Harper B

Beyond Revenue: Why Impact and Influence Matter More to Your Staff

Why the most successful organisations measure influence, capability and impact before financial performance.

For decades, organisations have measured growth through revenue, profit and year-on-year financial performance.

While these metrics matter, they are often the least effective way to engage the people responsible for delivering them.

When growth is communicated solely through financial targets, employees can interpret the message as “do more” or “work harder”. Instead of creating alignment, it can create disengagement.

Start with the vision

If the vision is to become the regions most influential advisory firm, the most trusted consultancy or the leading voice in a sector, then success should first be measured against those ambitions, not simply the bottom line.

Influence is something every employee can contribute to. It changes the conversation from:

"How do we make more money?" to **"How do we become impossible to ignore?"**

That simple shift changes behaviour across the entire organisation because every employee understands how they contribute to achieving the vision.

Measure what actually drives growth

Rather than setting a target to increase revenue or profit by **20 percent**, organisations should instead consider measuring the drivers of long-term growth by following these principles.

- → Increase market presence by **20 percent** through stronger PR, sponsorships, thought leadership and brand awareness.
- → Expand national or international reach by **20 percent** through new markets, strategic partnerships or additional offices.
- → Increase industry influence by **20 percent** through keynote presentations, advisory boards, committee appointments or judging panels.
- → Do fewer routine or low-impact projects and more complex visible projects that shape reputation and future opportunities.
- → Strengthen organisational capability by investing in specialist talent where it matters most.

Every one of these measures contributes to commercial growth and more importantly, creates a business that is stronger, more visible and more resilient.

These are **leading indicators** of growth. Revenue is the **lagging indicator** that follows.

Organisational health

Growth should also be measured by what improves internally. Stronger employee wellbeing, higher retention, reduced absenteeism and greater client satisfaction are all indicators of a healthy, sustainable business.

Revenue will follow

When businesses shift the conversation from **"How do we increase revenue?"** to **"How do we increase our influence, capability and impact?"**, employees understand how they contribute to the strategy, leaders create a stronger sense of purpose, and businesses build lasting competitive advantage.

Revenue will always be an important measure of success, but the businesses that lead understand it's not the defining factor.

At Harper B, we help organisations define growth beyond financial metrics by aligning strategy, people and purpose to build businesses that are more influential, more resilient and better positioned for long-term success.

Get in touch with our team today if you are ready to start measuring and delivering on what actually drives growth.

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