



ACTIVATING A PURPOSE PROGRAM

**A playbook for making purpose
a driving force for growth**

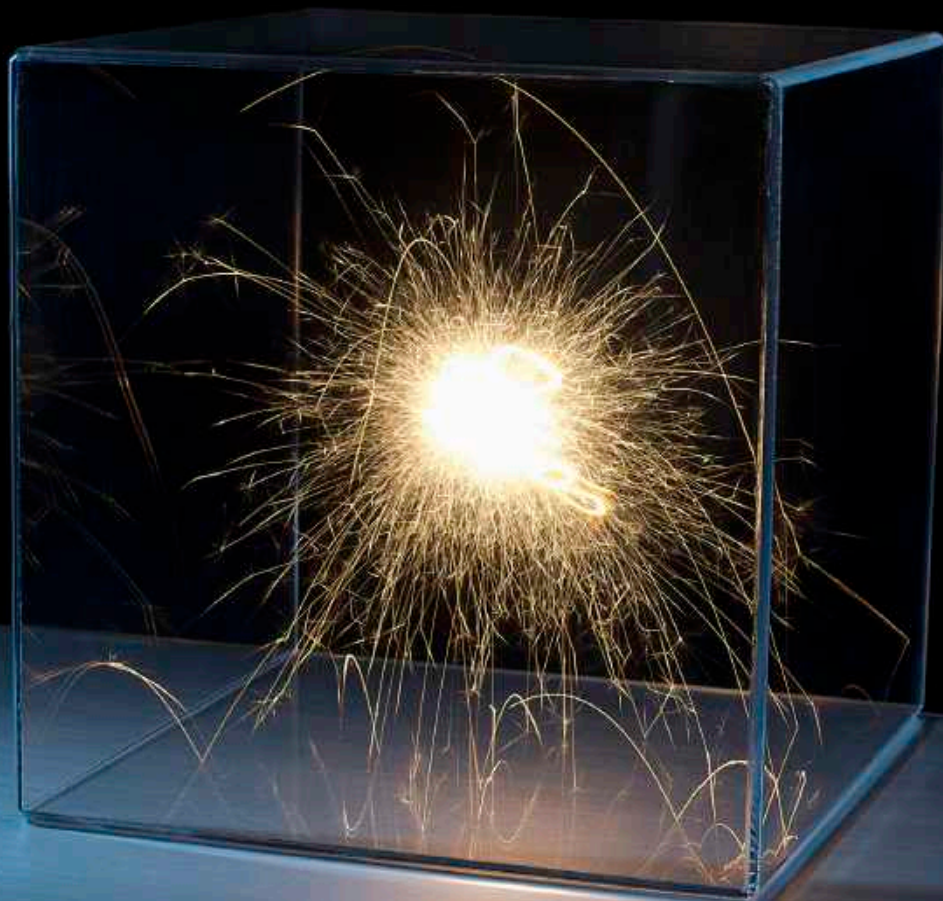


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**This is the second in a series of
CMO-inspired purpose playbooks.
Our first playbook, *Discovering
Brand Purpose*, can be [downloaded here](#).**

Foreword

Welcome to *Activating a Purpose Program*, the second in a series of CMO-inspired playbooks from the award-winning ANA Center for Brand Purpose.

Business growth is one of the most important reasons to embrace purpose, which the ANA defines as “a brand’s reason to exist beyond profit.” But for purpose to truly take root and drive sustained growth, it must permeate the entire business operation and galvanize the workforce. Only then can purpose become a driving force in decision-making and business strategy, resonate meaningfully with stakeholders, and lead to a measurable positive impact on society.

However, activating purpose is as challenging as it is complex, and there is no one-size-fits-all approach. “Purpose is easy to say but can be incredibly hard to do,” admits Tim Mapes, SVP and chief marketing and communications officer at Delta Air Lines.

In fact, it can take years for a global organization to get a purpose strategy right across regions and countries. Consider the recent study by the strategic brand consultancy BrandPie, which found that while 80 percent of purpose-led CEOs agree that business leaders need to be more focused on long-term value creation rather than short-term profit delivery, only 28 percent are integrating purpose into their decision-making and strategy.

This is a chronic issue within most companies, regardless of industry or business sector. For example, 86 percent of B2B companies embrace purpose as important to growth, but only 24 percent said purpose is embedded in their business to the point of influencing innovation, operations, and their engagement with society, according to a study by the ANA, Carol Cone ON PURPOSE, and the Harris Poll. Many businesses not only lack the critical knowledge and capabilities necessary to fully integrate purpose, they don’t believe purpose is foundational to all brand activities.

That’s why I’m thrilled about the release of *Activating a Purpose Program*. This insight-rich playbook, based on in-depth interviews with numerous purpose-driven marketers and other industry leaders, provides valuable advice for iterating and acting on an authentic and well-aligned purpose. As Andrea Brimmer, chief marketing and public relations officer at Ally Financial, persuasively points out, “While the potential of brand purpose is game-changing, it’s also a minefield if you get it wrong.”

From how to drive and participate in the purpose process to making purpose a priority to the role company culture plays in bringing a sense of purpose to an organization, this 41-page playbook will help you address some of the difficulties that often hinder purposeful efforts.

I encourage you to make time to read this valuable playbook and then share it with your full marketing team. In addition, please visit the online home of the [ANA Center for Brand Purpose](#) for more helpful content, including our *Beyond Profit* podcast series.

Perhaps Marc Pritchard, chief brand officer at P&G and chair of the ANA Board of Directors, said it best: “Being a force for good without growth is philanthropy. Being a force for growth without doing some good is increasingly viewed by consumers as mercenary.”

Should you have any questions, or would like to be part of our purpose movement, please email brandpurpose@ana.net.

Regards,

Bob Liodice

CEO

Association of National Advertisers

ANA Growth Agenda



The Global CMO Growth Council identified brand purpose/brand for humans as a critical focus area of the sweeping ANA Growth Agenda.

INTRODUCTION

Purpose matters in business. Companies that lead with purpose, and execute a strong purpose-driven program, can achieve consistency, relevance, loyalty, and improved results through longer-term and more meaningful relationships with their customers.

In its purest form, purpose answers the question, “Why does a company exist?” That answer can serve as the North Star for all organizational decision-making. As Frank Cooper, global CMO at BlackRock, once opined, “Why you exist is the new frontier.” In his annual letter to CEOs in 2018, BlackRock CEO Larry Fink implored public companies to have a “sense of purpose,” because it is essential to sustained shareholder support. “To prosper over time,” he wrote, “every company must not only deliver financial performance but also show how it makes a positive contribution to society.”

Purpose cannot be a marketing veneer. To get it right, brands must truly embed it into their businesses and the organizational culture. And the *authenticity* of that purpose is critical.

For Andrea Brimmer, CMO at Ally Financial, building a purposeful brand is all about authenticity. “Don’t say you’re customer-centric, be customer-centric,” she asserts. “Build love for the brand and keep the customer relationship strong. You must live up to the values of the brand in all you do, and that goes beyond marketing. We moved 2,000 people to Detroit as the city was going through economic mobility. It was a huge expense and a 20-year lease, but it helped the younger generation understand the legacy of the city. We committed to being a solution as part of Detroit’s rebirth. That doesn’t have anything to do with marketing.”

For purpose to resonate as real, endure over time, and yield results, it must start deep within an organization, from the beliefs of employees and the manifestation of an engaged corporate culture to the tangible benefits delivered by products or services. Purpose must also be the key criterion by which a company assesses all its actions and consequences for every stakeholder.

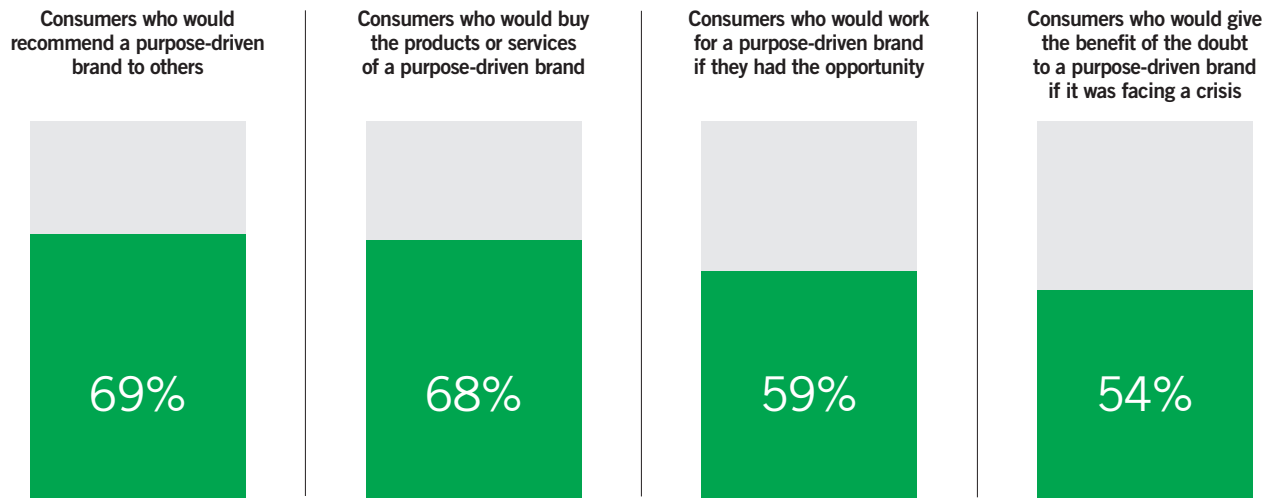
While some feel purpose is just another corporate buzzword or mere marketing jargon, it’s clear that purpose matters to consumers. A 2019 consumer survey from Deloitte found that more than 80 percent of consumers in the U.S., U.K., China, and Brazil would be willing to pay more if a brand raised its prices to be more environmentally and socially responsible or paid higher wages to its employees. 🌱

70

Percentage of business executives who feel that, to truly be purpose-driven, a brand must be willing to take risks that address social justice

— PORTER NOVELLI

Consumer Perceptions of Purpose-Driven Brands



Source: 2019 StrawberryFrog and Reputation Institute Study

In fact, Deloitte’s research underscores that when a company leads with purpose, it comes to understand that consumers are more than just customers. They are active stakeholders who invest hard-earned money, time, and attention in a brand. They also see a brand’s purpose as aligning with their own values, whether they be their views on sustainability, social impact, or product quality and service.

When brands talk about the good they’re doing in the world but don’t back it up with actions, stakeholders immediately see this as “goodwashing.” It’s simply not possible to create a values-based marketing story today without being a truly values-based company. “Purpose-bashing” often results when people post how they won’t buy from a company that is hypocritical, or one that doesn’t treat its employees well. Similarly, in our transparent and often critical social media world, brands are also accused of “greenwashing” if they fail to show immediate evidence of improving society or the environment. Today, the general public isn’t afraid to comment, and stakeholders are committed to keeping brands honest.

While purpose-driven marketing is on the minds of more marketers, several challenges often arise when embarking on a program. Some marketers face insufficient buy-in from top management. Others may not be able to connect a company’s values to its marketing strategy. And some simply don’t want to risk a message that could polarize a portion of a company’s current audience.

This second playbook from the ANA Center for Brand Purpose focuses on activating a

purpose strategy and all of the elements involved:

- C-suite involvement
- Driving the process so it is funded and prioritized
- Employee buy-in
- The systems and policies necessary across all business functions
- Building a framework to ensure purpose is a long-term strategy with specific goals

It features the voices of many marketers across a broad range of business categories as they share their perspectives in the evolution of creating meaningful and purposeful marketing initiatives.

Most of the in-depth learnings were contributed by marketing leaders from six global companies with a network of employees and stakeholders throughout the world who have fully embraced the transformative aspects of purpose. These pioneering individuals willingly shared their thought processes, experiences, and methods for activating a vibrant sense of brand purpose within their organizations.

Among the companies are century-old brands and newer ones. Not all are household names. Some are business-to-business operations, others are consumer-driven, and several have both B2B and B2C offerings. All recognize the value they must provide for their stakeholders.

— **Deborah Malone**, Founder,
The Internationalist

CHAPTER ONE

DRIVING THE PURPOSE PROCESS

In today's world, with its abundant options, brands that authentically lead with purpose are discovering new ways to deliver value to their customers, to the communities they serve, and perhaps even to the world at large. While that may sound like a tall order, purposeful companies are indeed changing the nature of business today. Some skeptics may think that *purpose* is just another corporate buzzword, but those organizations that view it as a beacon for all decision-making find that purpose drives meaningful growth at a time when people are increasingly demanding more from brands.

Driving the purpose process requires passion, inspiration, leadership, widespread company involvement, and coordination. It's rarely a short-term process, but it does lead to relevance, differentiation, and loyalty, which all ultimately contribute to longevity. The process is not the same for every brand or organization, but most find that it starts with a marketing champion who can combine a rich understanding of customer needs and aspirations, current cultural realities, and a deep knowledge of true brand attributes and

the larger role these qualities can play in a changing world. But even a well-conceived guiding vision cannot work without genuine adoption throughout an organization in ways that authentically, and often emotionally, reflect a brand's values.

This chapter shares how a range of companies in varying industry segments drove this process within their organizations and even across the world. They started by understanding, feeling, and articulating the impact of their brand upon the stakeholders it touches. ➔

“

You have to be really clear about your brand purpose. If you put your audience first and you're obsessed with the consumer and put the focus of purpose on them, it can be really powerful.”

— JULIA GOLDIN,
EVP, global chief
marketing officer
at LEGO Systems



SIMON PERKINS
Orvis Company

Being purpose-led is critical to what the Orvis company wants to achieve as a business, and we believe it is the only way to accomplish long-term sustainability. For us, there are two components to being purpose-led: passion and customer relevance. While we all know that true customer-centricity is an imperative today, “unpacking passion” is just as important to the equation. We have learned that our goals must start with genuine passion. That way being purpose-led is an outcome, not a tactic leading to an outcome.

For Orvis, history plays a critical part in our purpose journey. We are a business aligned with the belief of founder Charles Orvis, who in the 1850s felt that connecting with the outdoors was important to health. In 1965, my grandfather bought the company to combine work with his passion for the outdoors. He started fly-fishing schools to inspire others in the joy of nature. He also made a major commitment to conservation by preserving natural spaces, a new concept at the time. At Orvis, we believe that the outdoors is in our soul.

About five years ago, when we followed the numbers, we realized that our story was becoming harder to understand: you couldn’t clearly see our purpose. While we worked to ensure that every touchpoint was a signal to the customer, we learned that such indications could become watered down if not carefully watched. Customers respected Orvis as a brand, but it was no longer as relevant to them.

While our employees are passionate about our commitments — like 5 percent of pre-tax profits going to protecting nature, our Fly-Fishing Learning Center, Schools, and Guides to Adventure — to drive purpose externally, we had to recommit to customer-centricity by truly listening to the customer. We did this through field research in the retail stores, customer workshops, shop-alongs, and online blogs with both loyal customers and new prospects. What we ultimately found was that our customer wanted a more inspired life.

This was the Orvis customer comment that encouraged us to regain our relevancy and led us to our equation of purpose: “The life I want to live is one with depth and meaning. I am seeking deeper connections and experiences with the outdoors for a more inspired life.”

It made us ask ourselves, “What’s our North Star?” The answer was easy: “Inspire the world to love the adventure and wonder in nature.”

89

Percentage of U.S. business executives who think purpose-driven businesses have a competitive advantage

— PORTER NOVELLI

And while we are passionate about that answer, we now understood that we had to be *approachable* if we were going to inspire people.

Our brand promise became “Let Orvis Be Your Guide.” We sought to again be a trusted source, so that we could share our 150 years of expertise and inspire people beyond just buying equipment and apparel. Our customers helped us to clearly define our role. However, we were blind to some barriers. For example, people would say, “Fly fishing sounds cool but it looks difficult and feels intimidating.”

So we went beyond teaching to sharing and inspiring. In both the U.S. and the U.K., we gave free lessons and simply put a fly rod in customers’ hands. We let 150,000 people enjoy the discovery of the sport. We also provided a free online learning center via YouTube and podcasts as just a first step to help people continue their journey. Our emphasis: No commercial agenda; just be a trusted source.



VICTORIA MORRISSEY
Caterpillar

Our brand purpose, in the way we view it, lies at the intersection of key cultural tensions.

There’s an element of “Why does Cat make the machines?” and “It’s not about the machines, it’s about what the machines enable our customers to do.” I looked for the connection among the customers that Caterpillar serves across a wide range of industries, countries, and cultures. They are a community of doers, connected by a brand that stands for progress and helps customers physically build a better world. Marketing without direct connection to that brand purpose is just an intrusion on your everyday.

We’re building the internal and external activations of our brand purpose. We’re getting at the heart and the DNA of the brand, doing the work to understand what right the brand has to have a conversation that actually leaves the world a better place. One of my three key objectives is the development of that platform, that purpose, into employee engagement and marketplace activation globally. ➔

Cat is a very consensus-driven organization, purposely moving toward a decentralization of the corporate structure, so that bodes well for being shared across our ecosystem. To begin the process of driving purpose, we created a workshop with a cross-functional group of about 20 people. It was shocking to me how quickly people aligned around some of the answers to questions like “Why do we exist?” and “What’s our purpose?”

When I started to share this with members of the executive office, peers in corporate communications, dealers in China, and so on, the unanimous feedback was, “Absolutely, I can see myself in that.” So we knew we had come across what was truly at the heart of the brand. The power of a brand is understanding why it became important in the first place.

However, our purpose conversation must begin with understanding customer pain points, and how the brand is uniquely positioned to solve them. As an example, rather than talking about the amazing technology on our screens, we talk about how we can increase fuel efficiency and how we can make an operator more effective, and how data can help customers get more dollars out of everything they spend.

Today, our customers have to do more with less. They have fewer operators, so each person has to be as efficient as possible. We’ll talk about our filtering technology to emphasize how a customer can get the most out of every machine. It’s not technology for the sake of technology. Because we are so committed to helping our customers overcome obstacles and change the world, we are investing in whatever is necessary to give them the products and services to do just that.

In the U.S., there’s a lot of work to be done, because everyone is very protective of their particular customers or product groups. But we’ve had managers and key employees take a seat at the table. Whenever people can put their fingerprints on things, it makes a great difference. We’re deliberate in starting with understanding where the brand can and cannot play. You put those guardrails on it and tell people which part is fixed and give them the flexibility for the rest.

When they have the vision of why we exist and what it is that we want customers to believe when they’re done talking to Cat, then they know the right tone and delivery for the brand.

PROOF OF PURPOSE

GFA Drives Purpose Through Collaboration

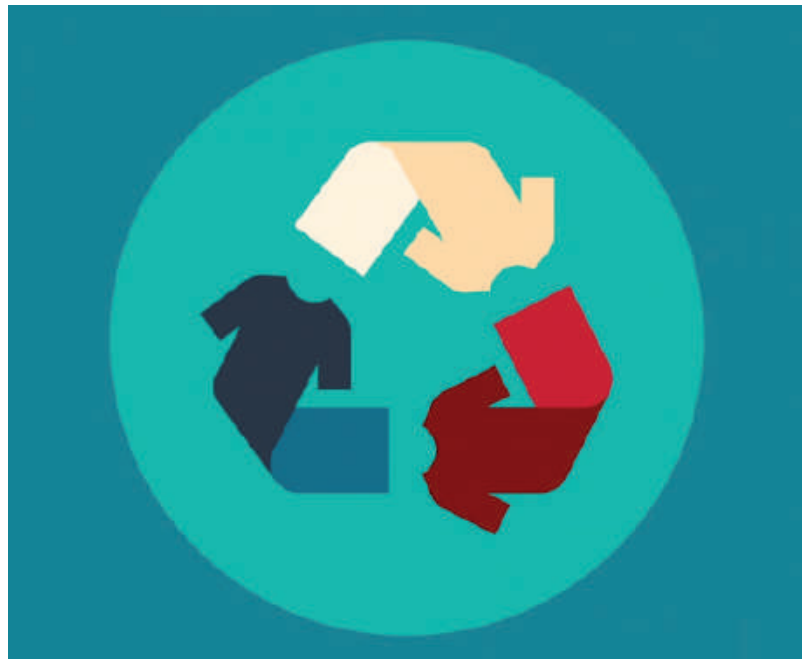
Sometimes, driving purpose comes from collaborating with your ecosystem of suppliers and customers, or even companies in a similar industry, to pursue goals that go beyond an individual business. One good example of this is **Global Fashion Agenda (GFA)**, headquartered in Copenhagen, Denmark. GFA is a nonprofit leadership alliance in partnership with apparel makers and retailers including ASOS, BESTSELLER, H&M Group, Kering, Li & Fung, Nike, PVH Corp., the Sustainable Apparel Coalition, and Target.

GFA’s mission is to mobilize the international fashion industry to transform the way it produces fashion. As one of the world’s largest and most resource intensive industries, fashion accounts for 8 percent of greenhouse gas emissions and 20 percent of industrial water pollution globally. Plus, fashion industry workers often face issues like hazardous environments and low wages.

Global Fashion Agenda works to coalesce the creativity and ingenuity of the fashion industry to lead a sustainability transformation. While sustainably produced, recycled, or “circular” fabrics are now critical to purpose-led fashion brands, as is ensuring that working conditions and policies worldwide are humane, GFA helps individual companies do more to realize their purpose than they could if acting alone.

Since 2009, GFA has organized the annual Copenhagen Fashion Summit to find common solutions to implement social and environmental sustainability. The summit showcases innovative solutions and provides insights via keynotes and panels from researchers, politicians, industry visionaries, environmentalists, and global opinion-makers. The organization also outlines the most crucial sustainability priorities for fashion’s leadership, offering clear guidance on where to focus. Their commitments support fashion companies in reaching their targets on important topics like the “2020 Circular Fashion System Commitment,” which has engaged 12.5 percent of the global fashion market to accelerate the industry’s transition to a circular fashion system. Through policy engagement, Global Fashion Agenda proactively advocates for policy changes and supportive measures that encourage necessary change.

While there is no substitute for going through the purpose process as an organization, aligning with others to drive key purposeful initiatives that are relevant to a specific industry segment is a win for all stakeholders. And it helps take stated goals to achievable actions that can be supported by everyone in the ecosystem, from employees to consumers.





ROBERT JAN D'HOND
Kantar Consulting

Turning your business from a revenue machine to being purpose-led takes time and commitment. The key is to start with a bold vision, implement key steps to get there, and then be humble in the communication. Purpose-doing is more important than purpose-saying. Each saying should be underpinned with a program of doing. Purpose is a journey, not an overnight makeover.

According to the Kantar Purpose 2020 study, purpose-led brands have seen their brand valuation increase by 175 percent over the past 12 years, compared to a median growth rate of 86 percent.

Kantar surveyed more than 20,000 consumers and carried out 100 detailed interviews with leading brands. More than three-quarters of marketing leaders surveyed believe their organization has a defined purpose, but only one in 10 actually has a corporate purpose statement backed by a meaningful activation plan. While two-thirds of marketing leaders believe purpose delivers long-term growth, only one-third said purpose is regarded as a “company-wide movement.”

The Kantar Purpose 2020 study outlines the journey to become a purpose-led brand and business through three phases:

Phase 1: Articulation: Take a Stand

Purpose is not vision or mission. Purpose is the reason a brand exists. It is the positive impact a brand makes in people’s lives and the world they live in. Five criteria define how to articulate purpose to move from tactics to promise:

- 1. Meaningful.** Purpose must have a strong, relevant meaning if it is to resonate. It must tap into a societal tension that is bigger than functional and emotional benefits.
- 2. True.** Purpose must be true to a brand’s character by moving only into territories where a brand has the credibility to do so.
- 3. Unique.** Purpose must be connected to something that is distinctive about a brand in its category.
- 4. Coherent.** Purpose must be aligned not only with the brand but with the company as a whole. This means that purpose must be expressed through all elements, including communications, product, or even external suppliers.

- 5. Business-related.** Purpose must be integrated with business goals, not ancillary to the core commercial focus of a brand or a company.

Phase 2: Infusion: Involve Everyone

Infusing purpose means inspiring everyone and everything, every time and everywhere. This enables purpose to become more than just a clever marketing campaign. It becomes a driving force with consumers. Organizations infused with purpose can be recognized by four characteristics that facilitate the transition from promise to strategy:

- 1. Leadership-driven.** Senior leadership must embrace purpose and commit to it in a very explicit way.
- 2. Culture- and strategy-led.** This is to say that purpose should engage both the heart and the mind. Ninety-one percent of over-performing companies in Kantar’s Marketing 2020 study said purpose was shared throughout the organization, versus just 61 percent of under-performing companies.
- 3. Fully executed.** Purpose must be expressed in everything a company does. All the elements of communication, product, service, and retail should combine in an integrated way to create a total experience consistent with purpose.
- 4. Impact-measured.** The impact of purpose must be measured, both to show that a brand or company is serious about it and to have definitive feedback for continuous learning.

Phase 3: Amplification: Spark a Movement

Once purpose is articulated and infused, it must be advanced beyond the company itself. This means sparking a movement and stimulating others to join the cause. There are three ways to move from strategy to create a movement:

- 1. Role-modeling.** To inspire others through actions and decisions, a company must set the bar high and then live up to the standards it has set for others to follow.
- 2. Collaboration.** This means working with others to accomplish a purpose, including everyone in the supply chain.
- 3. Cultural conversation.** To keep the movement alive, it’s important to refuel and revitalize the conversation about a company’s purpose.



MIRELLA AMALIA VITALE
The ROCKWOOL Group

Our purpose resonates strongly precisely because it's such an obvious outgrowth of our core business, and vice versa. Senior leadership prioritizes rigorous energy efficiency regulations, increased renovation rates for buildings, growing concerns for food security, and the need for safer and more resilient cities.

From a marketing perspective, we developed an integrated positioning strategy, with multiple assets demonstrating the link between our purpose and core business. We started from the top and worked our way down and throughout the organization. The executive management team supported the effort, though some were more skeptical than others, and that message of priority spread and helped secure a receptive audience. As an example, we conducted a brand audit across the company to articulate our current strengths and weaknesses relative to best practices in a systematic, professional way. We then held up a vision for what we were trying to achieve and the benefits we expected as a result. Everyone had an opportunity to share their views and concerns, ask questions, and help shape the ultimate outcome. It wasn't equally easy to secure buy-in from all parts of the organization, but I think we can honestly say now that everyone is on board and fully behind it.

The marketing department developed an integrated positioning strategy, with multiple assets demonstrating the link between our purpose and core business, which we promoted via workshops across the global ROCKWOOL organization. We visited every subsidiary to explain the purpose and brand identity face to face. Key employees were trained in further embedding the purpose in their organization's own activities and communications. We invited the organization to take part in defining our purpose and showcase the value of having a defined purpose by communicating our achievements in brand ranking and our Net Promoter Score to our employees. In addition, employees are asked to correlate their role to the company strategy during the annual goal-setting and feedback sessions facilitated by HR.

Certified B Corporation

B Corporation certification (also known as B Lab or B Corp certification) is issued to for-profit companies by B Lab, a global nonprofit organization with offices in the U.S., Europe, Canada, Australia, New Zealand, and Latin America through a partnership with Sistema B.

To be granted and maintain certification, companies must receive a minimum score on an online assessment for social sustainability and environmental performance standards, as well as for accountability principles, and then provide transparency to the public through the score they receive on the assessment. Companies also pay an annual fee based on their annual sales and must re-certify every three years to retain their B Corp status, which applies to the whole company across all product lines and issue areas.

Currently, 3,243 companies across 150 industries in 71 countries are Certified B Corporations.

Developing a Corporate Visual Identity manual during purpose creation was key. It is a survival kit with guidelines; a brand portal with images, stationery templates, presentation templates, trademark policies, and corporate presentations; a brand film; and a message house with company key messaging.

We had one year to define our purpose and roll it out. There had been several attempts to rebrand before, giving us a wealth of information to work with from the beginning. Otherwise, the process would have taken much longer.

Today, senior management applies our purpose through their focus on our customers, our employees, and our role in society. The challenges of modern living have a huge impact on the growing needs of our customers and the type of ambitious projects they take on.



MANOS SPANOS
Formerly of Danone
North America

The Danone C-suite is passionate about how it can strengthen its business and use its collective ability to make business a force for good. It is ingrained in the company's brand manifestos and culture to think sustainably, harness its influence, and set goals that are related not solely to profit, but purpose.

Although Danone is now 100 years old, a sense of purpose has permeated the company since 1919, when Isaac Carasso began making

yogurt to help children with intestinal infections using cultures from the Pasteur Institute. However, that early commitment “to bring health through food” has evolved. Danone has a larger purpose-led responsibility to the planet, to the important role of all employees, to the success of local farmers, and to ensure its business model delivers for shareholders.

The beginnings of driving the purpose process began in earnest in 1968 when Danone’s founding CEO Antoine Riboud made

a speech to 2,000 executives at the Assises du Patronat in Marseille, which redefined the traditional role of a business leader. He pointed out: “We only have one Earth, it is our responsibility to look after it, and as a business we should pursue a dual economic and social agenda.”

That vision has been at the core of Danone’s motivation throughout the decades and has intensified today. Many examples of how the company has put purpose into action have paved the way for how Danone drives the purpose process today: ➔



PROOF OF PURPOSE

Cruise Builds Its Brand Purposefully

The startup company **Cruise** is rolling out an all-electric fleet of shared autonomous vehicles with the intent to transform transportation around the world. As it establishes itself in the marketplace, its marketers are working to crystalize what the brand stands for and how it shows up in the world.

As a first step in creating the Cruise brand, the company worked through an archetype exercise with its agency partners so Cruise could better articulate its “brand truths,” or what motivates the brand and what the brand stands for. In the exercise, there are 12 archetypes and six sub-archetypes, all of which satisfy a universal human need. For example, the Ruler archetype satisfies the need for control, and the Jester archetype satisfies the need for enjoyment.

Cruise defines itself as a Creator-Shaper brand. Creators innovate to bring stability and structure to society, and the sub-type Shapers are defined by their efforts to create with intent to build a future state. They do not create just for the sake of creation. Other brands that fall into this archetype segment include LEGO, Converse, Apple, and YouTube.

Knowing what the brand stands for was just the start. Other elements of the Cruise brand:

- **Purpose:** The brand’s articulated purpose is that “Cruise partners with people to drive life in our cities forward.” This purpose demonstrates that the brand is working hand-in-hand with communities to create transportation solutions that work for the people who live there and need to get around.
- **Impact:** The brand hopes to save lives by lowering car accident rates, help the environment by reducing carbon emissions, give back billions of hours of time to commuters, and restore freedom of movement within urban centers.
- **Brand Identity:** The colors and logo were designed to feel open, inclusive, and sculpted. The city of San Francisco provided inspiration for the color story.

Cruise prioritizes community engagement and education, as it is a young company offering a novel service to its target audience. Live events featuring Cruise vehicles give potential customers the chance to interact with the cars and ask questions of representatives. These events build trust and interest in the brand.

Digital content, especially videos, are great for demonstrating how a Cruise vehicle maneuvers through the busy streets of San Francisco, carefully avoiding double-parked cars or cyclists.

- In 1997, Danone defined its values around the acronym HOPE — humanism, openness, proximity, and enthusiasm — and set out to make them an integral part of daily management. These values projected our identity around the world.
- The rollout of “Danone Way” in 2001 encouraged all category business units (CBUs) to evaluate their own performance and launch initiatives that combined business success with responsibility to employees, stakeholders (from suppliers to consumers), and the environment.
- In 2009, Danone made an initial contribution of €100 million to fund the Danone Ecosystem Fund. Its mission is to co-create innovative business solutions with not-for-profit organizations that generate social and economic value for small players in the local economy and Danone. The fund supports 56 projects in about 26 countries and 40 CBUs with 42 partners, focusing on expanding dairy farming, local distribution systems, packaging recycling networks, personal services, and socioeconomic development.
- In 2014, Danone and Mars Inc., two of the world’s leading food manufacturers, partnered to launch a new innovative investment fund, the Livelihoods Fund for Family Farming (Livelihoods 3F). The fund helps companies learn how to sustainably source the materials they need from family farms, thereby providing a significant improvement in the living conditions of those farmers and their communities. It is open to any company sharing Livelihoods 3F’s mission.
- In 2020, Danone North America created a program to help eliminate food waste, or the huge amount of edible food that goes to landfills because it is not considered perfect enough for retail. Given that one in six people in the U.S. go hungry, this lost food can easily feed them. Now, when a consumer buys Danone’s Two Good brand yogurt, an equal amount will go to someone in need.

Today, Danone has set its goal on building a balanced, profitable, and sustainable growth model. The company relies on a unique portfolio of strong brands, innovation, brand activation, and the development of new distribution channels. That is why B Corporation certification is so important to Danone now.

While Danone has been committed to these social, environmental, and economic values for decades, it chose to become part of today’s B Corp movement. Danone North America is proud to be the largest Certified B Corporation in the world. It means as a business Danone holds itself accountable to the highest standards of performance, transparency, and accountability.

When Danone was applying for B-Corp status, it was expected to be a three-year journey. Employees were so excited and motivated by the commitment that they were able to accelerate the process. Danone was certified in one year.



SARAH COLAMARINO
Johnson & Johnson

Johnson & Johnson is a company that’s changing health care, and our shift to a corporate brand has been an important transition for us. Our stakeholders are no longer just consumers, but the government, policymakers, and health care professionals. Our J&J corporate brand needs to be meaningful and valuable to all these groups.

We co-created our current brand purpose with our teams, and this new brand mission is to blend heart, science, and ingenuity to change the trajectory of health for all humanity. J&J has been transforming internally and refining our focus.

Previously, our brand was driven by pharma and medical devices. Now, to drive our corporate purpose, we are looking at how our brand can be reflected in all our businesses,



Being a force for good without growth is philanthropy. Being a force for growth without doing some good is increasingly viewed by consumers as mercenary.”

— MARC PRITCHARD, chief brand officer at P&G

and we are focused on how the brand can reflect a total, holistic approach to health. We are focused on total health and transformation and how innovation can resolve the world population's unmet health needs through cutting-edge solutions.

Essentially, we want to be a purpose-led organization, and the process has been a journey. We have spent 18 months integrating this idea into our organization. We have had to re-orient people's mindsets, which is a difficult task.

For example, we have in our development pipeline a vaccine for HIV. In the past, we would have taken a very traditional approach to its development cycle and would have never brought this idea forward until we had passed all our requirements and ensured it was ready for the market. Today, we are taking a more proactive role in the vaccine's development cycle, and we are speaking openly about it with organizations like Global Citizen, which has the mission of eliminating extreme poverty from impoverished groups. J&J's involvement in these organizations has increased substantially given the new goals we have with our brand. We are now speaking openly about our challenges and inviting others to help us solve them, which is something we have never done before.



ANDREA BRIMMER
Ally Financial

Leaning toward purpose must be laser-focused. You can't believe in the golden rule if you don't live up to

the values of your brand.

Ally launched in the worst financial crisis since the Great Depression, when no one was begging for another bank. Certainly, no one was waking up in the morning exclaiming, "I can't wait to interact with my bank!" So we thought about how to be a better bank. We didn't start with research. Instead, our team talked as human beings at a business moment no one would ever forget. We asked: "What is fractured? What is broken? What don't we

Lessons on Driving the Purpose Process

- Company history and brand origins can play a critical role in beginning the purpose journey. However, it takes genuine passion to transform the purposeful message into actions.
- No one wants to hear about policies; it's about getting employees excited. Having them rally around one purpose is powerful. And the more they have a role in developing it, the more they will want to implement it.
- Purpose-doing is more important than purpose-saying. Each saying should be underpinned with a program of doing. It's a journey, not an overnight makeover.
- Brand purpose, particularly for B2B brands, often lies at the intersection of communicating why they are in business and how they help people overcome the barriers and tensions that exist in their work and culture. This intersection drives the adoption of purpose.
- There must be an authentic connection between the purpose a brand champions and the business itself.
- Today, stakeholders are no longer just consumers, but include the government, policymakers, industry professionals, and employees. A corporate brand needs to be meaningful and valuable to all these groups. Collaboration can make this possible.
- You must live up to the values of your brand.

like? And, most importantly, how do we solve for customer pain, whether it's talking directly to someone 24/7 about their account, de-jargonizing financial terms, or speaking to people like human beings?" "Ally" would come to be used both literally and figuratively.

I believe that purpose never leaves you when it's genuine. If it's authentic and born out of the brand, then you don't have to work hard for buy-in. Purpose has to be relevant to the customer, but it also must be a force with the company. The organization has to rally around it. Driving purpose underscores the importance of an engaged workforce and the actions of the organization.

Ally is based in Michigan. We moved 2,000 people to Detroit as the city was going through economic mobility to make it our headquarters. It was a huge expense and a 20-year lease, but it helped the younger generation understand the legacy of the city and the core values of Ally as a financial company. We committed to being a solution as part of Detroit's rebirth, and in doing so inspired our employees. That doesn't have anything to do with marketing, but everything to do with driving purpose.

CHAPTER TWO

MAKING PURPOSE A PRIORITY

More than 80 percent of consumers would be willing to pay more if a brand raised its prices to be more environmentally and socially responsible or paid higher wages to its employees, according to a consumer survey by Deloitte Insights.

Purpose has become a priority as customers seek to engage with companies that help them reach their goals or align with their lifestyle choices. This trend will only intensify as young people around the world grow up with a deeper commitment to that which is purposeful and meaningful to their lives. In fact, these consumers often only purchase products that directly support causes about which they care.

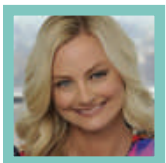
As generation Z (born between 1997 and 2012) enters adulthood, they will demonstrate an even more profound commitment to changing the world than their older millennial colleagues. Gen Zers expect companies to take a lead on key issues while helping them to reach their personal goals. This means that a majority will consider a company's purpose before deciding to work for an organization or before making a purchase.

Companies that don't make purpose a priority run the risk of not merely isolating the next generation but lagging behind as a business — or even failing entirely. Many companies that are on the cutting edge of exemplifying the purpose-led organization are now emphasizing how purpose in life and at work can intersect and ultimately create greater meaning for all. This is the greatest manifestation of making purpose a priority.

Shell has a long history of a dedicated, internal purpose program that works consistently with teams worldwide through

employee ambassadorship, personnel surveys, and deep individual connections. Shell now features its employees in ads running in the U.K. and the Netherlands to show how their early passions, educational preferences, or abilities to solve problems play a direct role in their drive and mission at work. According to Dean Aragon, CEO at Shell Brands International and global VP of brand, "How we serve articulated and unarticulated human needs and desires will cause ours to be a richer industry and enable us to do more for the world." ➔

Perhaps it's Tim Mapes, SVP and chief marketing and communications officer at Delta Air Lines, who states the personal priority of purpose most clearly: "Search your heart; be crystal clear in your beliefs and values. If they are not reflected in the company you work for, go and work for a different company. You can't be a world-class marketer if you represent a brand that doesn't reflect your values. That's no way to live a life. This is not a dress rehearsal. We have a capitalist society. Choose."



ALICIA TILLMAN
Formerly of SAP

SAP has always had a mission to help the world run better and improve people's lives.

Their customers are not only solving the practical challenges of business — running and optimizing more efficiently while saving costs — they are also looking for technology to help support their own purpose-driven agendas.

One of the biggest mistakes any organization can make when looking to infuse purpose into its narrative is to assume it's just a marketing initiative. If the first time that sales or HR hears about company purpose is during the rollout, you have a significant problem on your hands. Voices from across every department need to be included as early as possible, ideally in a conversational setting. Rather than approach counterparts with a fully baked plan, put the ball in their court: ask questions like "What role does our business have in solving this problem?" or "How are our customers innovating to fix that problem?" It gets them thinking about the bigger picture, and not just through the lens of how we need to be marketing this specific product or that hiring initiative. Once you have that foundation, it makes it much easier to tailor and tweak to fit departmental need.

But every business is unique, so it's difficult to say whether there's a set timeline that should be followed to the letter. Rather, the effort needs to be spent ensuring that the message is authentic and speaks to the everyday experiences of employees, customers, and partners. In today's landscape, where digital channels give customers an even greater voice, getting it wrong can have lasting consequences. Purpose-driven initiatives only work if they're a meaningful reflection of brand values, so being thorough is required.

PROOF OF PURPOSE

BD Advances the World of Health

Becton Dickinson (BD) is a business-to-business medical technology and device company that operates around the world and employs more than 65,000 people. In 2015, the 120-year-old company refreshed its brand and re-established its purpose. Today, BD's brand purpose is "Advancing the world of health."

BD's purpose is promoted in many ways across many channels. Video, written communication, brand ambassadors, and large employee events spread BD's commitment to advancing the world of health. These tactics are regularly refreshed to maintain a high level of cultural influence.

Another way that BD activates its purpose is through its commitment to supporting the United Nations' Sustainable Development Goals. The large global brand wants to help societies around the world progress, and its purpose and influence can create positive change.

The brand's purpose has served as its North Star over the course of its history. Through decades of product innovation, business model pivots, and new company culture initiatives, BD's purpose has maintained consistency and direction. For example, BD helps its employees live out the brand's purpose by facilitating service trips. Employees go to developing countries and help with projects related to health care systems and infrastructure.

BD leverages its commitment to purpose to drive preference across three key audiences.

- 1. Customer:** If a company's purpose is aligned with a customer's value, the interaction is not simply a transaction. The customer becomes proud to do business with you.
- 2. Partner:** Trade partners and business partners who are aligned around a shared purpose generate more fruitful business outcomes.
- 3. Employee:** Attracting and retaining talent is essential to building a long-lasting, successful brand. Cultivating a sense of purpose among employees can build loyalty and engagement.

SAP looks at prioritizing the purpose process from two perspectives: overall employee buy-in and C-suite and leadership team buy-in.

Both are critically important for ensuring that purpose is an integral part of the company. To help ensure buy-in from the large employee base, I spent my first few months as CMO of SAP in the trenches with employees around the world. I traveled to our global offices, attended many customer and partner meetings, and got to really understand how our purpose is influencing our operations. This type of ground-work is necessary to ensure that your purpose is not falling on deaf ears and will resonate with employees.

When it comes to getting buy-in from the leadership team, metrics and being able to show the impact purpose has on your company's bottom line are important. In addition to understanding the impact that purpose can have on improving society, the environment, and the economy, being able to clearly show the ROI will go a long way with the C-suite. Luckily, the business case for purpose is clear. ➔

Marketing does play a major role in showcasing SAP’s brand purpose and telling its brand story. Marketers have a responsibility to be the voice of the customer, and today, those customers want to know what a brand is doing to improve the world. We owe it to them to tell this story in an authentic and truthful way.

We also must ensure that purpose is embedded into everything we do as a company. It’s not enough to simply talk about purpose. We need to put that purpose into action. SAP is developing new initiatives while continuing to measure the ROI of these programs to clearly hold itself accountable. The company has also partnered with the UN to do its part to help accelerate the UN’s Sustainable Development Goals and give the company a framework by which it can track its efforts. When employees see this kind of commitment and the undeniable results, they tend to be more engaged.

Each one of SAP’s employees is responsible for embodying and enabling its purpose, as they often have the most direct line of communication to customers. The company wants employees to make decisions that are rooted in purpose. When evaluating the determinations in front of them, SAP hopes that they’ll always make the choices that are going to help the world run better. SAP knows that making the right decision is not always easy, but if employees use a framework that’s based on the purpose the company holds, it can stand behind its decisions, regardless of the outcome.

The company made its purpose message simple: SAP makes the world run better and improves people’s lives. This is a message that everyone can understand and stand behind. It transcends geographical and cultural boundaries and resonates with all 95,000 employees and over 413,000 customers around the world. Ensuring that your purpose is simple, while being true to who you are as a company, will result in it being embraced and consistent.



SIMON PERKINS
Orvis Company

When you present yourself as a purpose-driven organization, actions throughout the entire organization must align with your mission. Although we have a history in conservation, customers want us to step up for them in important ways, particularly in

What Other Leaders Are Saying



“In many ways, our purpose, as well as our brand promise and personality, helps to shape our role in society and furthers our new business model based on renewable energy. It is a value proposition about the conduct and culture of the business.”

— RAHUL MALHOTRA, head of brand strategy and stewardship at Shell



“Having purpose ensures consistency when opening sales conversations across markets. Having a strong narrative makes it easier for our employees to tell our story and ensures that our customers from across markets are exposed to the same messaging.”

— MIRELLA AMALIA VITALE, SVP of marketing, communications, and public affairs at the ROCKWOOL Group



“It’s in our brand purpose to be conveyors of conviviality, where the world will be a better place if we build bridges and unleash the power of human connections.”

— ANN MUKHERJEE, chairman of and CEO at Pernod Ricard North America



“Nothing makes a brand more human than viewing it from a sense of purpose — one that truly influences and shapes the future of the company.”

— DEAN ARAGON, CEO and global VP of brand at Shell Brands International

Alaska and in the Everglades. We had to wrestle with how we do advocacy. Up until now, we had pretty much restricted our role to financial and publicity support rather than taking a more editorial stance and making a statement.

Orvis has always believed that if we are going to benefit from our natural resources, we must be willing to take action to protect them. In the 1980s, Orvis pledged a commitment to nature conservation with a 5 percent company contribution. In 1991, the company established the Orvis Matching Grant, which encouraged customer participation and

CHAPTER 2: MAKING PURPOSE A PRIORITY

ultimately led to more than \$22 million in donations over the years. While the company continues these efforts, it has also taken on a bigger and more vocal role in environmental causes.

We filmed a commercial that encouraged the preservation of Bristol Bay, Alaska, the world's last all-wild salmon run, and stated the company's opposition to the Pebble Mine project. The goal for this stand was to serve as a conservation message, or a business message, and not a political statement. We know that a lot of our customers make a living from the mining industry or are believers in a strong mining industry. We are not opposed to mines. We're saying that we, as a business that supports 1,000 Orvis employees, have an obligation to ensure that our customers have places for recreation. We have a responsibility to protect the environment for the sports that we serve. We took a stance on why this particular mine posed a greater environmental threat than it did a business benefit.

Similarly, we took out a full-page ad in the *Miami Herald* that urged lawmakers to protect the Everglades, an ecosystem that supports

1.3 million jobs and represents \$109 billion to Florida's economy. But that ecosystem is collapsing, and Florida must act now to save it.

Orvis' purpose-driven initiatives resulted in 2018 being the company's most significant growth year.



VICTORIA MORRISSEY
Caterpillar

To make purpose a priority, don't underestimate how relevant, meaningful story-telling can affect all your stakeholders and become a champion for a unified purpose. Story is what a customer holds in their minds; it drives recommendation and loyalty. Data helps form a better story. It's a connected ecosystem, and this fundamentally changed Cat.

While you must understand the individual parts of your brand story, don't overlook the power and elegance of the whole. Customer segmentation can be very useful and very powerful, but it is designed to find the differences. Before you act on what is different,

PROOF OF PURPOSE

Unilever's Next Evolution of Purpose

Unilever began its focus on becoming a purpose-led company under the direction of CEO Paul Polman, well known as a leading crusader for business action on climate change and sustainable development. He helped to transform the sprawling, multinational manufacturer of Dove soap, Knorr bouillon cubes, Cif cleaning sprays, and Hellmann's mayonnaise into a responsible global organization that also benefitted from affiliations with social causes, such as improved hygiene or better access to toilets.

Now, Alan Jope, who succeeded Polman as Unilever CEO in January 2019, is increasing the purpose-led undertaking of the consumer goods giant. To set Unilever apart and combat what Jope calls "woke-washing" — the social responsibility equivalent of bogus "greenwashing" campaigns aimed at appearing environmentally conscious —

he has ordered executives to assign a clear, specific mission to hundreds of products, such as Tresemmé shampoo and Marmite yeast. Speaking at the Cannes Lions International Festival of Creativity in June 2019, he said, "We are committed to all our brands having a purpose. We will give them time to identify what this is and how they can take meaningful action."

According to Jope, aligning each brand with a specific concern, rather than a wider abstraction of purpose at the parent company, will reinforce credibility. The 28 brands Unilever counts as "purposeful" contributed almost two-thirds of revenue and drove 75 percent of sales growth in the first half of 2019. These included Dove, which focuses on improving women's self-esteem and has been celebrated for its "Real Beauty" campaign showcasing female bodies of all shapes and sizes; Lifebuoy soap, which teaches children handwashing techniques in emerging economies to reduce the five million premature deaths a year from infectious diseases related to poor hygiene; and Ben & Jerry's ice cream, which seeks to raise awareness about climate change with its Baked Alaska flavor. "If a brand can't find its purpose," Jope said, "we may sell it."



find a unifying principle that adds up to a greater whole. If marketers cling to what is different, they'll lose the ability to see overarching mindsets among miners, landscapers, and construction workers, for example.

If we don't find what unites, we can't tell a story at scale. And we lose the greater sense of purpose and humanity.



MINDY BARRY
Mars Petcare

Mars is a family-owned business with more than a century of history, so we have more freedom to connect with

longer-term commitments. And while we also believe that an initiative without real performance is meaningless, we also understand advocacy. Our Mars Five Principles — Quality, Responsibility, Mutuality, Efficiency, and Freedom — inspire more than 100,000 employees to create value for all our partners and deliver growth, of which we are proud, every day.

Mars Petcare US created the “Better Cities for Pets” initiative to help communities become more pet-friendly while advocating for fewer pets in shelters and more places for pets within urban areas, like dog parks and green spaces. We've found that helping cities to be more pet-friendly creates a healthier life for everyone. Without question, pets help people and cities thrive. It's been proven that pet owners have less depression, anxiety, and loneliness. Pets also get people outside for exercise and social contact, and they make neighborhoods feel safer and workplaces more fun.

We're certifying cities to recognize and celebrate those that have put programs and policy in place to make life better for people and pets. Currently, 25 cities around the U.S. have undertaken certification, and we're expanding the program internationally, as Mars operates in 80 countries.

Mars Petcare is dedicated to one purpose: “A Better World for Pets.”

Lessons on Making Purpose a Priority

- Find principles that inspire employees and make them proud, so that they can create value for all constituents and deliver growth.
- Understanding how purpose in life and at work can intersect and create greater meaning is the new frontier for many purpose-driven companies.
- One of the biggest mistakes any organization can make when looking to infuse purpose into its narrative is to assume it's only a marketing initiative. If the first time that sales or HR hears about company purpose is during the rollout, you have a significant problem on your hands.
- Marketing plays a major role in showcasing brand purpose and telling a brand story. Marketers have a responsibility to be the voice of the customer, and today, those customers want to know what a brand is doing to improve the world.
- Making the right decision is not always easy. However, if employees use a framework that embodies a company's purpose, the organization can stand behind their decisions, regardless of the outcome.
- Why is purpose a priority? We must leave the world a better place than how we found it.



MANOS SPANOS
Formerly of Danone
North America

Danone's “One Planet. One Health” mission means that the company is committed

to bringing health through food to as many people as possible. This is a powerful idea that is internalized and advanced by all within the company, including the C-suite, employees, retailers, farmers, suppliers, NGO partners, and the people who buy and consume Danone products.

Within the marketing department, it is understood that purpose must be a priority, but they have also seen how it acts as a driver for growth, even when growth is difficult. In fact, Danone's marketing team believes that the Four Ps of marketing today are people, passion, purpose, and positivity. Marketing needs to stand for positive change within the organization; you have to innovate to make any brand program doable.

Danone also knows that the more people who join its quest for “One Planet. One Health” within the company or as customers the more good can be done, especially at a time when every dollar counts.

CHAPTER THREE

PARTICIPATING IN THE PURPOSE PROCESS

Purpose-driven companies embed their unique *raison d'être* in every action, aiming to have an enduring impact on people's lives by occupying a meaningful place in the hearts and minds of all their customers.

Ideally, purpose guides everything they do:

- Forging new paths
- Making significant business decisions
- Hiring new talent
- Connecting people across siloed parts of the organization
- Determining strategies for customer engagement
- Cultivating a diverse culture
- Defining and redefining a brand's place in the world

To achieve this, though, there needs to be consensus and clarity of mission that involves employee participation, full-scale C-suite commitment, and endorsement from all stakeholders.

As brands transition from the Attention Economy to the Emotion Economy, they are placing greater emphasis on elevating the human experience and tapping into customers' feelings. Perhaps one of the most telling signs of the Emotion Economy is the purpose-driven brand. While brands today need to establish their own means for making a difference and contributing to what matters most to their customers, people care about a holistic relationship with brands and businesses.

The purpose-driven brand is, unquestionably, at the center of this new dynamic. ➔

28

Percentage of CEOs who are integrating purpose into their decision-making and strategy

— BRANDPIE



MANOS SPANOS
Formerly of Danone
North America

Danone’s mission of “One Planet. One Health” is driven by employees, and not just the marketing team. Research and innovation, sustainability, finance, scientific affairs, communications, and brand marketing are all part of the collective team dedicated to developing programs and implementing projects that contribute to this mission. This is then supported by Danone’s retailers, farmers, suppliers, and NGO partners.

The action behind the mission is what makes the company’s brands a force for good. Danone works to make One Planet. One Health a reality every day for its brands and business, but also throughout the collective team:

- When Danone applied for B-Corp status, it was expected to be a three-year journey. Employees were so excited and motivated by the commitment that Danone was able to accelerate the process, becoming certified in one year.
- During the UN Climate Week, global CEO Emmanuel Faber wore a “Stubborn Climate Activist” T-shirt to exhibit passion and commitment to planet health as an individual, but also on behalf of the company. This act inspired employees across the organization to start a movement. It quickly transformed into an internal company challenge, where employees could voice their intention and act for planet health to receive a T-shirt and tag a friend to participate.
- Danone listens to its employees and knows which causes and issues they are passionate about. Most recently, Danone achieved a “Triple A” score for climate change from the CDP, an international nonprofit charity that helps investors, companies, cities, and states to measure and manage their environmental impacts. Danone was proud to be one of just six companies in the world to achieve this score among more than 8,000 assessed, and the company knows its employees feel pride and passion when it comes to these environmental efforts, fighting deforestation, and protecting water cycles.

Danone’s C-suite is passionate about how it can strengthen its business as well as its collective ability to use business as a force for good. It is ingrained in the company’s brand manifestos and culture.



RAHUL MALHOTRA
Shell

We live our purpose through story-doing, not storytelling. We will accomplish something first, then encourage people to talk about it. We inspire action, because it is part of our DNA as a company and helps us to be our best. Our stakeholders are a big part of this. Our job is to understand their needs and expectations.

Each year, we reach out to 600 employees, from Australia to Chile, in a wide cross-section of positions throughout our varied operations. We ask them two simple questions:

- Why did you join Shell?
- When you retire, what will you leave behind as a result of your work here?

These are very emotional, intensely personal questions for people. They enable our employees to easily understand the depth of our commitment to making positive change in the world with their help. Their stories also tell us some key truths about our company. We have now collected thousands of these remarkable outpourings that reflect our employees’ connections to the company and their expectations of a changing world, Shell’s role within it, and their personal desires to not merely succeed within an organization, but to make a difference and even leave some legacy, large or small.

This has proven to be very powerful, and it is just the beginning of Shell’s process to ensure that a clear sense of purpose permeates the company. In addition to strong C-suite buy-in, we encourage employee ambassadorship.

Next, all employees are asked if they are moving ahead with the purpose commitment of the company. The results are measured throughout 45 individual business groups and shared with each company chair and executive vice president. The process has been very successful. This has also led to our creating our own playbook as a six-step process to embed through all divisions of the organization. We call it “I Love It and I Live It.” The very dynamic process is designed to touch the hearts and heads of our employees, stimulate their personal ambitions, and create the purpose-driven leaders of tomorrow.



VICTORIA MORRISSEY
Caterpillar

While it ordinarily takes a village to sell a marketing concept to engineering, our brand purpose effort was the easiest thing my team ever sold to management. “Let’s Do the Work” has become an enterprise anthem. Marketing started with the needs and challenges of Caterpillar’s customers, who shared the same life-work ethics as the company.

We spoke with 5,000 current and potential Caterpillar customers in 22 countries within 14 segments. Instead of surveying them about their behavior, we focused on their attitudes, perceptions, and beliefs to determine how customers wanted to be interacted with. This would ultimately determine customer behavior. By questioning existing assumptions about our customers, we were able to build a better roadmap for how to effectively engage with them.

However, I admit the biggest challenge is the humility that is necessary to turn our brand over to our customers, and to truly connect with them on a regular and relevant basis. It’s very hard to walk away from short-term sales numbers and short-term expectations. The biggest obstacle will be a shift of mentality from being an engineering R&D company to being a customer-centric company because we owe our customers the solutions to their problems.



MINDY BARRY
Mars Petcare

At Mars, purpose is deeply embedded across all business segments globally. It doesn’t matter your role or position, you must contribute. The world we want tomorrow starts with how we do business today, and I ask daily what this means for me and my business unit to create a better world for pets. Certainly, our employees can bring their pets to work, but most go beyond their day-to-day duties by volunteering to build dog parks or animal shelters. A sense of purpose matters to our staff members, and we encourage everyone to get involved. And these activities fuel high engagement among our teams.

Two recent initiatives meant a lot to our Petcare group and the human and animal communities they serve:

Superpower Dogs. The IMAX film and educational experience celebrates the amazing true stories of dogs with extraordinary abilities who save lives and make the world a better place. Dogs have been helping humans for tens of thousands of years. And as more people recognize how pets make our world a better place, it was time to bring the extraordinary abilities of dogs to the screen. As the presenting sponsor of *Superpower Dogs*, Mars Petcare is providing museums and theaters with a variety of educational materials from its various programs and brands on the science of dogs, the importance of responsible pet ownership, and how to help end pet

Consumer Demand for Meaningfulness

A study of the top 500 companies in the U.S. showed how those that are organized around a higher moral purpose and seek to make a difference in society perform better than more traditional companies. Over 15 years, purpose-driven companies provided a return to their shareholders that was 14 times higher than the average business, and they also outperformed the average business in the short and medium terms.

Consumer demand for meaningfulness is reflected in employees who demand precisely the same in their workplace as in the content and purpose of their work. A major study by McKinsey shows that employees who consider their work meaningful are up to five times as productive as those for whom work is merely satisfactory. Similarly, studies show that employees who perceive their work as meaningful are 30 percent more innovative, 90 percent more engaged, and 40 percent more loyal (in terms of retention) than employees who do not consider their work meaningful.

Further, from all the MQ analyses (an analysis of personal needs and their fulfillment) that Voluntas has conducted since 2016, we have found that employees with a higher than average meaningfulness score report 24 percent lower levels of unbearable stress and significantly fewer sick days. The more meaning in our work, the higher the productivity and profitability, and with relevance for the “idealistic,” the higher the quality of life.

— From the best-selling book *One Life: How We Forgot to Live Meaningful Lives*, by **Morten Albaek**, executive chairman of Voluntas



Getting your employee base to embrace your purpose can change your entire company and unlock the next generation of growth.”

— **NORMAN DE GREVE**, CMO at CVS Health

homelessness, including WALTHAM Centre for Pet Nutrition, Banfield Pet Hospital, and Better Cities for Pets.

- **The Lion’s Share Fund.** This Mars-led initiative, in partnership with the United Nations Development Programme and FINCH production company, is meant to improve wildlife conservation by asking advertisers to direct some of the money they spend on ads featuring animals to protecting them. As many as 10,000 species a year become extinct due to human activity — around 1,000 times the natural rate. So Mars’ ambition is to use our creativity to help save the animal kingdom. We are asking advertisers to direct just 0.5 percent of their advertising budget to The Lion’s Share Fund. At the

outset, seven of world’s biggest companies and more than 50 brands answered our call to set us well on our way to reaching \$100 million each year.



ANDREA BRIMMER
Ally Financial

As an online-only bank, our customer service associates are an essential part of the customer experience, and their participation in our purpose and our “Do It Right” philosophy occurs every single day. We understand the importance of the human element when you call Ally Bank. Our “Banksgiving” campaign highlights the great work by our team in taking care of our

PROOF OF PURPOSE

How Three Companies Involve the Customer in the Purpose Process

Apparel and beauty companies, often criticized in the past for being “wasteful,” are now making great strides in becoming more environmentally friendly and driving participation in the purpose process through both consumers and employees. Their examples serve as valuable lessons for all types of companies that want to build stronger customer connections by enabling meaningful contributions.

Patagonia is as well known for built-to-last clothing as it is for environmental advocacy. An outdoor leader in recycled nylon and polyester fabrics, Patagonia launched Worn Wear in 2017. The company describes Worn Wear not as a recycled clothing line but as “a set of tools to help our customers partner with Patagonia to take mutual responsibility to extend the life of the products Patagonia makes and customers purchase.” This set of tools includes resources for responsible care and repairs, trade-ins for store credit, and options for reuse through redesigned clothes literally diverted from landfills.

Apparel statistics demonstrate that using and maintaining clothing for just an additional nine months will reduce carbon, water, and waste footprints by 20 to 30 percent.

Women’s clothing manufacturer **Eileen Fisher** is an industry leader in ethical and sustainable fashion, and its efforts have made employees proud while keeping customers loyal. The company believes social and environmental injustices are a reason to do business differently, and it carefully oversees its supply chain to ensure fair working wages. Among its fashion-forward offerings is a stylish, water-resistant trench coat made

from recycled plastic bottles. An informational clothing tag helps both staffers and customers learn that recycled polyester keeps everyday waste out of landfills and has a low ecological footprint. More importantly, it’s part of the company’s purposeful commitment to change the way clothing is made and purchased, which delivers on what customers believe is important.

Like Patagonia, Eileen Fisher offers Renew, a take-back program that gives its clothing a second life while underscoring the apparel maker’s commitment to circular design. Customers are encouraged to return any unwanted older pieces to a retail store to receive a credit. The company either finds the items another home through Green Eileen initiatives or turns them into entirely new designs. According to Eileen Fisher, “Making clothes is a lifetime commitment.” But the company also understands the importance of a lifetime commitment to their customers, and they’re happy to involve them in both the sustainable fabric education process and recycling participation.

Direct-to-consumer beauty brand **Paula’s Choice**, founded in 1994 by Paula Begoun, has always been ahead of its time. Available as an online-only brand long before the surge in D2C lifestyle products, Paula’s Choice has embraced a “Good for your skin. Good for our planet” stance. The company’s commitment to sustainability is translated into three pillars: being a good neighbor, supporting its staff, and doing its part to keep its packaging out of landfills.

Paula’s Choice partners with TerraCycle, the private U.S. recycling business created



to collect non-recyclable waste. TerraCycle offers free recycling programs to consumers, funded by brands, and partners with corporate donors or municipalities to turn these non-recyclables into raw material to be used in new products.

Paula’s Choice understands that reducing waste and minimizing one’s carbon footprint matter to customers, employees, and the planet. Yet the company also knows that when things are made to be easy, the rate of consumer interest and success is much higher.

To recycle the company’s empty containers, which may not be accepted at standard recycling stations due to color or mixed materials, customers simply have to sign up online to print a free mailing label. The empty containers can also earn rewards for schools or nonprofit charities.

Involving the customer in the purpose process matters, but so does the ease of that process.

most important asset, our customers, but it also shows what happens when you empower employees to live your values, particularly when they are a reflection of *their* values.

At Ally Bank, nearly every customer service call ends with the same question: “Is there anything else I can help you with today?” As a company that obsesses over its customers, we asked what would happen if, during a season of giving, we were able to go above and beyond to deliver what our customers wanted on a personal level.

During a single day in early November, in both 2018 and 2019, Ally went one step further in showing it is not just business as usual when customers answer that basic question. The Banksgiving campaign granted wishes big and small, from \$25 gift cards to \$55,000 to help a customer who helps others.

We took our customer-centric approach a step further than usual to demonstrate to our customers our interest in them and the things they care about. We had a great time surprising these customers and putting a big smile on their faces during the holiday season.

Giving back isn’t a one-day event at Ally; it is an inherent part of the company culture. Ally designates the entire month of November as Giving Back Month. Across the country, Ally employees are out in the communities where they live and work, volunteering and donating to important causes. In fact, Ally takes giving back so seriously that each employee is offered eight hours of personal time off every year to volunteer for a cause close to them. The charity also receives a \$25 donation for each hour volunteered. In 2019, Ally employees volunteered more than 17,000 hours and the company donated \$800,000 through this program.



SIMON PERKINS
Orvis Company

It’s often said that good ideas can come from anywhere, or anyone. Our employees, particularly our customer-

facing retail teams, have provided many innovative solutions for us, because they understand the Orvis ethos and feel free to make relevant suggestions.

For years, we had a tuition-based fly-fishing school and shooting school. It was a three-day program, fairly expensive, and only available at our headquarters in Manchester, Vt. One day, one of our store managers came up with

Lessons on Participating in the Purpose Process

- Employees today want to work for a company that is doing good in the world. It’s a motivational factor: employees want to know that they are helping to enact change. Plus, these employees are more likely to rise to senior level roles, be net promoters of their organization, stay longer, and have strong relationships with their colleagues.
- Ask your employees what matters to them. Their stories tell key truths about the company and their expectations of a changing world, as well as their personal desires to succeed within an organization, make a difference, and even leave some legacy, large or small.
- Listen to employees and know which causes and issues they are passionate about. Also watch for which initiatives cause them to feel pride in the organization. Keep in mind that a good idea can come from anywhere or anyone.
- If purpose is deeply embedded across all business segments globally, employees feel they are contributing to the greater good.
- When employees are excited and motivated by a commitment to purpose, achieving goals or creating growth can be more easily accomplished.
- Involving customers in the purpose process is important. It allows brands to build stronger customer relationships by providing opportunities for meaningful contributions that matter. Purposeful customer involvement works best when that process is easy.

the idea of a free Fly Fishing 101 program. We tried it. The concept took off like wildfire and has become a big part of our offerings. In fact, we’ve expanded upon his idea.

The sport of fly fishing is only as good as the access and the resources are. Crowding more people onto already crowded streams is not in our interest. We can’t expand the sport unless we expand the resource. And thanks to organizations like Trout Unlimited, we can honestly say that there are more places to fly fish today than there were 20 years ago. We need our focus on conservation and purpose if we want to keep expanding the sport.

We now acknowledge how old barriers must be broken, because not everyone feels welcome to the sport. Fly fishing was largely a man’s activity, but again, we listened to our customers. Today, our goal has transformed to “50-50 on the water,” an equal balance of men and women. The industry has changed rapidly to meet the needs of women. Through nonprofit initiatives, education, and a thirst for adventure, the inclusion of women has happened quickly. In fact, at Orvis, sales of women’s fishing gear is up 44 percent, and that’s an increase over the prior year when it was up 88 percent. We didn’t start by saying, “Let’s make more money from women in fly fishing,” but simply listened carefully to the interests, needs, and intentions of the customer.

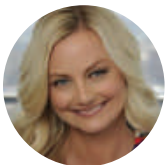
CHAPTER FOUR

THE ROLE OF COMPANY CULTURE

Company culture might be best described as the shared ethos of a corporation. It's an expression of how employees feel about the work they do, the values they embrace, and perhaps most important, where they see the company going and how their work will accomplish those goals. Together, these attributes represent the character, or culture, of any organization.

It's little wonder that purpose factors so prominently in company culture. From influencing corporate results to recruiting talent to supporting employee enthusiasm, company culture matters, particularly when the average American spends at least one-third of his or her life at work.

When aligned with company culture, employees enjoy their time in the workplace, feel their efforts are making a larger contribution, and find themselves to be more productive. Purpose can literally super-charge this enthusiasm to the benefit of the individual, the corporation, and all intended outcomes. ➔



“From a business standpoint, it’s not surprising that purpose has risen to the forefront. It’s a hypercompetitive market, so brands need to go deeper than just product value to connect with customers. There has to be an authentic connection between the purpose a brand champions and the business itself.”

— ALICIA TILLMAN, former CMO at SAP



KAREN QUINTOS
Dell Technologies

We are in a period of unmatched advancement, from life expectancy being the highest ever to poverty

dropping to a record low of 10 percent. There is no question that technology has played an important role in achieving these goals, but we have so much more work we need to do.

Our stakeholders, including current and future employees and customers, are prioritizing social impact at an unprecedented rate. This is a core expectation on whether they decide to work for us, or whether they decide to advocate on behalf of Dell.

Seventy-six percent of millennials now decide whether to work for a company based on the organization’s social and environmental commitments, which is a contributing factor that led Dell to form its 2030 moonshot goals.

We surveyed 150,000 employees to see what their priorities were, cross-matched them with ideas from other stakeholders, analyzed what these goals would look like at scale, and narrowed it down to sustainability, inclusion, ethics, and privacy.

Dell was the first technology company to launch unconscious bias training and development. And we started nearly 10 years ago.

You have to look for people who are making the commitment, but at the same time are driving the programs either internally or externally to make the environment a place where people of any ethnic background, gender, or age feel like they can be successful.

While setting numbers and goals are nice, nothing is going to change if the company doesn’t change its own culture to reflect its initiatives.



SARAH COLAMARINO
Johnson & Johnson

Shaping cultural values as a long-standing credo, is integral to how you look at yourself and

run your business. However, we can’t do this alone; partnerships are essential. We believe in the “collective we,” and this gives us the ability to be perceived in a more sincere way.

We want to be known for our mission to blend heart, science, and ingenuity to profoundly change the trajectory of health for all humanity. We want this to be reflected

PROOF OF PURPOSE

Corporate Culture Drives Purpose-Led Decisions at Vodafone

British multinational **Vodafone**, one of world’s largest telecommunications companies, has a clearly stated purpose: “We connect for a better future.” The company’s expertise and scale provide an opportunity to drive positive change for society through its belief that technology and connectivity can enhance the future and improve people’s lives. Vodafone aims to build a digital society that enhances socio-economic progress, embraces everyone, and does not come at the cost of the planet.

This clearly stated purpose and the acts of the Vodafone Foundation for the past 28 years through charitable giving to improve the lives of people in communities where Vodafone operates have proven inspirational to employees and a strong source of Vodafone’s vibrant corporate culture.

Interestingly, the same unifying strength of culture is also shaping how the company is now responding to current business and societal issues through the creation of Vodafone Business Ventures, a division of Vodafone Business, which serves commercial customers of all sizes.

Understanding that corporate philanthropy has its limitations, Vodafone was driven to find a mechanism that provided the space to innovate while using its channels to scale and achieve sustainability.

According to Louise Hughes, global marketing lead at Vodafone Business Ventures, “We focus on building solutions that have a positive impact on society, using innovative technology. Our purpose is to change lives for the better, with a particular focus on health care and education, empowering those with less access to technological resources. Through Connected Education, we bring digital learning to the home or classroom, wherever it’s needed across the world, and through Connected Living, we support people with care needs, whether they live independently or in assisted living, by monitoring their environment or communicating with caregivers. We work alongside Vodafone Business, which gives us access to the ready-made go-to-market channels in each country and a wide set of industry leading products.

“We have an important role to play in helping to create a digital society. Digital services, like the ones we provide, are quickly becoming the new engines of growth. However, as digitization dramatically increases the rate of change and pace of innovation, it can also widen existing divides in our communities. Therefore, it is our goal to democratize digitization, making technology truly accessible to everyone while being more mindful of its impact on our planet.

“Today, we are facing one of the biggest socio-economic crises of this generation, which will hit certain groups in society disproportionately. We need to focus on harnessing our innate capabilities for creating a better, inclusive future. As a purpose-led organization, there is a clear role for Vodafone Business to play. Not just showing our value to our shareholders, but to our customers, employees, and communities within which we operate.”

“AS A PURPOSE-LED ORGANIZATION, THERE IS A CLEAR ROLE FOR VODAFONE BUSINESS TO PLAY. NOT JUST SHOWING OUR VALUE TO OUR SHAREHOLDERS, BUT TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES WITHIN WHICH WE OPERATE.”

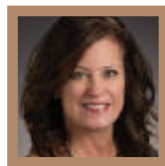
— LOUISE HUGHES

throughout our entire business and aim to stand for a “total approach to health.” We are focused on holistic health and transforming the world for the better.

The barriers along this journey include getting everyone on our team to understand our purpose and values and introducing this new ambition to think much more broadly about the nature of health and applying this across business lines.

When I started in this role, we were doing more traditional brand campaigns like corporate sponsorships and ads. However, our brand needed to stand for something deeper. My role has evolved into developing strategies that ensure our brand is a part of the fabric of the company and has relevance to multiple stakeholders, not just our traditional consumer base. I needed to focus on strategies that ensured J&J was relevant to society and embedded in our culture.

For example, we are partnering with NGOs, universities, and other collaborators to make life-changing global initiatives. We also subscribe to the philosophy of “Big for Good” — the strength and power of a large organization can be a good thing when it is used the right way.



VICTORIA MORRISSEY
Caterpillar

We’re a very consensus-driven organization, purposely moving toward a decentralization of the corporate structure, so that bodes well for sharing our brand definition and purpose. When we got a cross-functional group of about 20 people into the initial workshop, it was shocking to me how quickly people aligned around some of the answers to questions like “Why do we exist?” and “What’s our purpose?”

When I started to share that with members of the executive office, peers in corporate communications, dealers in China, and so on, the unanimous feedback was, “Absolutely, I can see myself in that.” So we knew we had

How to Get Employee Support for a Company’s Brand Purpose

If the organization really is purpose-driven, then decisions about recruitment, promotion, demotion, and dismissal ought to be based on whether the individual applying for a job, looking for promotion, or staying in the company is driven by the same purpose as the organization.

Before assessing their technical and professional skills, you should consider whether they truly believe in the company’s purpose, and are able to live by and implement it. The next step is to determine whether they possess the requisite technical and formal skills. Usually, that is not what happens. In most cases, people only look at the applicant’s technical competencies — the specialist knowledge that the organization needs. If they have them, they’re in.

The same thoroughness is rarely brought to bear on whether the candidate’s humanity, mentality, idealism, and ideology resonate with the organization’s purpose. We usually hire people because of their technical and professional potential, not their human potential to achieve the company’s purpose. Not only does this dilute the purpose and make it superfluous, but it is also inefficient and unintelligent.

If you want the recruitment process to be a success based on whether the successful applicant performs to the best of their abilities, the individual concerned must thrive in the job. As we have established, personal well-being is inextricably linked to the meaning in our jobs. The individual concerned must be able to see a more profound and higher purpose. Hiring someone who doesn’t believe in the organization’s work, direction, and overall purpose is simply absurd. Imagine, for example, an atheist trying to become a member of a religious community. It just doesn’t make sense.

So, if an organization wants to create something sustainable, then its purpose must also serve as its primary organizing principle. The best strategy is to hire and retain employees who believe in its purpose.

— From the best-selling book *One Life: How We Forgot to Live Meaningful Lives*, by **Morten Albaek**, executive chairman of Voluntas



Purpose is the hallmark of any great organization and provides the guardrails that can help govern how a company behaves.”

— MICHELLE PELUSO, chief customer officer at CVS Health



come across what was truly at the heart of the brand. The power of a brand is understanding why it became important in the first place.

So the next step is building out the framework that my business units can use when they work with their agencies to make sure that it all looks like it connects.



ANDREA BRIMMER
Ally Financial

If you don't have a good company, then you can't have a true purpose that will resonate with customers and

the world. Culture matters and comes first. We had to fix ours, to show what we were capable of, before we got to a point where we could talk about our higher-order purpose. That was our CEO's first plan.

People want to work at a company where values are important, and they align with the way things are done. Companies need to do good in the world. It isn't enough anymore to just make money and take money; companies should have a purpose, and leaders need to drive this purpose.



SIMON PERKINS
Orvis Company

Part of our company's mission statement is: "We dedicate ourselves to personal responsibility in our own lives, and

our collective efforts to the restoration, enhancement, and ultimately the long-term protection of these last great wild places."

When talking with the Orvis associates, it sometimes felt like there was a big gap between their specific jobs and the loftiness of a mission statement. Now, though, with our purpose-led principles, we talk about how our employees are doing more than just fighting for a bigger piece of the customer's credit card — they are working to do greater good for the outdoors. Orvis, through the appeal of its brand and its actual contributions, volunteer work, and advocacy commitments, can accomplish that mission. We're not perfect. We're still finding ways for our associates to feel that the company is driving that mission and there are ways they're doing something personally. There's more work to do here, but our intention is to make it happen, and employees can sense that.

Lessons on the Role of Company Culture

- People want to work at a company where values are important and they align with the way things are done. Companies also need to do good in the world. It isn't enough anymore to just make money and take money; companies should have a purpose and leaders need to drive this purpose. Culture makes a huge difference and is critically important.
- If you're not a good company, then you can't have a true purpose that will resonate with customers and the world. Culture matters and comes first. You must improve culture before you can authentically talk about a higher-order purpose. Often, it begins with being a priority for the CEO.
- It's important to develop strategies that ensure a brand's mission is a part of the fabric of the company and has relevance to multiple stakeholders. This means getting everyone to understand purpose, values, and a new ambition to think more broadly. Only then can you realign a business and ultimately transform the world for the better.
- Company culture has a significant role to play in driving purpose. Perhaps more specifically, culture and purpose are mutually reinforcing. A big part of purpose's strength is that it embodies in just a few words the essence of culture.
- When companies empower their teams to contribute to larger issues, it integrates doing good and doing the right thing into the company culture.
- Culture evolves. Always. Intentionally or unintentionally. It is the role of leaders and all participants to be intentional about maintaining a vibrant culture.

Aligning Purpose with Culture

An Internationalist Insights Survey conducted in August 2020 among marketers worldwide on the evolution of purpose showed that over three-quarters of respondents (76 percent) believe that corporate culture and purpose are closely aligned. As with all surveys, the optional comments provided interesting support of the results:

- "Corporate culture and purpose should be aligned. It would be absurd to say my purpose is 'X' and then foster a culture that is either anti-'X' or 'Y'-oriented."
- "If the culture has not been aligned with purpose, then there is a problem that needs to be addressed."
- "If a corporation's culture is radically different from its business/brand purpose, this will be found out and commented/acted upon."
- "For the best companies, the two go hand in hand... inside and out."

The survey also asked whether corporate culture would erode in a work-from-home world without physical collaboration among employees. While only 21 percent of respondents believed that culture would erode in the new remote workplace, the optional comments, again, were insightful and speak to the optimism of marketers:

- "Culture won't erode if companies focus on new ways to engage colleagues in a meaningful way. This may be an opportunity to develop a stronger culture and get rid of old-fashioned stereotypes or a 'that's how we always did it' mentality."
- "I don't think physical space drives culture. It is actions and behaviors and the values of the organization that matter more than employee location."
- "To some degree it will erode, but culture is what you make of it. With attention, a new corporate culture can be built."
- "Culture evolves. Always. Intentionally or unintentionally. It is the role of leaders and all participants to be intentional about maintaining a vibrant culture."

CHAPTER FIVE

ENSURING THE ENDURANCE OF PURPOSE-LED INITIATIVES

People now expect brands to be both transparent and resolute in their beliefs, genuine in their intentions, and reliably consistent in their actions. That's no easy task, which makes it more important than ever to align all strategic decisions across an organization through the lens of purpose.

Virtually every business was founded with a core purpose. Ensuring that it is meaningful today and resonates with contemporary consumers means revisiting a company's underlying DNA and developing it to embrace all stakeholders. A clear purpose is more than an identity; it's an inspiring set of values that explains why an organization exists, what it can offer or solve, and how it interacts with and supports society.

A meaningful, authentic, and customer-centric purpose is differentiated in peoples' minds in a way that's impossible for others to imitate. Companies that lead with purpose and build around it can achieve continued loyalty, consistency, and relevance in the lives of consumers.

While not every organization views purpose as an all-encompassing ideal, those that fail to identify and convey their purpose may survive in the short term but not over time, given today's greater demands on brands and corporations.

However, one critical factor that separates purpose-driven businesses from the rest is longevity. Plainly put: meaningful brands endure and others do not.



TIMOTHY MAPES
Delta Air Lines

Our purpose is to connect the world. We are a service business with a service ethos. Our customers, throughout

their lifetime of flying, should experience the values and consistency of our brand. We understand that purpose and "doing the right thing" are particularly important to our generation Z customers and employees. Delivering for them means enabling future generations to take the Delta brand to higher places.

Getting 75,000 people in 60 countries to be dedicated to the nobility of service is not an easy task. We are a brand that believes in empathy, humanity, and serving others. We attract people who understand those

principles and are motivated by them, which means that our customers experience the sincerity of our employees' dedication and their humanity. We have people who entrust their lives to us, which means we also maintain a conviction about their safety.

Delta is concerned about what matters in the heads and hearts of millions of travelers. While we aim to express warmth, caring, and hospitality, our challenge is doing it at scale, over and over again. We don't monitor the captain or the gate agent to see if they're living up to our values, but we do ask our employees to listen, respond, and listen again when they interact with our customers. Why is this so vital? We express this straightforward concept as *Listen* to what a customer is really telling us; *Respond* by addressing their concerns uniquely, while also striving to provide

Power of Purpose

Executives surveyed in an EY and Harvard Business Review study said:

89%

A STRONG SENSE OF COLLECTIVE PURPOSE DRIVES EMPLOYEE SATISFACTION

84%

PURPOSE CAN AFFECT AN ORGANIZATION'S ABILITY TO TRANSFORM

80%

PURPOSE HELPS INCREASE CUSTOMER LOYALTY

answers that are simple and more convenient; and then *Listen* again to be sure we got it right.

If your beliefs and values are not reflected in the company you work for, go and work for a different company. You can't be a world-class marketer if you represent a brand that doesn't reflect your values. That's no way to live a life. I've been at Delta for 28 years. Perhaps that says it all.



ANTHONY FARINA
CSL Behring

All good outcomes begin with great people. At CSL, a leading global biotechnology company focused on the treatment of rare and serious diseases, we believe people are our greatest assets.

The communications function leads the global brand positioning at CSL, which employs more than 25,000 employees in over 60 countries. Our communications employees are on the front line executing the strategy across the business, despite different cultures and languages. We weave our corporate brand into every communications opportunity and message. It dictates which stories we tell and how we tell them. Our mission is to engage with patient communities in ways that go well beyond providing product. We want to help them in their search for a diagnosis, therapies, or even advocacy. More important, we want to increase not just a *share of voice* but a far broader and more meaningful *share of life* with the patients and the families who rely on us.

But you can't transform communications in an organization without the unwavering support of the CEO and entire C-suite, known as the Global Leadership Group at CSL. Senior leaders have been exceptionally supportive of our communications and brand efforts from day one. They understand and support our strategy with regard to developing, launching, and reinforcing the company's global brand positioning: "Driven by Our Promise."

While the communications function owns the company branding work, from the beginning we engaged and collaborated closely with other functions, including commercial development, commercial operations, human resources, and research and development, to understand their business needs. Their feedback and steadfast support absolutely guided the brand positioning, allowing us

Create a Shared Purpose Built on "Brand Belonging"

Consumers today aren't making decisions solely based on products or price. They are evaluating how a company acts and how it represents its values. In Accenture Strategy's recent report based on a global survey of almost 30,000 consumers, it astutely identified an opportunity for companies to foster real connections with customers. The report highlighted that "meaningful relationships shift the customer dialogue from *Give me what I want to support the ideals we believe in*. In other words, long-lasting relationships are grounded in a common purpose and built around a collective sense of "brand belonging."

Customers are seeking this kind of belonging in a world that can feel increasingly divided and lonely, despite our constant digital connectivity. People now put more trust in businesses than in governments, according to global data from Edelman. Nearly three-quarters of respondents (73 percent) believe companies can take actions that both boost profits and improve economic and social conditions for their local communities, and 76 percent said CEOs should take the lead on change — on issues such as equal pay, discrimination, and the environment — rather than waiting for governments to implement it.

While this is exciting news for companies, it comes with a great deal of responsibility. Your customers are putting their faith in you, and you have to live up to their trust. How will you choose to use that power? One way is to create a shared purpose.

So before you dash off a superficial CSR effort, take the time to think through your company's purpose in a genuine way. What do you stand for? Why are you here? How are you making people's lives better? And how are you engaging your customers to be part of it?

When you live by your purpose and communicate it clearly, you draw your customers in to become enthusiastic participants and ambassadors. And by nurturing this shared purpose, you will start to become part of your customers' lives and earn what Vertic has called "Share of Life." This is more than simply developing a relationship between a brand and a customer. It strives to ensure that such a relationship will potentially last a lifetime and is not just linked to a product or service. Consider Share of Life a paradigm shift taking place at the heart of brands within a digital-first age, moving from what brands had traditionally known as "one-to-one" communication toward a "one-with-one" mentality. We're now experiencing a dramatic evolution of how brands and customers interact, more directly and even more intimately. Understanding that purpose should be lived with your customers is what makes companies like Patagonia and Warby Parker stand out.

With a Share of Life mindset, your customers will embrace your purpose as their own, as you work together toward the same vision for the future.

— Courtesy of **Sebastian Jespersen**, CEO at Vertic and author of *The Battle for Share of Life*.

to secure early and enduring buy-in from colleagues around the world.

We were careful to give senior leaders the right level of support and tools to reinforce CSL's global brand with their people along the journey. We provided leaders with a toolkit of materials they could use to help reinforce the brand within their functions. We learned their communications styles and played to their strengths, encouraging them to identify and publicly appreciate employees who were living out our corporate brand. ➔

While it is challenging to place a specific timeline on developing an industry-leading global brand from the ground up, for us, our three-year build was effective and provided sustainable results. We were honest up front that we were on a journey, not a sprint, and we had something new to show at key points in the timeline.

In three years, we delivered a brand purpose that included:

- Building a global communications team and function from the ground up — the right people in the right roles, focusing on the right things
- Establishing the company’s first global brand positioning: Driven by Our Promise
- Developing the company’s first employer brand, fully aligned with the company’s brand
- Visually articulating the global brand with new brand standards
- Introducing a differentiated content strategy that reinforced our leadership in rare diseases

In terms of how we reinforce the corporate brand internally, we don’t do it alone. Good brand positioning and messaging travels up and down an organization. It can and should be used by specific businesses, functions, manufacturing sites, and affiliates for local needs.

We routinely engage with employees from all departments as the greatest ambassadors of our company brand, taking their feedback and bringing them on the journey with us.

I am glad to say that our communications function has evolved from order-takers to strategic counselors with the business. The conversations have shifted from “I need a news release” to “What are the business objectives you are trying to achieve? Let’s talk about how communications can help you achieve them.”

We focus our content on storytelling, demonstrating our patient focus, industry leadership, and culture. We aren’t distracted by shiny objects; we’re relentlessly focused on delivering meaningful and emotionally compelling content that our stakeholders value.

We’ve seen how understanding the purpose of our global brand has changed CSL from an organization that was often reactive in our communications to one that is making more meaningful strategic decisions for the long term.



PROOF OF PURPOSE

BraunAbility: Committed to Purpose and Community

People with disabilities face many challenges. For example, more than one-third of Americans show an unconscious bias against people with disabilities, and 67 percent of people say they are uncomfortable interacting with people with disabilities. Because only 1.5 percent of the U.S. population lives with serious physical disabilities, many Americans have very little exposure to this community and their needs.

BraunAbility is a purposeful brand that delivers functional, emotional, and societal benefits. The mobility vehicle company works closely with its customers to create products that make their lives better. It also is committed to social activism in the hope of creating a more accessible world for its target audience.

BraunAbility’s purpose-driven platform is called “Drive for Inclusion.” It serves to bring the voices of people with disabilities together and raise them up. The platform has three key components.

- 1. Unify:** To bring the voices of the community together, BraunAbility created a group of 1,500 ambassadors called the “Driving Force.” The group identifies problems and solutions related to mobility. The refrain “Nothing about us without us” reminded BraunAbility about the importance of inclusion when it comes to advocating for the disabled community.
- 2. Mobilize:** Action is an important part of Drive for Inclusion. One common issue that many members of the community faced had to do with parking. To bring awareness to how important it is that accessibility extend beyond the threshold of a store and into its parking lot, BraunAbility created a campaign to support this cause.
- 3. Impact:** Capturing the attention of the total market is important to creating change. Drive for Inclusion was launched on national TV, and influencer Zach Anner, a comedian with cerebral palsy, promoted components of the initiative to his social media followers.

BraunAbility’s connection to its community sparks innovation within the organization. Surveys collect feedback on product ideas that are in the works, and an annual innovation contest allows teams to dream up product ideas, offering solutions to unmet needs. A recent winning idea was the creation of an accessible park for children with disabilities in Ohio. This idea aligned closely with BraunAbility’s commitment to creating small-scale change that would have a big impact on the local community’s day-to-day life.

From the corporate level, the brand aspires to establish itself as the brand in mobility that is most associated with customer advocacy. It desires to be recognized by civic leaders for positively impacting the lives of people living with disabilities.

Purpose is one of the brand’s editorial pillars, and it creates content on the concept of inclusive mobility. For example, 2020 is the 30th anniversary of the Americans with Disabilities Act becoming law, and in anticipation of this important milestone, BraunAbility created a series of Facebook posts as part of an effort to drive awareness.



SIMON PERKINS
Orvis Company

At Orvis, we are headed to operating as a purpose-led company. The direction seems to be working: 2018 was our most significant growth year, especially in terms of profits outpacing sales. Some of this process is easy to measure, but other aspects are hard. We're finding that customers are starting to think about Orvis when they want to learn, engage, and buy. However, we know that as a specialty brand we have low aided awareness, and we want to raise that, along with our unaided awareness. Our new marketing initiative is called "The Great Awaits."

As a complex brand, we've focused on different categories: clothes, hunting, dogs, and gifts across brick-and-mortar, online,

and wholesale. But yes, we have subtracted. Five years ago, we thought a fly-fishing rod company couldn't be the same company that makes the best dog beds. But now we think we can be. We've just done a bad job of telling that story, because so many people enjoy nature with their dogs.

And now we don't forget our consumers' insights and the social tension of having a more meaningful life. We're hoping The Great Awaits celebrates that anticipation and Orvis can be positioned to share the experience. While these are bold and exciting steps to scale, they are rooted in being purpose-led.

Our equation is *passion plus relevance equals purpose-led*. For us, that's the definition of true customer focus, which must be genuine and meaningful to the customer. The question we've learned to ask about our business is,

The Corporate Brand Message from an Investor's Perspective

Today's corporation needs to be a good corporate citizen and support the local communities in which the business operates. The company also needs to treat suppliers ethically and fairly or risk damage to its reputation. How does management evaluate the success of such an ambitious corporate initiative with so many intangibles?

The purpose-driven business, with its multiple stakeholders, is akin to a corporate brand business strategy, and the measurement models should apply. Corporate brands serve numerous stakeholders through the lenses of business processes, culture, behavior, and communications. When a well-branded company is optimally managing its process, culture, and communications, the ultimate result will hopefully be happier and better-informed customers as well as a higher premium, as defined by the cashflow multiple, for its stock.

Unlike traditional product branding, which targets a specific consumer demographic with one primary marketing message designed to move that consumer to purchase a product or service, corporate branding addresses many different stakeholders with a multitude of demographics. Evaluating the emotional responses of various constituencies to a purpose-driven campaign is distinct from product campaigns. The processes of measuring the effectiveness of

purpose-driven business strategies need to be different as well. The method of valuing and managing a product brand is singularly specific to that particular brand. The process of measuring, valuing, and managing the purpose-driven company involves understanding the impact of the purpose on the company as a whole and on the audiences it serves.

A COMPANY COMMUNICATING A PURPOSE-DRIVEN STRATEGY WILL NEED A CLEAR MESSAGE FROM MANAGEMENT ABOUT THE BUSINESS BENEFITS AND IMPLICATIONS OF THE EXPENSE.

A purpose-driven corporate brand strategy is one that attempts to craft and manage important messages to multiple key constituencies simultaneously. To be effective in promoting a purpose-driven company requires the CEO to understand that communications to the various audiences need a holistic message that can

be interpreted by each audience from that particular audience's self-interest. Therefore, it is essential to identify those audiences and to measure them consistently through benchmark tracking research if the plan ultimately is to manage them for improved performance.

When companies launch a purpose-driven campaign, most are designed to help position a company for a new initiative. These are, in essence, corporate campaigns, and help to clarify a company's position and will consequently also generate employee support and customer loyalty.

From an investor's perspective, a company communicating a purpose-driven strategy will need a clear message from management about the business benefits and implications of the expense. Companies that are already actively managing their corporate brands might have a better chance of stock appreciation due to expected improvements in future cash flow if the connection between purpose and business strategy seems logical and uncomplicated. Tying purpose to valuation is possible with the quantitative market research data and a regression model to identify the drivers of the company's cash flow multiple.

— Courtesy of **James R. Gregory**, chairman emeritus of Tenet Partners and author of *The Theory of Intangible Capital*

“Do the pieces add up to an opportunity to be purpose-led?” If so, you have a big opportunity to leverage that mission in a way that lasts a lifetime, if you can do it in a genuine way.

The truth for us now is just to really listen, so we can make Orvis more relevant to all of our possible customers. And passion should never be underleveraged.



VICTORIA MORRISSEY
Caterpillar

We looked for the connection among the customers that Caterpillar serves across a wide range of industries, countries, and cultures. We saw them as a community of doers. Our customers go to work every day and make stuff. They do work that matters.

The story behind your product matters. If you buy a ring at Tiffany, you’ll pay \$7,000 for a diamond that you could have gotten for \$1,000 in the diamond district. The \$6,000 difference is what you pay for the story — the cost of the iconic blue box, the lighting, the salespeople, the architecture of the store, and the feeling you get from being able to say you bought a ring at Tiffany.

Of course, marketers must consider the metrics behind their campaigns, but the story is what will drive recommendations and brand loyalty.

After launching our purpose-driven brand campaign with the tagline “Let’s Do the Work” in late 2018, we found after just 12 weeks that the brand exceeded its goals, including lead generation, by double-digit figures:

- 18 percent increase in brand favorability among Caterpillar customers
- 13 percent increase in brand recommendation
- 10 percent increase in people who said they were proud to own Caterpillar products

As we say in our Let’s Do the Work campaign, “Progress lives at the intersection of technology and dirt. This is where you learn the meaning of reliability.” Caterpillar is now a brand that absolutely endures purposefully.

Lessons on Ensuring the Endurance of Purpose-Led Initiatives

- The idea of longevity is very much tied to purpose, particularly when a purpose-led initiative can inspire people and other brands in the portfolio.
- Consumers today aren’t making decisions solely based on products or price. They are evaluating how a company acts and how it represents its values. In other words, long-lasting relationships are grounded in a common purpose and built around a collective sense of “brand belonging.”
- *Passion plus relevance equals purpose-led.* That’s the formula for true customer focus, which must be genuine and truly meaningful to the customer. When purpose-led, an organization has a big opportunity to leverage its purpose in a way that lasts a lifetime.
- In many ways, purpose, as well as brand promise and personality, help to shape a company’s role in society and furthers its business model. It is a value proposition about the conduct and culture of the business.
- The story behind your product matters. Of course, marketers must consider the metrics behind their campaigns, but the story is what will drive recommendations and brand loyalty. In the long run, it produces a brand that endures purposefully.
- With a “Share of Life” mindset, your customers will embrace your purpose as their own and work together toward the same vision for the future.



ANDREA BRIMMER
Ally Financial

We were born out of purpose when we launched 10 years ago during the financial crisis. The financial services category was ripe for disruption, and we felt there was a better way forward. Purpose never leaves you when it’s genuine.

Purpose is only a problem when it’s fabricated. If it’s authentic and born out of the brand, then you don’t have to work for buy-in. You get in trouble when the organization doesn’t rally around it, and a lot of brands face that issue.

Purpose underscores the importance of an engaged workforce. If the CFO asks what purpose will do for the company, it’s not an easy answer of likes or earned media. It’s a force within the company.

Purpose doesn’t have to be saving the world. There are wonderful groups that are trying to combat climate change, for example. At Ally, we’re just helping people. But brands get hung up on that and that often leads to a disconnect.

If purpose doesn’t align with customer interaction, then it becomes a shallow marketing program that doesn’t connect back to value exchange. Purpose should always be relevant to the customer.

FEATURED CONTRIBUTORS



Mindy Barry

Global Head of Marketing • Mars Petcare

A strategic thinker known for strong cross-functional collaboration and inclusive leadership, Mindy Barry believes that pets make the world better. For five years, through her global marketing role, she has been championing “A Better World for Pets.” Prior to Mars, Barry spent 15 years at Procter & Gamble in several brand management roles.



Andrea Brimmer

Chief Marketing and Public Relations Officer • Ally Financial

Andrea Brimmer oversees the company’s marketing, advertising, public relations, market research initiatives, social media, and brand management. She joined Ally at the height of the financial crisis, when the company transitioned from its roots as a captive auto finance company to the first online-only deposits franchise, Ally Bank. Under Brimmer’s direction, Ally emerged with a strong reputation as a different kind of financial services company, relentlessly focused on solving pain points that traditional institutions create.



Sarah Colamarino

VP of Corporate Equity • Johnson & Johnson

Sarah Colamarino has led the evolution of the Johnson & Johnson brand from a traditional corporate brand management function to a comprehensive strategic capability built around a defined company purpose. She built purpose into the company’s strategic framework and executed internal and external marketing strategies. Colamarino joined J&J in 1989, after starting her career in PR at Burson-Marsteller, where Johnson & Johnson was one of her clients.



Victoria Morrissey

Global Marketing and Brand Director • Caterpillar

Victoria Morrissey is responsible for constantly adapting one of the world’s greatest brands, leading Caterpillar’s end-to-end enterprise marketing capabilities, brand identity, global licensing business, and global brand sponsorships, and the Cat Industrial Design team. She brought more than 20 years of B2B and B2C experience to Caterpillar, spanning clients, industries, and marketing disciplines. Putting the customer at the center of all efforts, Morrissey’s leadership and passionate drive make her a highly effective marketing leader and cross-functional collaborator.



Simon Perkins

President • Orvis Company

Simon Perkins is responsible for customer-facing teams, including marketing, consumer direct, IT, merchandising and product development, sourcing, and merchandise operations and planning. In 2016, he took the helm of the creative and brand marketing departments as director and subsequently VP, where he improved sales trends through brand and creative contribution, developed an in-house agency for Orvis, and led the development of the company’s brand storytelling.



Manos Spanos

Former SVP and CMO of Brand Marketing • Yogurt Business Unit, Danone North America

Manos Spanos previously led the marketing efforts for such brands as Dannon, Danimals, Light & Fit, and Oikos. Prior to Danone, Spanos worked at PepsiCo, where his last role was marketing VP of flavors and energy drinks.

OTHER KEY CONTRIBUTORS



Morten Albaek

Executive Chairman • Voluntas and author of *One Life: How We Forgot to Live Meaningful Lives*



Robert Jan D'Hond

Managing Partner • Kantar Consulting



Anthony Farina

Chief Communications Officer • CSL Behring



James R. Gregory

Chairman Emeritus • Tenet Partners and author of *The Theory of Intangible Capital*



Sebastian Jespersen

CEO • Vertic and author of *The Battle for Share of Life*



Rahul Malhotra

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SVP and Chief Marketing and Communications Officer • Delta Air Lines



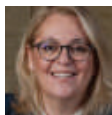
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Former CMO • SAP



Karen Quintos

EVP and Chief Customer Officer • Dell Technologies



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SVP of Marketing, Communications, and Public Affairs • The ROCKWOOL Group

About



The Author

Deborah Malone is the founder of *The Internationalist* and a global partner of the ANA. She is the author of *The Reinvention of Marketing*, with chapter collaboration from some of the world's top marketers and internationalists. She also served as global CEO of the International Advertising Association, and is a champion for marketing as a significant business force for purposeful communications, consumer benefit, and brand growth.

The Internationalist focuses on the reinvention of marketing around the globe by connecting people and ideas in international marketing through original content, intelligence, thought leadership, community, collaboration, and influence. The company has become a trusted source for international best practices through content and case studies and peer-to-peer marketer events.

Before founding her company, Malone served as global VP of advertising and marketing at CNBC and worked at Crain Communications as managing director for 13 years, where she launched *Advertising Age International*. In addition to running that magazine, she initiated a series of conferences around the world, the Advertising Effectiveness Awards, and licensing agreements with local-language media.



THE ANA

The mission of the ANA (Association of National Advertisers) is to drive growth for marketing professionals, brands and businesses, the industry, and humanity. The ANA serves the marketing needs of 20,000 brands by leveraging the 12-point ANA Growth Agenda, which has been endorsed by the Global CMO Growth Council. The ANA's membership consists of U.S. and international companies, including client-side marketers, nonprofits, fundraisers, and marketing solutions providers (data science and technology companies, ad agencies, publishers, media companies, suppliers, and vendors). The ANA creates Marketing Growth Champions by serving, educating, and advocating for more than 50,000 industry members that collectively invest more than \$400 billion in marketing and advertising annually.



The ANA Center for Brand Purpose

The ANA Center for Brand Purpose, which opened in 2018, is designed to fuel business growth by helping marketers create purpose-driven, strategic programs and solutions for their products and services. Offerings include playbooks, case studies, feature articles, a podcast series, videos, events, and professional development programs.



The ANA Masters Circle

This community of influential and distinguished marketing leaders, established in 2016, is committed to leading business growth through bold, progressive, and powerful marketing models. The Masters Circle has engineered a 12-point strategic growth agenda to lead the industry in creating a stronger, more sustainable economic future for all brands and the people they serve.



The Global CMO Growth Council

Created in partnership with the ANA CMO Masters Circle and Cannes Lions, the Global CMO Growth Council is a potent force for action on an international level. Focused on five global growth opportunities to lead the industry forward, the Council represents the collective agenda and voice of a growing community of global marketing leaders.

TAKE ACTION For more information and other resources on brand purpose, including research, case studies, and videos, please visit www.ana.net/brand-purpose.

