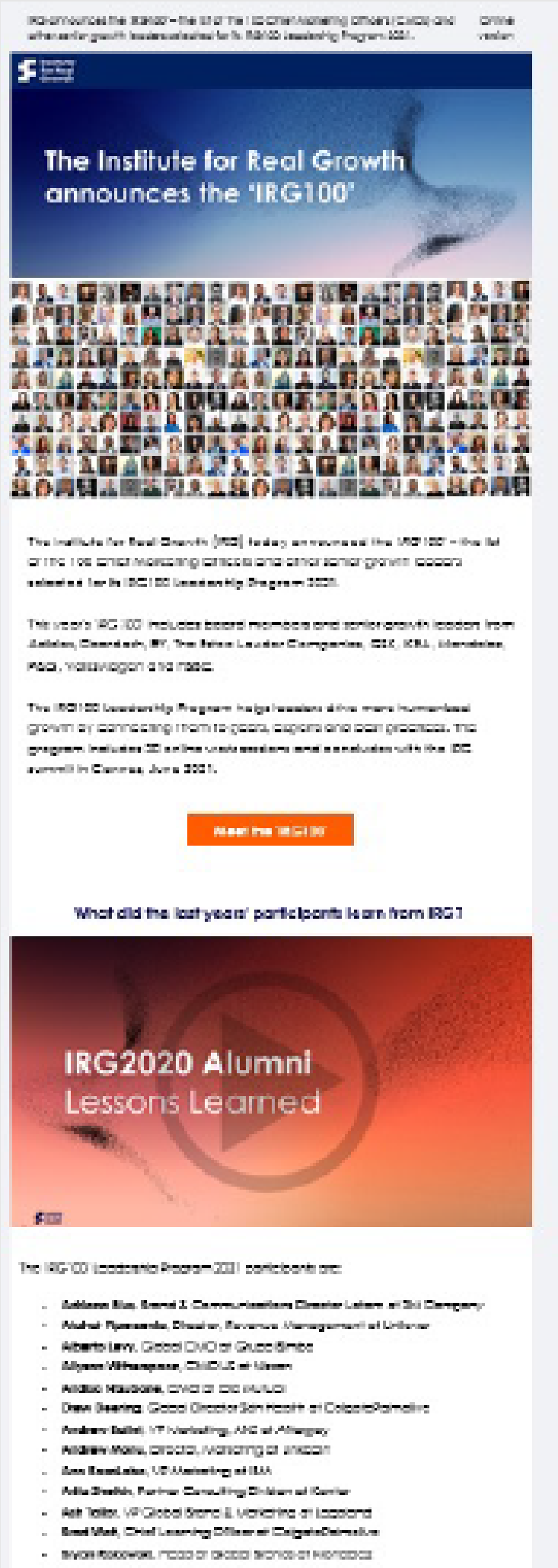
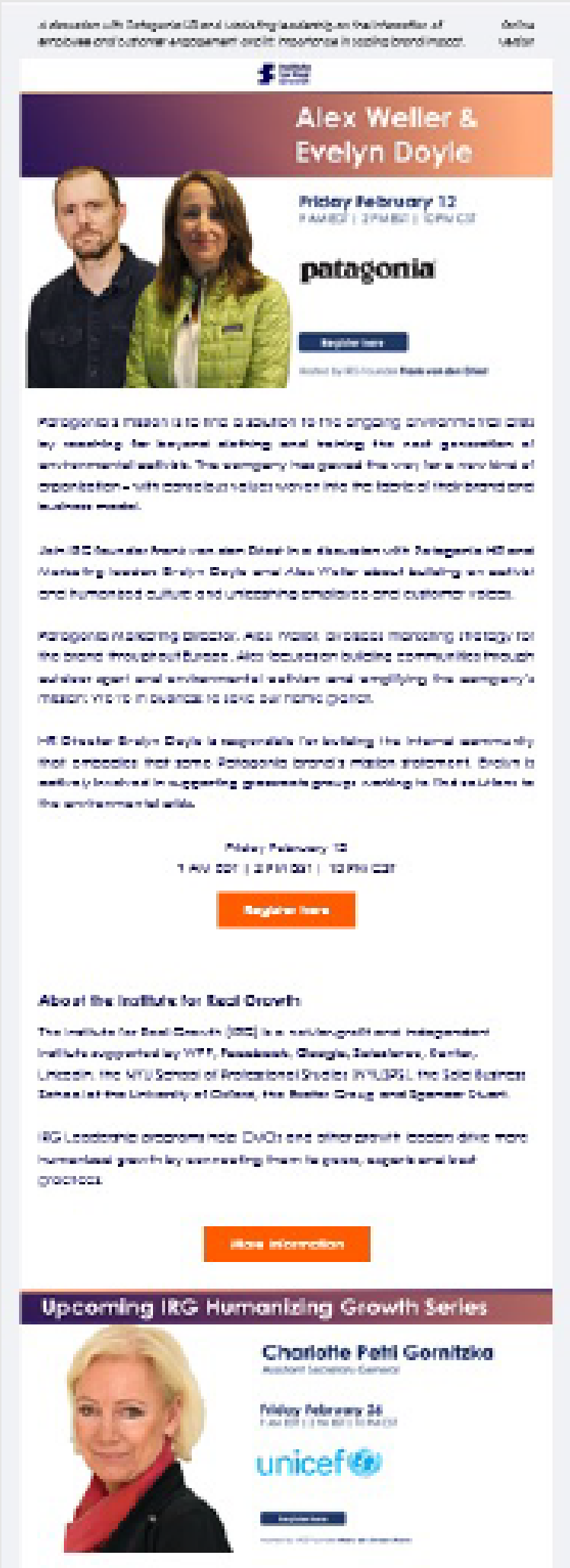
people to even set a direction. You need to co-create that, and you need to be sure that there's enough critical mass. You might not get everybody on board. But you certainly need to work on getting a critical mass to move a machine like that in a certain direction. People want to succeed. They don't want to work for something that is ultimately not getting results. People want to be valued and they want to know where their efforts are leading to. These are normal human motivations. **✚**



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IRG newsletter - current



IRG newsletter - current continued

A discussion with UNICEF Assistant Secretary General on effective company NGO partnerships and more.

Charlotte Petri Gornitzka
Assistant Secretary General

Friday February 26
9 AM EST | 2 PM GMT | 10 PM CST

[Register here](#)

Hosted by IRG Co-founder Marc de Swaan Arons

UNICEF provides humanitarian and developmental aid to children worldwide with a network that spans more than 190 countries and territories, a passion for innovation, and a commitment to make every dollar count. Together with the world's leading companies, corporate foundations, and private organizations, UNICEF is harnessing their collective strengths to achieve the Sustainable Development Goals and help children survive, thrive, and fulfil their potential.

Since 2018 Charlotte Petri Gornitzka is the Assistant Secretary-General and UNICEF Deputy Executive Director. Partnerships. She has successfully built innovative partnerships with leaders from civil society, national Governments, and the private sector to deliver programme results and influence critical policy changes.

Join IRG founder Marc de Swaan Arons in a discussion with Charlotte about humanized growth and how companies can best partner with NGOs to deliver multi-stakeholder growth, corporate purpose, and the SDGs.

Friday February 26
9 AM EDT | 2 PM BST | 10 PM CST

[Register here](#)

About the Institute for Real Growth

The Institute for Real Growth (IRG) is a not-for-profit and independent institute supported by WPP, Facebook, Google, Salesforce, Kantar, LinkedIn, the NYU School of Professional Studies (NYUSPS), the Said Business School at the University of Oxford, the Exeter Group and Spencer Stuart.

IRG Leadership programs help CMOs and other growth leaders drive more humanized growth by connecting them to peers, experts and best practices.

[More information](#)

Upcoming IRG Humanizing Growth Series

Deepak Chopra
Author

Friday March 12
9 AM EST | 2 PM GMT | 10 PM CST

[Register here](#)

Hosted by IRG Co-founder Marc de Swaan Arons

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A

As we are wrapping up 2020, we want to celebrate the IRG impact with our community.

Celebrating a remarkable 2020 with the IRG community

What a year it has been. Before ringing in the new year, we want to take a moment to look back and reflect. Despite all the business, social, and personal challenges, the IRG community has many reasons to celebrate, including some incredible positive impact.

Our IRG100 Leadership Program saw us switch from sessions at the YouTube recording studio in Chelsea Market Manhattan and dinner at the Bodleian Library in Oxford to meeting 1,005 virtually on Zoom. Through the disruption, we saw leaders from our inaugural program graduate and drive real change within their own organizations. Hear their personal, business and societal impact in this video.

Positively, with many events being hosted online, we managed to make it "around the world" in one day. From presenting with Brand South Africa in the morning to AMAA Turkey in the afternoon before LinkedIn LAGAM in the evening, it has been great to engage with over 6000 leaders from across the globe.

Going virtual has also had an impact in other ways. 2020 saw the launch of our online webinar series - the Humanizing Growth Series. With the likes of Antonio Lúcio, Sylvia Lagnado, Miguel Palacio, Paul Polman, Kees Bright and many more sharing stories of successes, failures, learnings and growth.

Over 3000 of you have joined us for our Friday Fireside chats and we're pleased to announce that they will continue in 2021, kicking off with **Alan Jope**, CEO Unilever, **Lucas Penaudin**, Head of AR/VR, Facebook & **Alex Connor** (marketing) and **Brynn Doyle** (IRG) of Patagonia.

If you missed out, watch our 60-second recap here.

[Register for the IRG100 Leadership Program](#)

Humanizing Growth Series Learnings

Launching the IRG1000 Leadership Program

Inspired by last years participants who challenged IRG to democratize the Leadership Program, we will be launching the IRG1000 Leadership Program in Q2 2021.

The IRG1000 Leadership Program is a semi-self learning business program open to aspiring growth leaders seeking to contribute to a more humanized growth agenda. The 12-week online program connects participants to thought leadership, best practices and provides the opportunity to meet and spar with like-minded marketers. A corporate variant for organizations will also be available.

Finally, we want to thank you! Our partners, contributors and IRG community for your continued support throughout 2020. We look forward to connecting again in 2021 and are sending well wishes to you and your loved ones.

Our best,

The IRG Team
Frank, Marc, Eva, Mark, Jacqueline, Leanne

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The IRG100 Leadership Program curriculum is based on interviews with around 500 senior business leaders, over 4,500 on-line survey contributions from 73 countries, an AI analysis of over 3,500 publications, and a behaviour analysis of publicly available LinkedIn data from over 800 million connections across 3 million employees.

[More information](#)

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B

As part of our study, we identified the 10 most important CMO areas of experience and the five essential attitudes of over-performing marketing growth leaders.

The Da Vinci Growth CMO

The COVID-19 crisis has revealed that the strongest companies and leaders are those that are purposeful and confident about their role in society. The businesses that are exceeding expectations are winning because they prioritize understanding the needs of, and creating value for, all their stakeholders, including colleagues, consumers, communities and the capital markets.

The Institute for Real Growth (IRG) and Spencer Stuart's Marketing, Sales & Communications practice interviewed more than 500 leaders worldwide about leadership and performance. The study identifies a group of over-performing CMOs, whom we refer to as "da Vinci Growth CMOs." These high-performing CMOs understand that unleashing the power of technology is critical to success and requires both data and human creativity. They also understand sustained business growth requires the organization to create value for all stakeholders, and that human-centric growth strategies deliver superior shareholder returns.

As part of our study, we identified the 10 most important CMO areas of experience and the five essential attitudes of over-performing marketing growth leaders. Think of the 10 CMO experiences as possible menu choices and consider how they align with the needs of a company's key stakeholders and the challenges the business faces. While the specific experiences a CMO may need to draw on will vary based on the context of the business, we have found that all five "da Vinci Growth CMO" attitudes are essential for every CMO to master. These attitudes represent how CMOs approach their role and their interactions with peers, partners and all stakeholders.

Our study findings highlight that to succeed in driving human-centric business growth, a CMO needs to demonstrate all five da Vinci Growth CMO attitudes:

- ✓ Curious and agile learner
- ✓ Connected and collaborative
- ✓ Servant leader
- ✓ Speed and impact obsessed
- ✓ Courageous and inspiring storyteller

[Download full PDF](#)

About the Institute for Real Growth

We help CMOs and other growth leaders drive more humanized growth by connecting them to peers, experts and best practices.

The Institute for Real Growth (IRG) is a not-for-profit and independent, supported by WPP, Facebook, Google, Kantar, LinkedIn, the NYU School of Professional Studies, the Said Business School at the University of Oxford, the Exeter Group, Salesforce, and Spencer Stuart.

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About Spencer Stuart

At Spencer Stuart, we know how much leadership matters. We are trusted by organizations around the world to help them make the senior-level leadership decisions that have a lasting impact on their enterprises.

Through our executive search, board and leadership advisory services, we help build and enhance high-performing teams for select clients ranging from major multinationals to emerging companies to non-profit institutions.

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Humanizing Growth Series

C

Sylvia Lagnado, Sustainable Growth Officer at Natura&Co discusses with Marc de Swaan Arons what it takes to inspire the organization to drive sustained, purposeful growth.

Sylvia Lagnado
Sustainable Growth Officer
Natura&Co

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As Unilever's first Global Brand Director, Sylvia Lagnado was responsible for the launch of Dove's "Campaign for Real Beauty." The campaign was recently awarded PRWeek's "Best US Campaign of the Past 20 Years". Sylvia went on to fill the global CMO roles of Baccardi and McDonalds and recently moved back to her native Brazil to take up the Chief Sustainable Growth Officer role at Natura & Co.

As part of the IRG Humanizing Growth Series, Sylvia sat down with IRG Founder Marc de Swaan Arons for a "Virtual Fireside Chat" about building purposeful brand and business growth.

Marc de Swaan Arons: Dave probably put "Purpose" on the global marketing map. All conversations lead back to Dave Real Beauty as it was the first huge global campaign. What do you consider to be your purpose, and how closely was it interlinked with Dove's purpose?

Sylvia Lagnado: I'd say two beliefs strongly guide me. Firstly, what I think is right, for and true is the choice I'll always make. I've had moments in my career where that cost me, but I've also had moments in my career where that was the breakthrough. I found that it's better to stick with your principles because it helps you to stay at peace.

My other belief is in being content. I practice being happy with what I have. Granted, it's pretty easy because I'm so lucky. I have so much. But also practice contentment when things are about to shake me or make me very unhappy. I do this by changing as I'm very comfortable with change. Part of the reason I'm very comfortable with change is because I always go back to the state where I'm feeling relaxed and happy and content with what I have. These are the two attitudes that guide me.

"We can't build brands the way we used to. There is so much more to learn and more experts to work with"

Marc de Swaan Arons: Can you talk about how you created a purposeful brand of Dove for all types of women in a world where executive committees weren't diverse?

Sylvia Lagnado: It does start from the search for the truth and the need to be authentic on a personal level. I had worked with the Dove brand before I took over the leadership of the brand globally. The testimonial campaign had been very successful, but it had started to become wallpaper.

So, we went on a search for a new refreshed positioning that was true to the brand's history, but that one would have more resonance. That's when we found and fell in love with what would become the Campaign for Real Beauty. The idea was to become a beauty brand- from the soap shelf to the beauty shelf- which we needed to do because we wanted to be successful in health care and skin care, etc. That's where courage comes in. You convince yourself that something can work, not that it's going to work, but that it can work.

I just became obsessed that we had to make it happen. A lot of people thought that it was crazy, that there's no way you can debunk stereotypes and beauty and be a beauty brand. There were a few people to convince. So we needed to "grab them by the heart." This is the one story I have to tell everybody.

The tactic came out during a brainstorming session. The question was: What can we do to convince senior people to get them on board? Somebody had the idea- Why don't we make a film of the daughters of these senior "post-menopausal" women? Why not ask these daughters what they like about their bodies and what they don't like? It turned out to be a stunning super-

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Humanizing Growth Series

Raja Rajamannar
Chief Marketing & Communications Officer
Mastercard

Humanizing Growth Series with Raja Rajamannar

Raja currently serves as the Chief Marketing and Communications Officer of Mastercard and is the President of its Healthcare division. He has been award-winning throughout his career, most recent WFA Global Marketer of the year (2018), Forbes 2018 Top 5 World's Most Influential CMOs, and Business Insider's 25 Most Innovative CMOs in the World.

During this webinar, IRG Founder Marc de Swaan Arons will speak with Raja about the role of the CMO, the difference organizations can make, and his own personal journey.

Friday October 09 @ 9AM EDT | 2PM BST | 9PM CST

[Register Now](#)

Build Brilliant Brands

Discover what's changing marketing and what needs to change in a new world from 22 of the world's leading marketers. Spend 60 days in the Real Growth Client Council for Europe, the Middle East and Africa

[Download free Copy](#)

About the Institute for Real Growth

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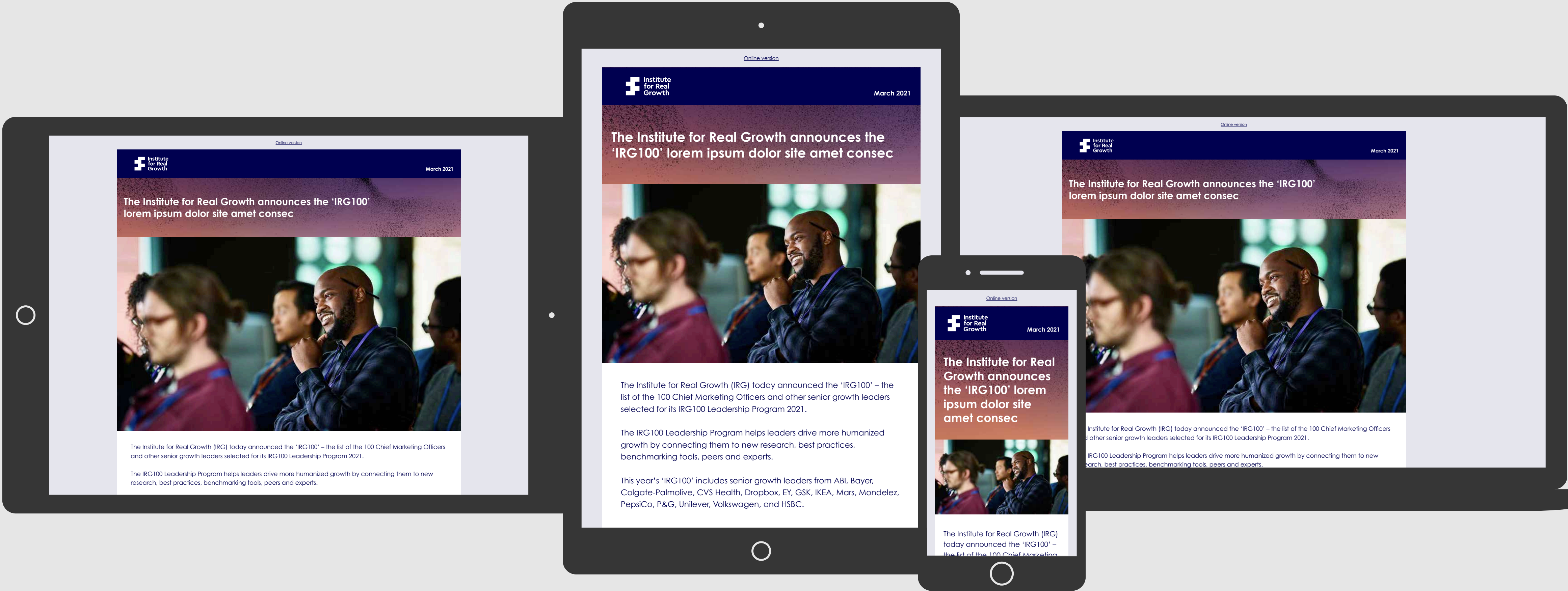
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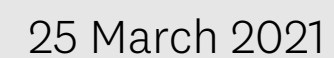
Humanizing Growth Series

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IRG newsletter



IRG newsletter



25 March 2021



Growth Study brochure - current

Architecture for Real Growth

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

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1

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
 - Unicom 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
- 3.5m LinkedIn Users
 - Analysis of LinkedIn data from connections across employees

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7 BUILDING BLOCKS OF REAL GROWTH

Companies achieving growth over-performance have embraced a new architecture.

The architecture of real growth:

- Is human-centric
- Recognizes all key stakeholders' needs
- Future-proofs organizations
- Unlocks data with human insights
- Unleashes technology with creativity
- Delivers ever-evolving experiences

		HUMANIZED GROWTH	
EVOLVING EXPERIENCES		WHOLE-BRAINED	
		MULTIPLE MODELS	ANTICIPATIVE ORGANIZATION
ABUNDANT MARKETS		OPEN CULTURE	

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2

GROWTH LEADERSHIP CHARACTERISTICS AND MOST IMPORTANT IRG DATA POINTS

COURAGEOUS

Leadership characteristic required for driving humanized growth strategy and more holistic real growth metrics

Evolutionary Experiences	Whole-Brained
Multiple Models	Anticipative Organization
Abundant Markets	Open Culture

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

PASSIONATE

Leadership characteristic required for inspiring ever-evolving experiences and a whole-brained approach to growth strategy

Evolutionary Experiences	Whole-Brained
Multiple Models	Anticipative Organization
Abundant Markets	Open Culture

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.

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.

EMPOWERING

Leadership characteristic needed to push decision making to client-facing colleagues and embrace new ways of doing business

Evolutionary Experiences	Whole-Brained
Multiple Models	Anticipative Organization
Abundant Markets	Open Culture

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

Overperformers play chess & checkers simultaneously
Willingness to accept new business models 46% 38%

WINNING ACTIONS: Ensure the investment approval process allows for multiple business models. Create or participate in start-up platforms.

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.

HUMBLE

Leadership characteristic required to see the world with a fresh perspective, redefining markets and collaborate effectively

Evolutionary Experiences	Whole-Brained
Multiple Models	Anticipative Organization
Abundant Markets	Open Culture

Myth: Growth is about winning market share from competitors

Overperformers excel at spotting & choosing the right waves...and riding it out
Assess and understand market developments 85% 33% 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% shares.

Myth: Our culture cannot be changed – it's in our DNA

Underperformers are defined by procedure, structure & quality...
#1 Culture description: Innovation, change, entrepreneurship 11% 24% 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)

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3

THE IRG BENCHMARK

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

1. Abundant Markets	2. Multiple Models	3. Evolving Experiences	4. Open Culture	5. Anticipative Organization	6. Whole-Brained	7. Humanized Growth
Your score 73%	Your score 51%	Your score 63%	Your score 33%	Your score 81%	Your score 67%	Your score 59%

FROM ... TO ...

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

INSTITUTE FOR REAL GROWTH

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, Said 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.

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

For more information:
www.instituteforrealgrowth.com
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4

IRG 100 Roadmap

Why	What	How
1. Program Introduction 2. Program & Business Introduction 3. Real Growth Study 4. Leading Real Growth 5. Redefining the Market 6. Humanizing Growth 7. Humanizing Growth Models 8. Growth benchmarking	1. Abundant Markets 2. Multiple Business Models 3. Evolving Experiences 4. De Vinci Growth CEO 5. Six Mind CEO Effortless & Intentional 6. Humanizing Growth Models 7. Growth Ambition 8. Growth ambition feedback	1. Human-centric Transformation 2. Open Culture 3. Anticipative Organization 4. Whole-brained 5. Unleashing Power of Diversity 6. Humanizing Growth Models 7. Growth Plan 8. Growth Plan Feedback 9. New Business Growth Opportunity 10. Career Progression 11. Career Community & Impact

Follow colour theme from the brochure

4

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3

6

The diagram illustrates the 'REAL GROWTH CMO ATTITUDES' framework. At the center is a white silhouette of a person with arms outstretched, set against a dark blue background. Surrounding this central figure are ten circular nodes, each containing a key attitude. These nodes are arranged in a ring and are connected by a light blue circular band. The entire diagram is enclosed within a larger light blue circle, which is labeled 'REAL GROWTH CMO EXPERIENCES' at the top.

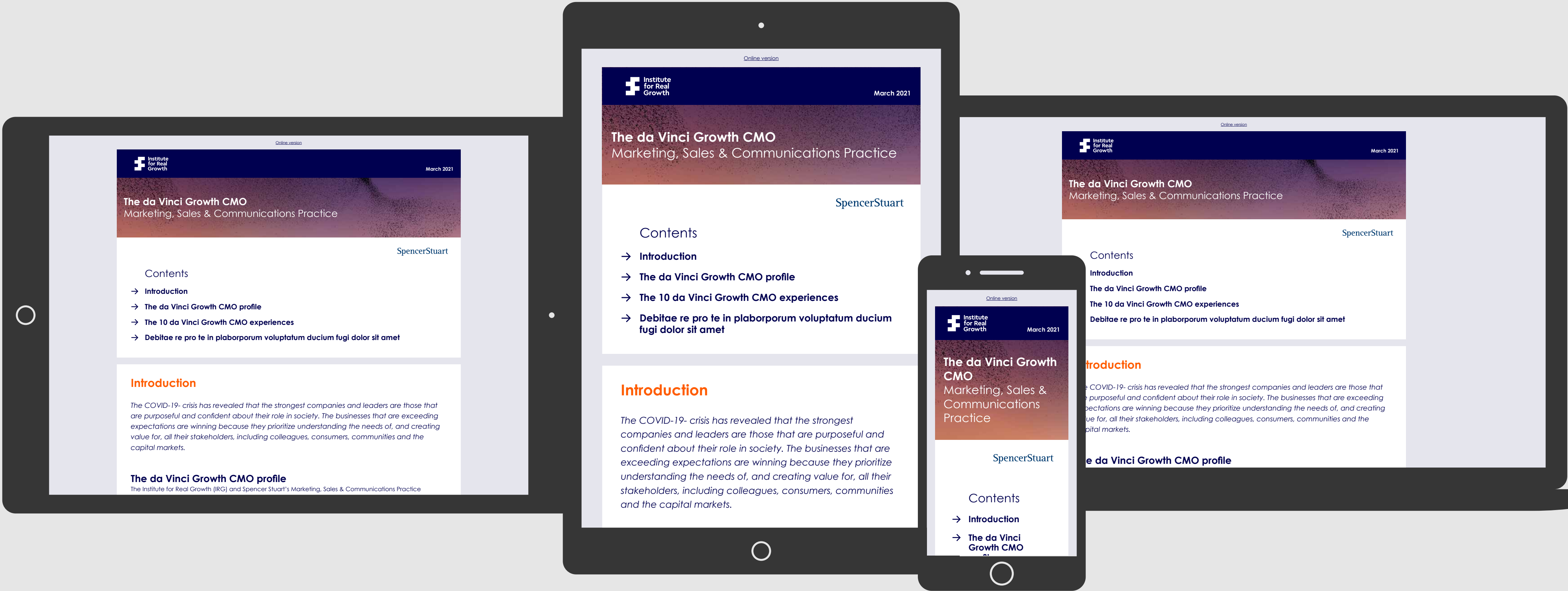
REAL GROWTH CMO ATTITUDES

- Media & Performance
- Decoding the World
- Growth Strategy
- Strategic Brand Development
- Product & Service Innovation
- Breakthrough Content & Engagement
- Creative Customer Experience
- Smart Leader
- Connected & Collaborative
- Speed & Impact Obsessed
- Revenue & Channel Leadership
- Marketing Capability
- Concepts & Insights Surpass

REAL GROWTH CMO EXPERIENCES

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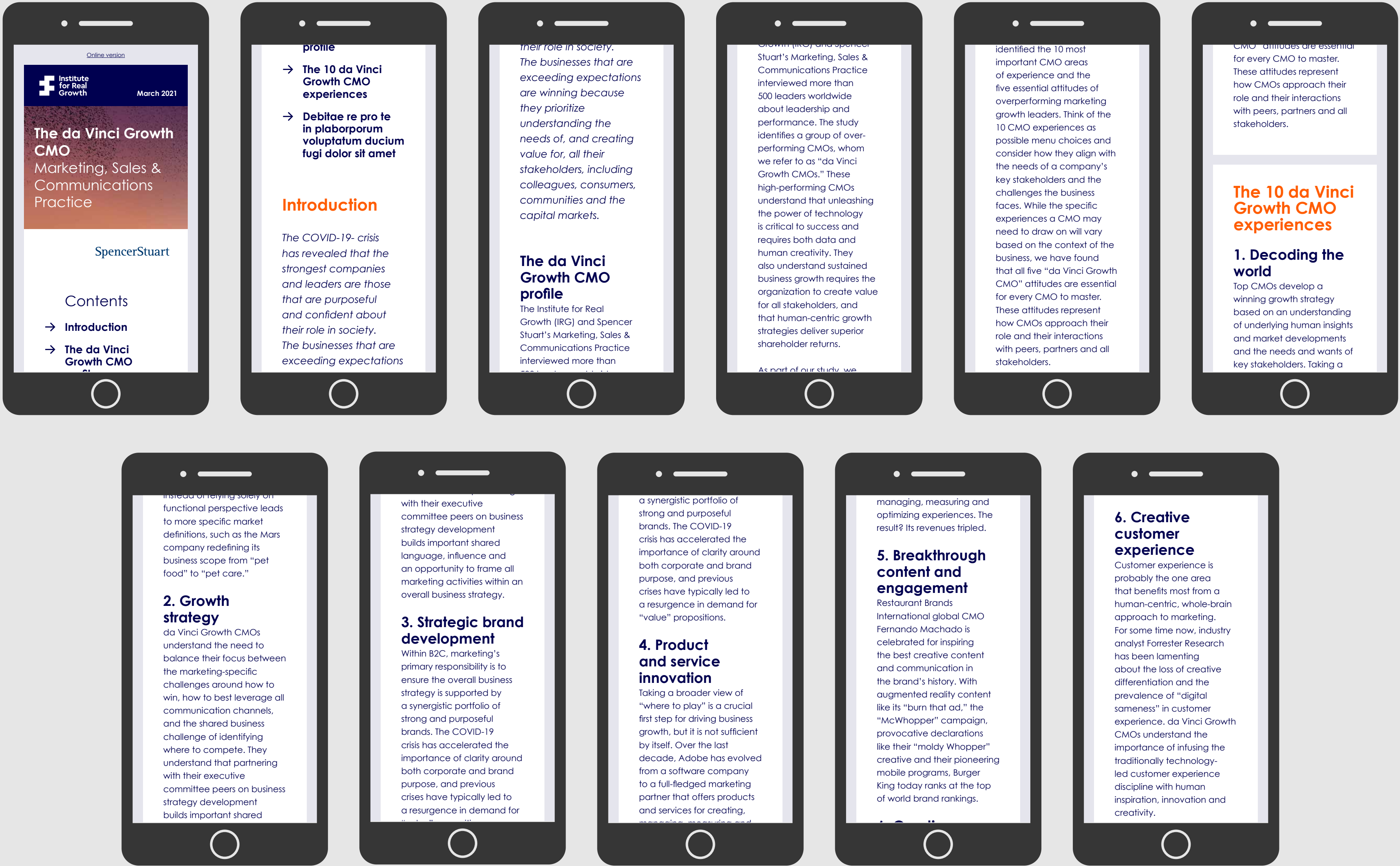
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The da Vinci Growth CMO

Marketing, Sales & Communications Practice



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