

BRIDGING THE GAP

HOW TO TURN PURPOSE
FROM THEORY TO ACTION
IN SEVEN STEPS



REVOLT.TM

Bridging the gap

Most CEOs now believe their company needs to adopt a broader measure of success. Just 7% of Fortune 500 leaders believe they should mainly focus on making profits and not be distracted by social goals*.

This shift has as much to do with their logic as it does their values. Consumers are boycotting companies whose values they view as contrary to their own. Investors are migrating to ESG funds. And a majority of employees now want to work for companies that have a clear, unequivocal, and positive impact on the world.

But the reality has yet to catch up with the ambitions. A sizeable Purpose Gap exists between what employees and consumers seek and what they perceive to be today's reality. Unless this gap is bridged, companies risk losing credibility inside and out.

Perhaps this shouldn't be surprising. Leaders are struggling under the weight of this evidence, with little commentary suggesting what to do with it beyond a range of sweeping, impractical principles.

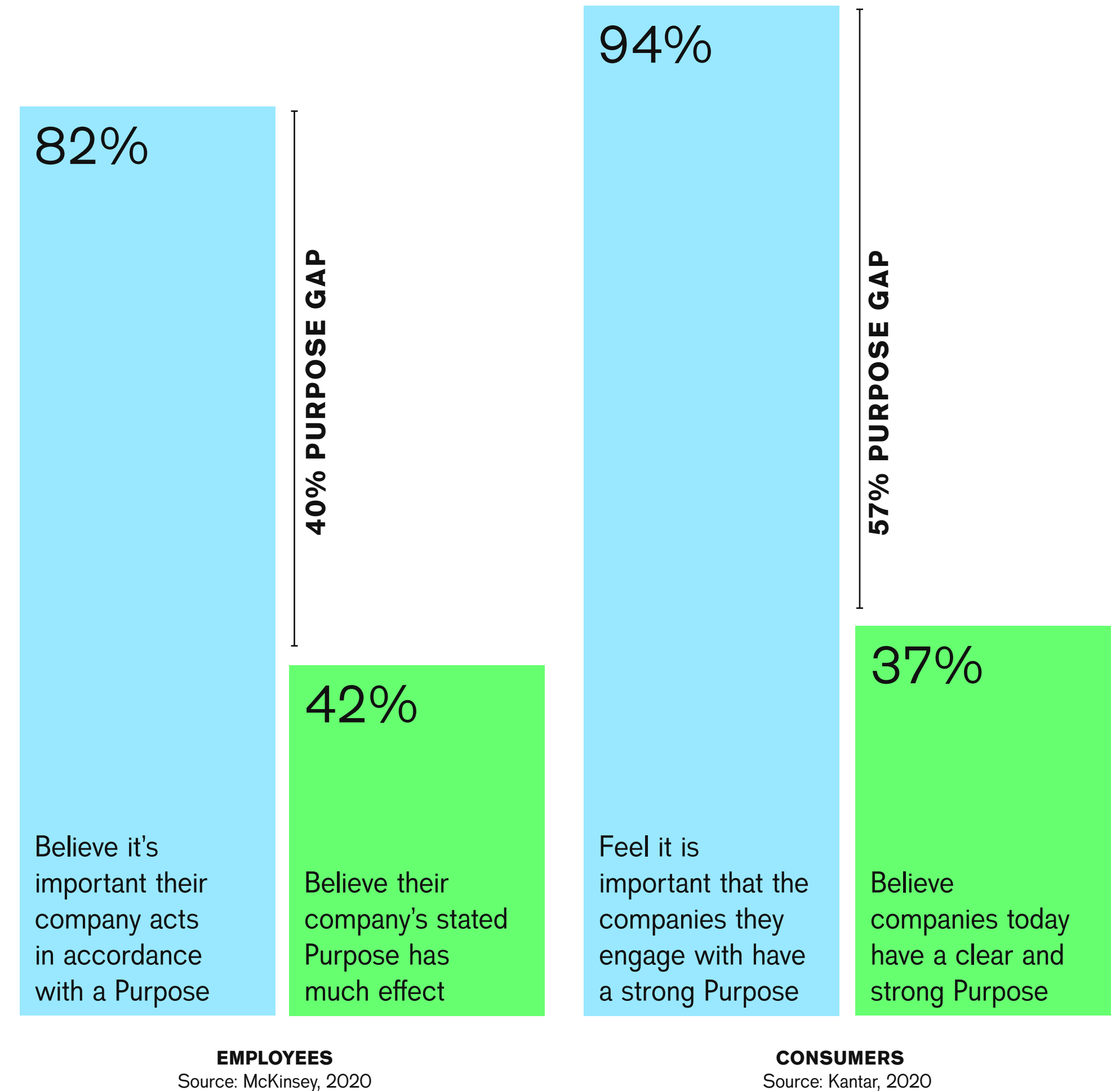
What we really need to know is how to make Purpose operational.

- What are the mechanics of getting it done and making it real?
- How do you embrace challenging trade-offs and uncomfortable truths?
- Where should we focus on credible action?
- How should we talk about what we have done?
- How do we put Purpose at the heart of what we do, rather than sprinkle it over the top?

Fortunately, when you step back, a how-to playbook is starting to emerge. We have taken the lessons learnt from working with some of the world's biggest and most purposeful companies and augmented that with an exhaustive look under the bonnet of the world's 101 most significant companies.

The seven-step framework that emerged is outlined here. Rigorous analysis has yielded practical suggestions. We hope the guides, templates and lessons allow you to bridge your Purpose Gap. And we remain available to help apply them on your own Purpose journey should you seek a partner along the way.

Alex Lewis
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*McKinsey 2020, based on the Fortune 500

Our framework is based on an exacting study of 101 of the world's most significant companies across 12 different categories.

Key

Fashion & Apparel	●	Energy, Chemicals & Utilities	●
Retail	●	CPG	●
Food & Drink	●	Telecommunications	●
Consumer Technology	●	Transport & Travel	●
Digital & Media	●	Banking & Financial Services	●
Business Services	●	Pharmaceuticals	●

HQ

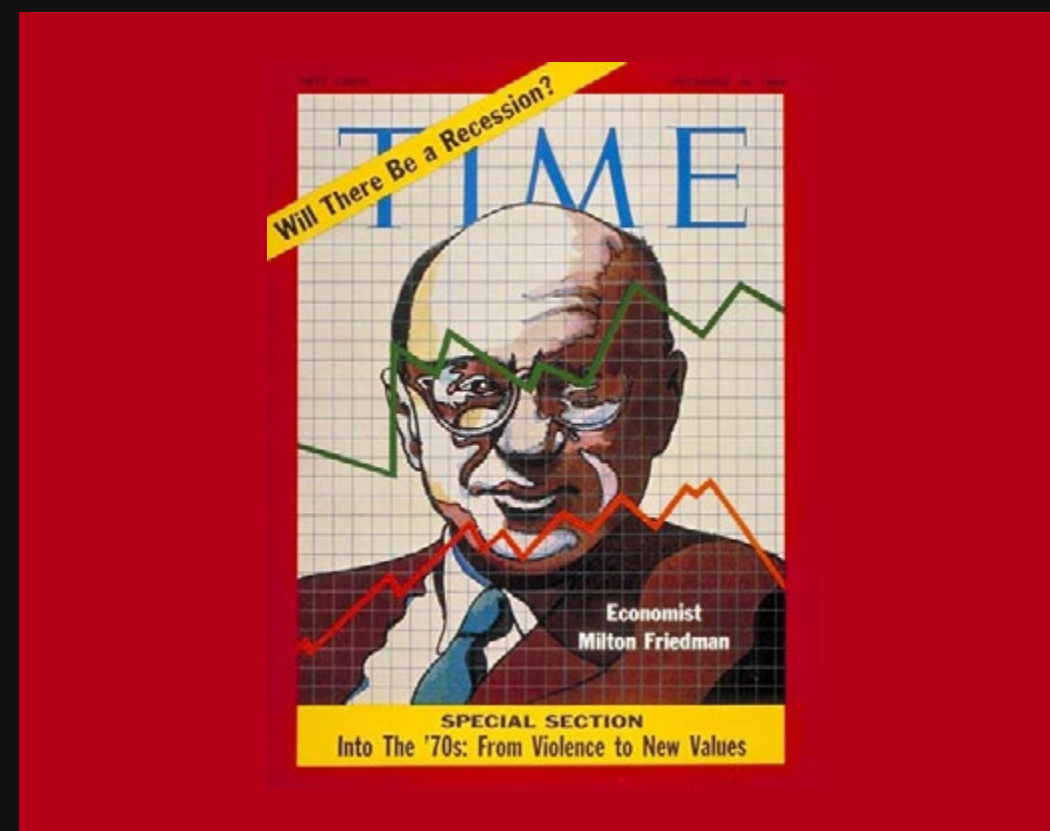
USA	46
UK	13
Germany	11
France	11
China	4
Other	16

Public/Private

Public	92
Private	9



From nice to have to have to be nice.



FIRST ERA CORPORATE PHILANTHROPY

Milton Friedman reigns supreme with feel-good initiatives largely treated as a voluntary act of charity.



SECOND ERA CORPORATE SOCIAL RESPONSIBILITY

John Elington's Triple Bottom Line prompts an appraisal and reporting of business's broader impact but actions largely remain unlinked to the strategy, workings and performance of the company.



THIRD ERA CAUSE MARKETING

Many brands seek to drive favour by tackling a range of environmental and social issues, but Purpose remains a largely marketing led initiative rather than influencing the core offer.



FOURTH ERA PURPOSE DRIVEN BUSINESS

Purpose* can be seen showing up across all elements of the organisation's DNA, with the Business Roundtable agreeing that shareholder value is no longer the only objective of the corporation.

*Whilst an endless supply of definitions exist, we have found the British Academy's to be amongst the most useful: 'Profitably solving the problems of people and planet, and not profiting from creating problems.'

Purpose starts paying back

How did we get here? Whilst the urgency of the world's social and environmental challenges must surely account for much of this change, so too does the sense that Purpose can be a gateway to future success.

Read a small selection of the studies of Purpose in recent years, and you could be forgiven for thinking the corporate world was sitting upon a new alchemy. Not surprisingly, its detractors have been equally vocal.

It's unlikely that any data will ever prove the business case for adopting Purpose beyond reasonable doubt. By cherry-picking studies, you can quickly make an argument for either side. For every success story, we can still point to many highly profitable non-purposeful brands.

Of course, not everything that matters can be measured. And not everything we can measure matters. But the fairest assessment would appear to be that when embraced properly Purpose can be a significant driver of success. Not a silver bullet. Not an assurance of profit. But a tool that has the potential to motivate consumers, employees and investors alike when you know how to use it.



It no longer washes.

Projecting your business as Purposeful without organising and acting in accordance with it runs the risk of Purpose-Washing. The most effective leaders know that Purpose isn't a bolt-on for corporate objectives. A fully embedded Purpose should show up across every strand of the organisation's DNA.



From theory to practice in seven steps.

Whilst these strands are often structured independently of one another, they are interconnected. By seeing Purpose as a seven-step journey, we can ensure that the entire company moves forward in lock-step.

01

A future we can start travelling towards today.

02

A roadmap that ensures everyone reaches the same destination.

03

A vehicle through which others can join us on the journey.

04

Tools that help everyone build momentum.

05

Missions that represent specific landmarks along the way.

06

Positions that ensure we can deal with whatever is in our path.

07

Alliances that help get us to the destination we seek.

A FUTURE WE CAN START TRAVELLING TOWARDS TODAY.

As the old proverb goes, every journey begins with a single step. The most effective Purposes simply express what that first step is aiming for. So the most important thing a company must do is **decide the destination** their Purpose will head towards.

Too often Purpose can be seen as an amorphous wrapper designed to cover all positive impact a business can make. But the best have a clarity of direction by providing a motivating vision of the future the company seeks.

The most successful also **understand how to get there**. Is it a quest with a clear goal in mind? Or more of a philosophy that bleeds through our company? Perhaps the category is inherently Purposeful, and we merely need to explain how we operate? The engineering of the Purpose is often as important as its essence.

Finally, we need to **express it with meaning**. Purposes are like organ transplants - those successfully adopted will help the whole body

to function, but they can also be rejected. The words that communicate that future need to appeal to the head and heart.



“Money is the
fuel for the rocket.
What I really want to
do is go somewhere.”

BRAD BIRD, DISNEY



Question inside and out.

After carving an amazingly lifelike image of an elephant, the Indian sculptor was asked how he was able to make it look so real. "It's not that difficult," he replied. "You just chip away everything that doesn't look like an elephant!" It's rare that a Purpose is created from nowhere. More often than not, the answer sits inside too - the challenge is to simply strip away everything that gets in the way of seeing it.

As you seek to bring more definition to the future you're working towards, it can help to move through three phases of questioning. Lead the investigation from broad and open to narrow and closed.

INSIDE

OUTSIDE

OPEN

CLOSED

	PEOPLE	HISTORY	BUSINESS	CONSUMERS & CUSTOMERS	BRAND	SOCIETY	PLANET
<p>PHASE ONE</p> <p>Objective: Explore our company</p> <p>Mindset: Negotiator</p> <p>Format: Open questions, long answers</p>	<ol style="list-style-type: none"> Which of our values are people most proud of? If your employees were epitomised by one hero, who would they be? What would your most timid employee say is the best thing about the company? What would the most joyful employee say is the worst thing about us? Which social cause do your team talk about the most? What causes do your team members fight for in their personal lives? If you wanted to become a pariah in your office, what social cause would you reject? Are you proud of the way people in your company are treated? Which groups have it worst? How do we uphold our responsibilities to those that work for us and with us? What goes on the LinkedIn profile to get people excited about working here? 	<ol style="list-style-type: none"> Who was your founder and what did they care about? What do the history books forget about the success of your company? Why was your brand created? Was it solving a problem or issue? What was the biggest threat to the world when your brand began? Reject everything your founder taught you. What now? What stain is still on your brand's conscience? Why have we been successful in the past? How does this foundation enable our Purpose going forward? How would you like to be remembered? Have we ever pivoted? What links our business before and after? Will our legacy be determined by our next 10 years or our next 100 years? 	<ol style="list-style-type: none"> What's the single most valuable thing we do for the world? What home truth would our rivals give us? If our brand didn't have to answer to shareholders, what would it do? Who are our most impactful partners? Why? What's our superpower? What do we do better than anyone else? Who benefits from our success? When trade-offs arise, how are they balanced and reconciled? How willing are we to change our philosophy and economic model to reflect what we want for the world? How does our growth strategy enrich and strengthen our culture and values? What would the world miss if we didn't exist? 	<ol style="list-style-type: none"> Which other organisations are helping our audience grow and thrive? What forces in the world are working against our audience's needs? If we wanted to make our audience angry, what would we tell them? Which three positive words would our consumers use to describe us? Which three negative words would they use? What's the difference between the people that buy us and the people that don't? Would people care if we disappeared? What would they miss? What kind of public engagement enables us to project our Purpose authentically? Do we have a core tribe of loyal consumers or have we got something for everyone? What's the thing that links everyone that buys from us? 	<ol style="list-style-type: none"> What's the first thing that springs to mind when people think about our brand? If our brand was a historical figure that had left their mark, who would it be? What is our brand's most controversial opinion? How would we write our brand's Tinder profile? What's the best piece of marketing our brand has ever done and why? What does our corporate affairs team have nightmares about becoming a big story? If we could partner with any other brand in the world who would it be? If we could work with one NGO or charity in the world who would it be? Which Purpose based campaign makes us seethe with jealousy? What's the tagline we should use on our walls? 	<ol style="list-style-type: none"> Which group of people does our brand positively impact the most? Why are we good for people? Why are we bad for people? Which social cause do we care about the most about? Which issues have we stood up for? How is the world changing and how does that impact what we provide? What are our one year, five year and ten year goals? How would our products and services rank in terms of social and environmental impact, compared with a ranking on profitability? What products and markets do we know should really be exited? How would we win a Nobel prize? 	<ol style="list-style-type: none"> How does the planet suffer because of our business? What are the biggest externalities that have been mitigated in the past? What's the footprint of our best selling product or service? Where have we taken the lead on the environment? Where can we work with peers and other partners to diminish any negative societal impact caused by our sector? What decisions have we been putting off? Are our supply-chain partners aligned to our ideals? What are our one year, five year and ten year goals? What data and evidence show the total social and environmental impact of our actions? How can we save the world?
<p>PHASE TWO</p> <p>Objective: Clarify the details</p> <p>Mindset: Interrogator</p> <p>Format: Closed questions, short answers</p>							
<p>PHASE THREE</p> <p>Objective: Frame the direction</p> <p>Mindset: Barrister</p> <p>Format: Leading questions, yes/no answers</p>							

Listen & learn.

It can be hard to listen when you're planning what needs to be said. But absorbing others' perception of our role in the world can illuminate something new. Equally, listening out for what isn't being said can be enlightening in its own right.

	WHAT CAN WE LEARN?	WHERE CAN WE LISTEN?
CUSTOMERS	The issues that matter most to our customers. From the provenance of our products, to transparency of our operations. Make sure to ask a diverse set of your customers.	Social media, interviews, focus groups, customer feedback, monitoring sales of products
EMPLOYEES	You are your people. Your employees are likely to have their own social concerns and might be your fiercest critic. But once you start acting on what you've heard, you will develop an invigorated and engaged workforce.	Employee satisfaction survey, Internal communications channels such as Yammer, line managers, interviews across the company, exit interviews
SHAREHOLDERS	More and more, shareholders will be looking at your commitment to the SDGs, your ESG reporting, as well as your CSR activities. Listen and learn.	AGM, shareholders panel, ethical investment surveys, external rankings
SUPPLIERS	Suppliers form a two-way relationship. Creating a sense of transparency and trust by asking for their input can surface new truths, places to improve and areas of differentiation.	Conferences, shows, visits, meetings, tendering processes
GOVERNMENT & REGULATION	As the rate and number of crises increase with time, a good working partnership with governments is key. Ask them about upcoming policy changes, and how you could work together to shape it.	Meetings, local government, consultations, dialogue with trade associations
NGOS	The role of NGOs is to push and challenge you. They will tell you the things you desperately need to hear, but others might be too timid to say. Cherish this honesty, and work together to find the avenues you can improve on.	Participation in their reporting, meetings, conferences, engagement on partnerships and joint activations
WILD CARDS	Look around your world and ask who else interacts with your brand. Schools? Influential consumer groups? The press? They might just give you an insight like no one else could.	Interviews, social listening

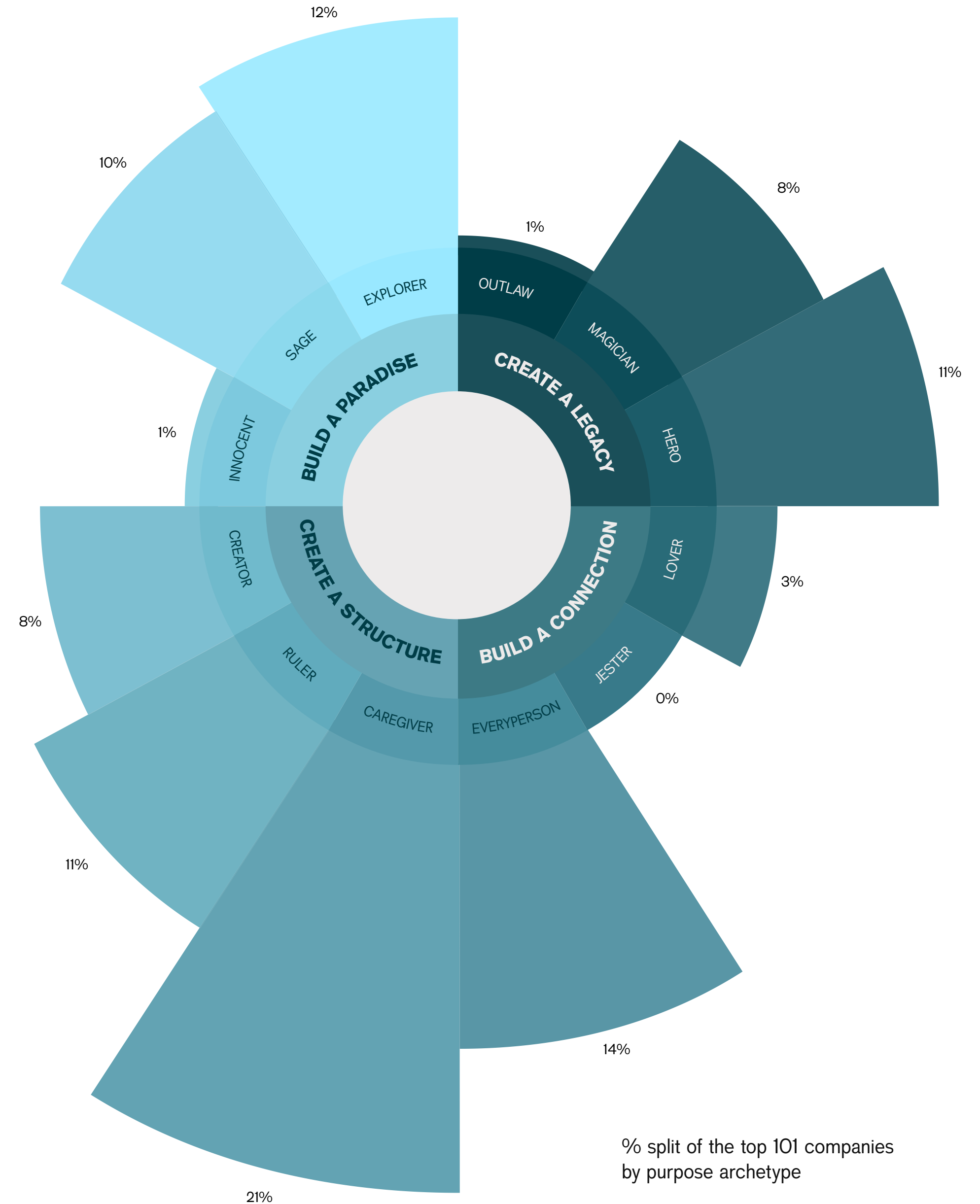
Be the change you want to see.

As every Purpose should address the needs of tomorrow, it can be useful to think about the story you will one day tell.

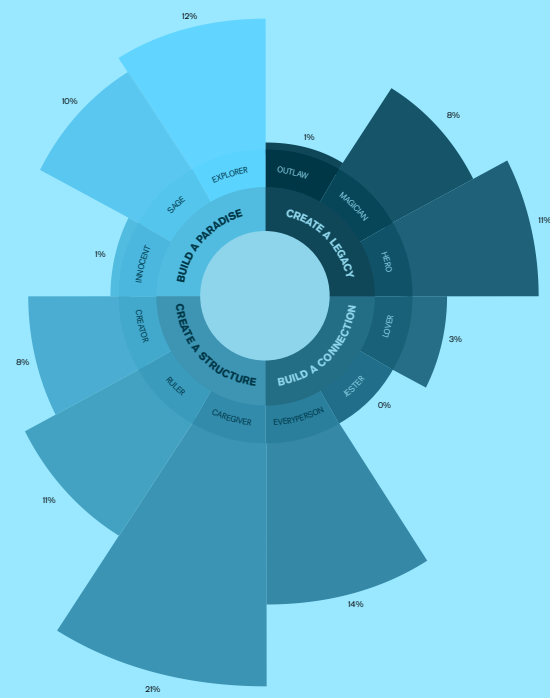
Archetypes were developed by Carl Jung to reflect the timeless and universal needs derived from our collective unconscious. Built into every one of us is a series of stories and motivations that are primal and transcending borders, culture and language.

These 12 archetypes represent the range of basic human motivations so make a useful starting point. If we can tap a vein of meaning already locked inside people's brains, then we can plot a journey people are familiar with.

Archetypes shouldn't act as a straight-jacket. But applied adroitly, they can unlock the story that sits at the heart of your Purpose narrative. Consider them as you flesh out your future, refine your language and use the analysis here to see how you might differentiate from your peers.



% split of the top 101 companies by purpose archetype



THE CAREGIVER

Protects and cares for others.

HELPING PEOPLE ON THEIR PATH TO BETTER HEALTH.



THE HERO

Is on a mission to inspire the world to be a better place.

TO ACCELERATE THE WORLD'S TRANSITION TO SUSTAINABLE ENERGY.



THE MAGICIAN

Wants to make dreams a reality.

TO CHANGE THE WORLD THROUGH DIGITAL EXPERIENCE.



THE INNOCENT

Seeks happiness, optimism and safety.

REFRESH THE WORLD, MAKE A DIFFERENCE.



THE EVERYPERSON

Seeks equality and belonging for all.

FROM THE BEGINNING, OUR ROLE HAS BEEN TO DEMOCRATISE FASHION.



THE RULER

Creates order through their organisation and responsibility.

ALPHABET IS ABOUT BUSINESSES PROSPERING THROUGH STRONG LEADERS AND INDEPENDENCE.



THE CREATOR

Is driven to build things of enduring meaning and value with their inventiveness.

TO REPRESENT THE MOST REFINED QUALITIES OF WESTERN 'ART DE VIVRE' AROUND THE WORLD.



THE OUTLAW

Craves revolution by questioning authority and breaking the rules.

WE IGNITE OPPORTUNITY BY SETTING THE WORLD IN MOTION.



THE EXPLORER

Looks to push the world forward through their sense of discovery.

TO DRIVE HUMAN PROGRESS THROUGH FREEDOM OF MOVEMENT.



THE SAGE

Is committed to helping the world gain deeper insight and wisdom.

OUR AIM IS TO BRING DIGITAL TO EVERY PERSON, HOME AND ORGANISATION FOR A FULLY CONNECTED INTELLIGENT WORLD.



THE LOVER

Creates intimacy commitment and moments of connection.

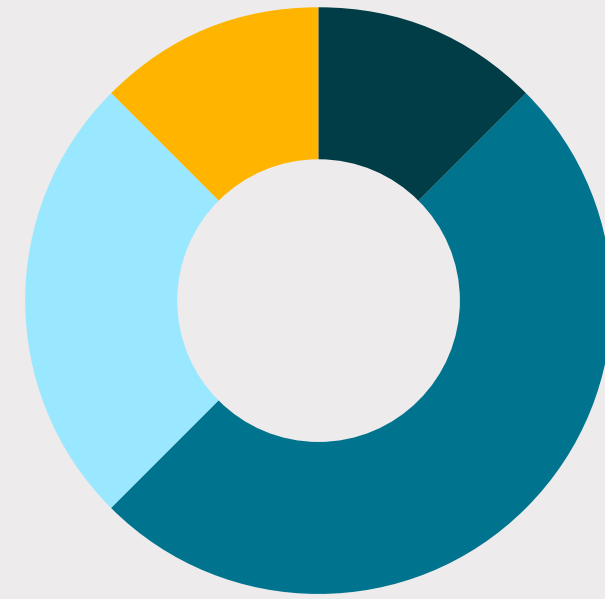
CELEBRATE MOMENTS THAT MATTER, ONE DRINK AT A TIME.



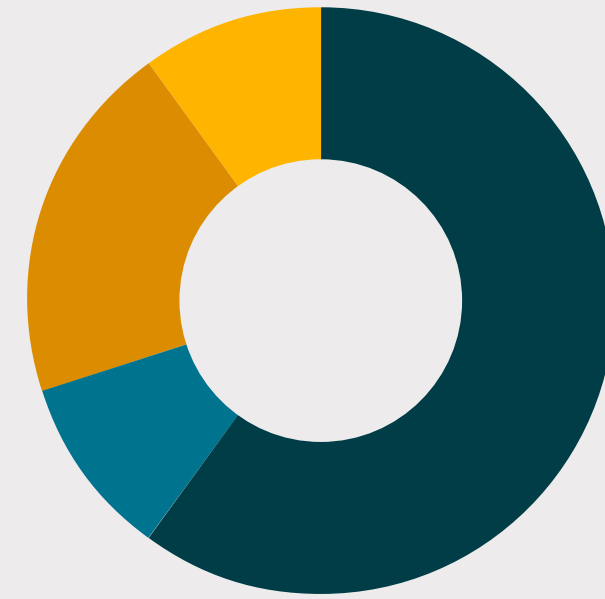
THE JESTER

Brings joy to the world through fun, irreverence and mischief.

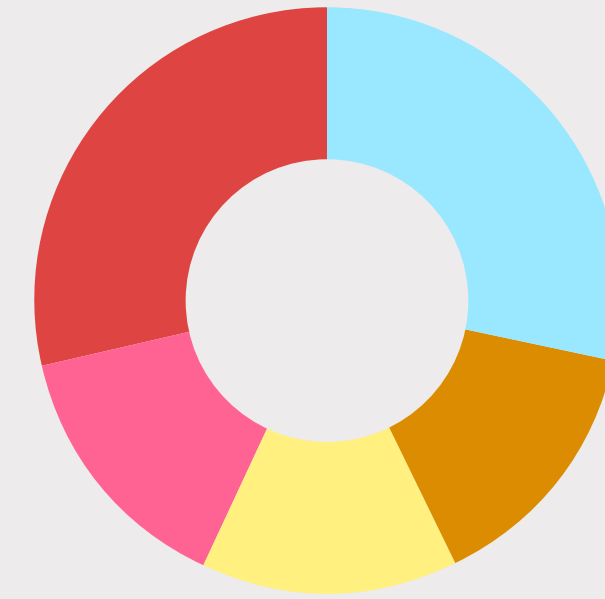
FASHION & APPAREL



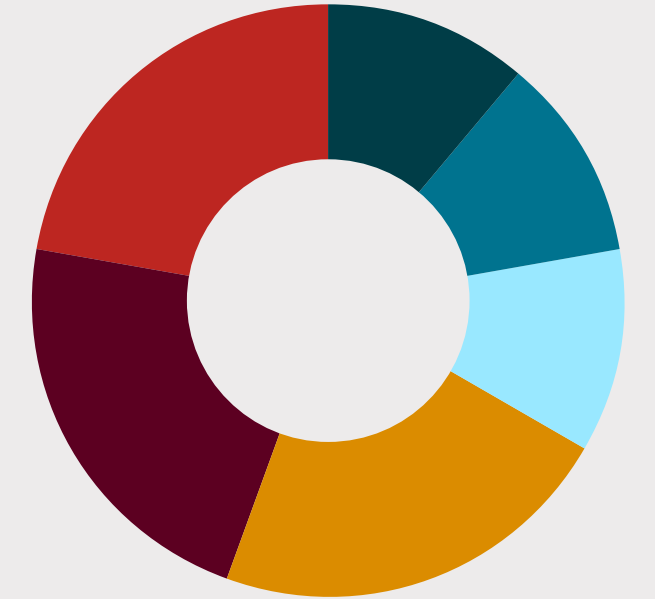
RETAIL



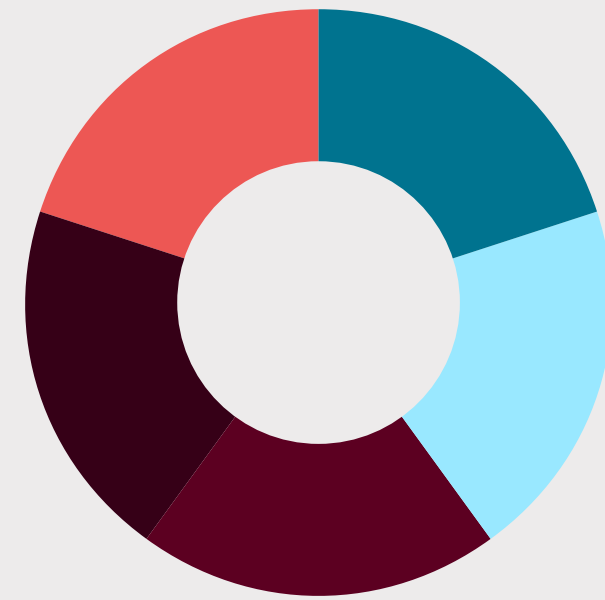
FOOD



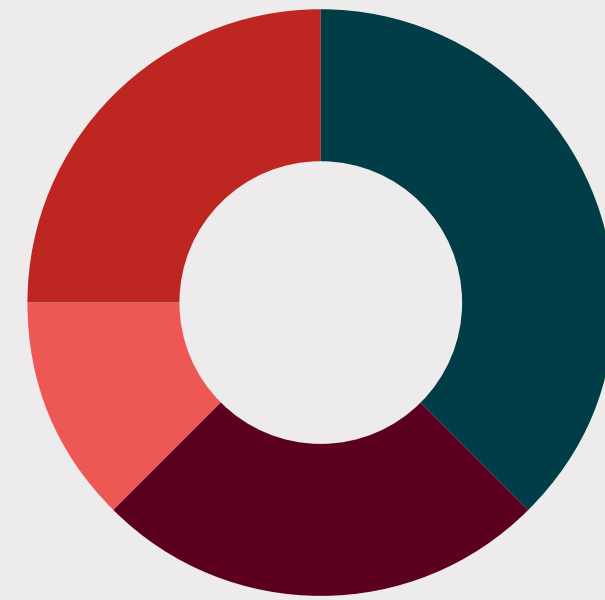
CONSUMER TECHNOLOGY



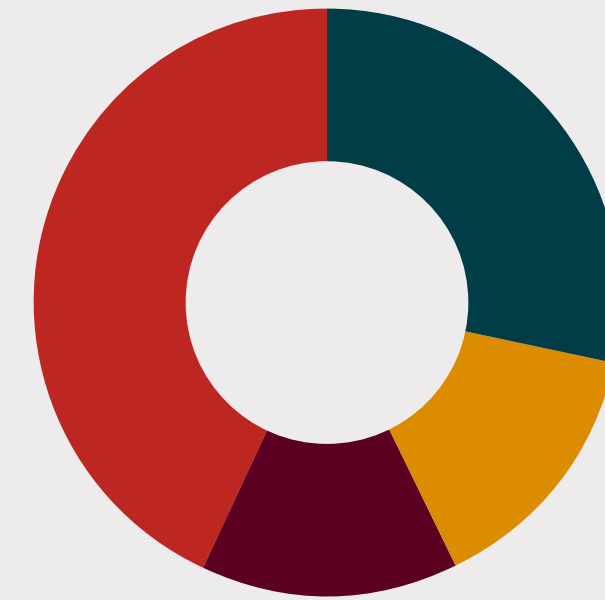
DIGITAL & MEDIA



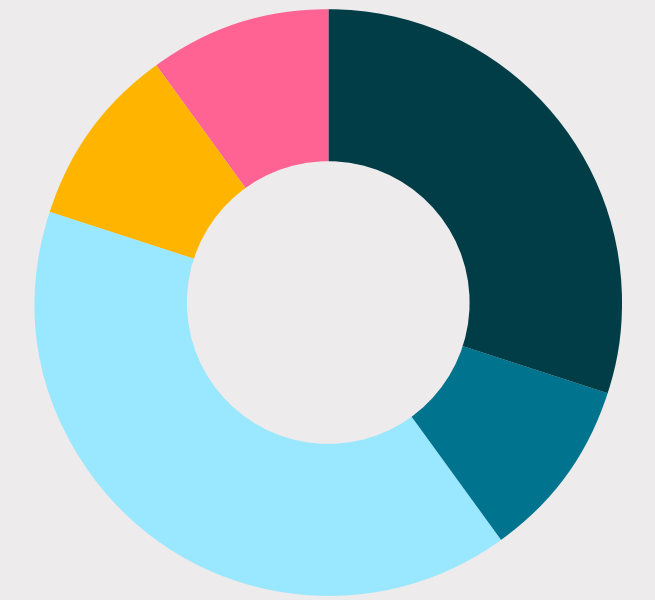
BUSINESS SERVICES



ENERGY, CHEMICALS & UTILITIES



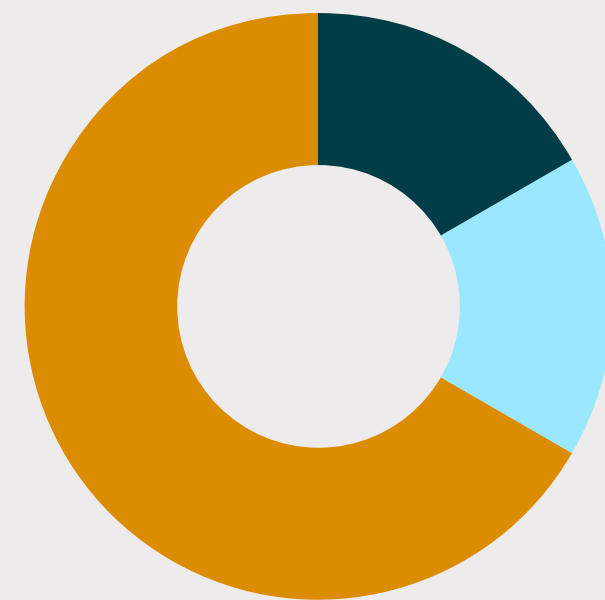
CPG



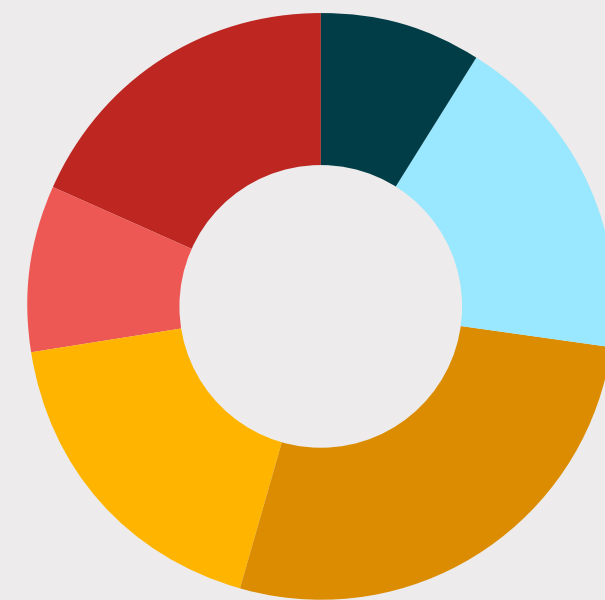
Key

- Caregiver
- Creator
- Everyperson
- Explorer
- Hero
- Innocent
- Lover
- Magician
- Outlaw
- Jester
- Ruler
- Sage

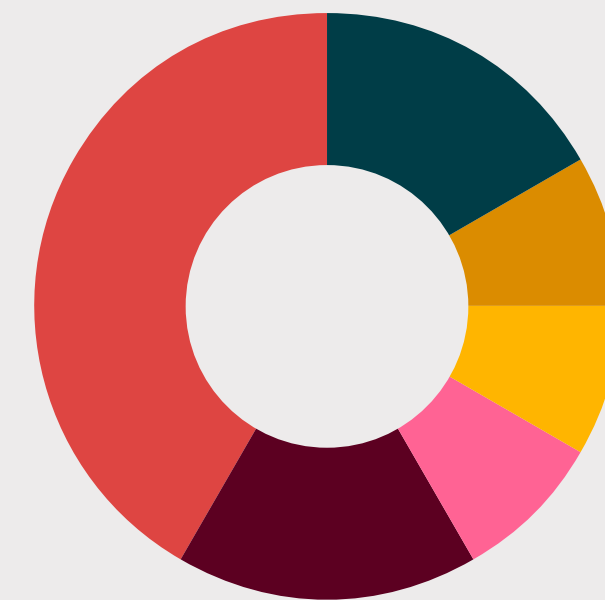
TELECOMMUNICATIONS



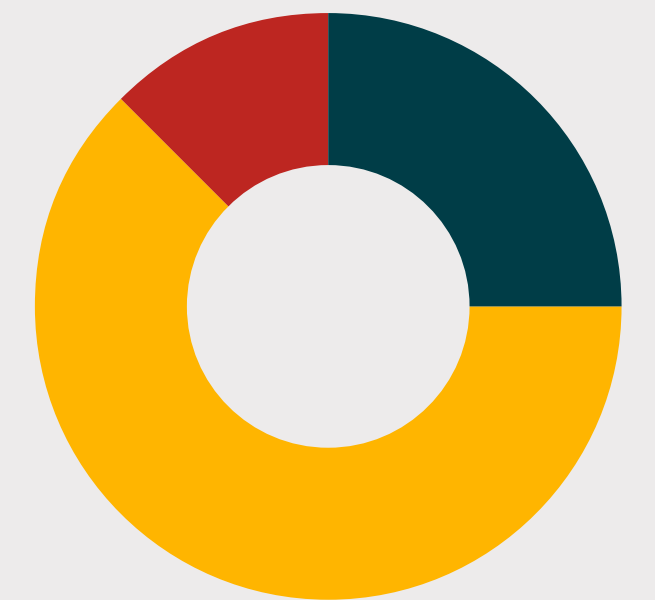
TRANSPORT



BANKING



PHARMACEUTICALS



Write the future.

A Purpose should state the outcome you're heading towards. But that doesn't mean each one needs to work in the same way. There are three fundamental ways a business can outline the future they seek. The biggest distinction comes between whether the emphasis is on the company or the broader impact it can have.

EMPHASIS ON THE FUTURE OF OUR WORLD

EMPHASIS ON THE FUTURE OF OUR BUSINESS

QUESTS

Quests orchestrate the business around a specific destination as a focal point. The Purpose will summon an inherent tension to getting there. The boldest call out a measurable target.



BENEFITS:

- Businesses seeking an emotional motivation that rallies people behind a mission.
- Those keen to deploy impact measurement.

CHALLENGES:

- Businesses that have a complex and varied offer.
- Those unwilling to hold themselves to account.



We envision a future of zero crashes, zero emissions and zero congestion, and we have committed ourselves to leading the way toward this future.



Make the world healthier and more sustainable through innovation, with the goal of improving the lives of 3 billion people a year by 2030.



Bringing health through food to as many people as possible.

PHILOSOPHIES

Philosophies package up a core belief as a distinct attitude for the business. Through these values they invoke their vision for the future. They often help guide the company towards a series of targets rather than one singular mission.



BENEFITS:

- Businesses that have a varied product or service offer, but a strong set of core beliefs behind them.
- Those looking to create a distinctive reputation through their Purpose.

CHALLENGES:

- Businesses that need clearer direction on how their offer should evolve.
- Those without clarity on how they can live their Purpose.



We believe that through sport we have the power to change lives.



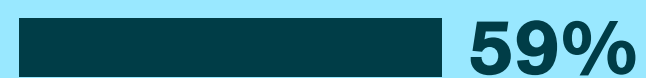
Our dream is to bring people together for a better world.



Between hope and possible there is a bridge.

EXPLANATIONS

Explanations outline how the business is shaping the future. This might explain how they will positively impact others, though many of the least purposeful companies will remain focussed on their own performance.



BENEFITS:

- Categories whose offer fundamentally has a positive impact.

CHALLENGES:

- Those wanting to differentiate or pack an emotional punch.



We help people across the world lead healthier and happier lives.



We create the networks that move the world forward.

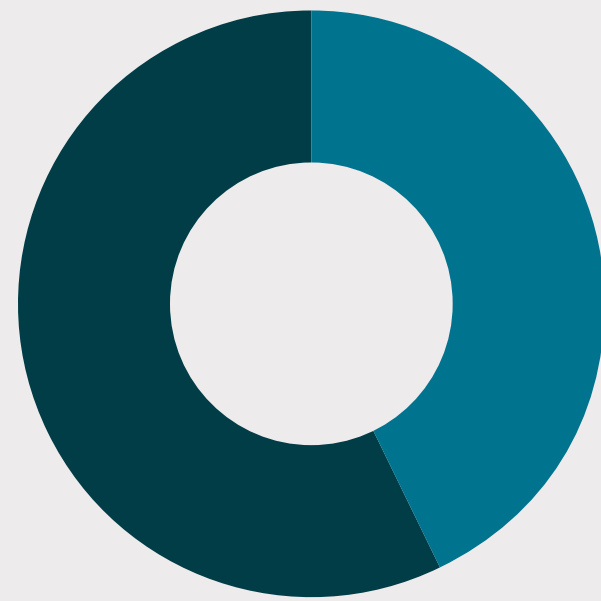


We make it easy to do business anywhere.

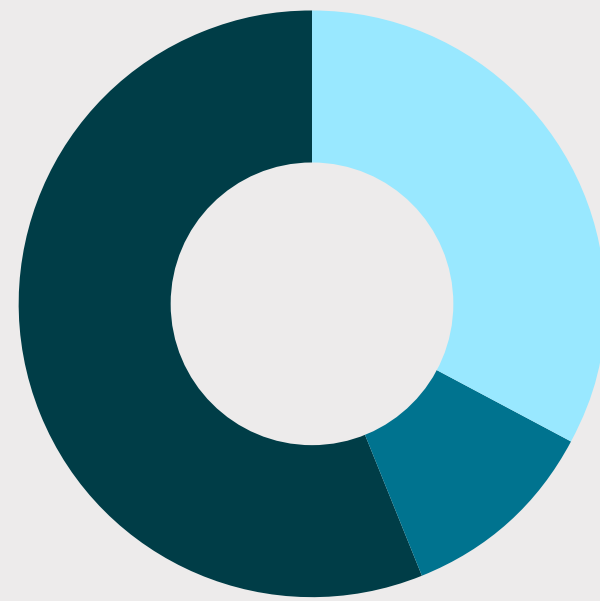
Key

Explanations	●
Philosophy	●
Quest	●

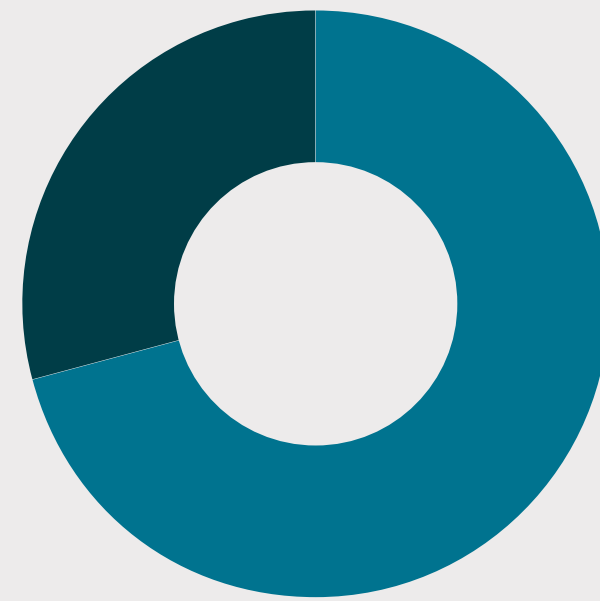
FASHION & APPAREL



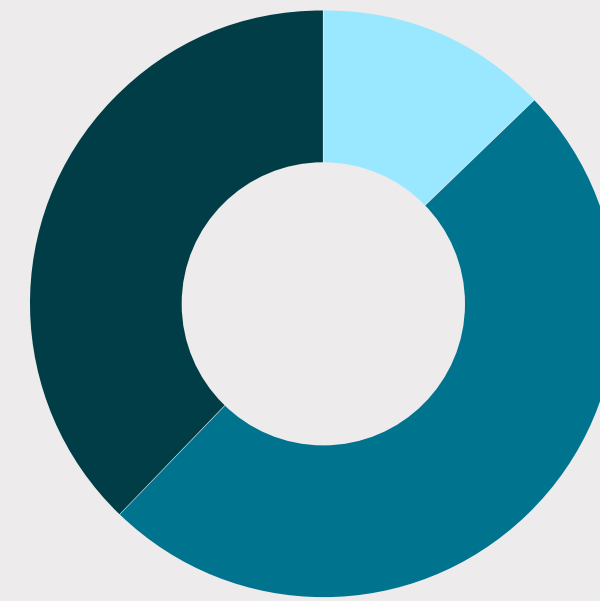
RETAIL



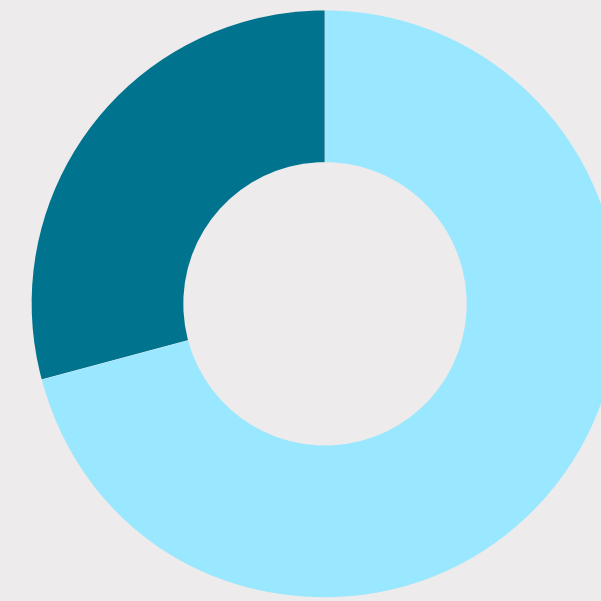
FOOD & DRINK



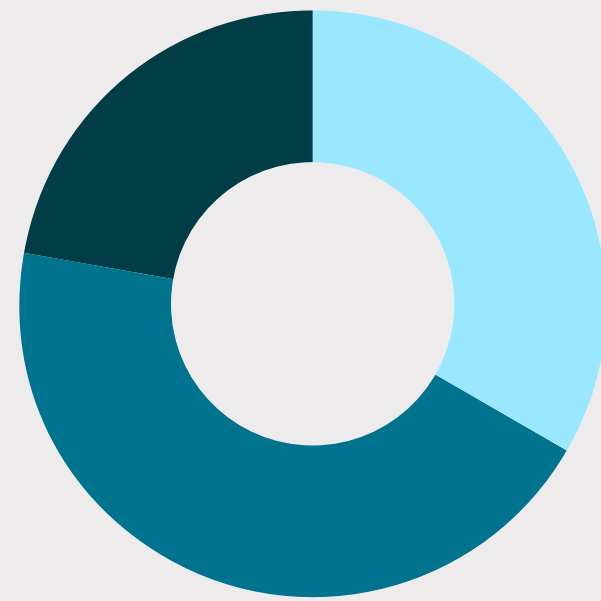
CONSUMER TECHNOLOGY



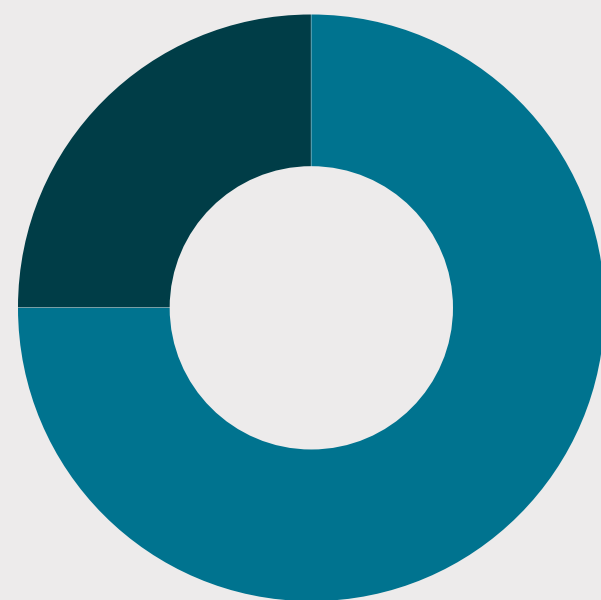
ENERGY, CHEMICALS & UTILITIES



CPG



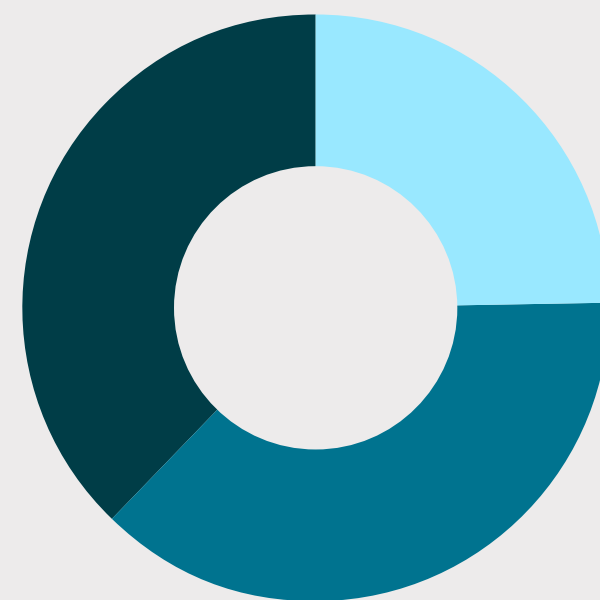
DIGITAL & MEDIA



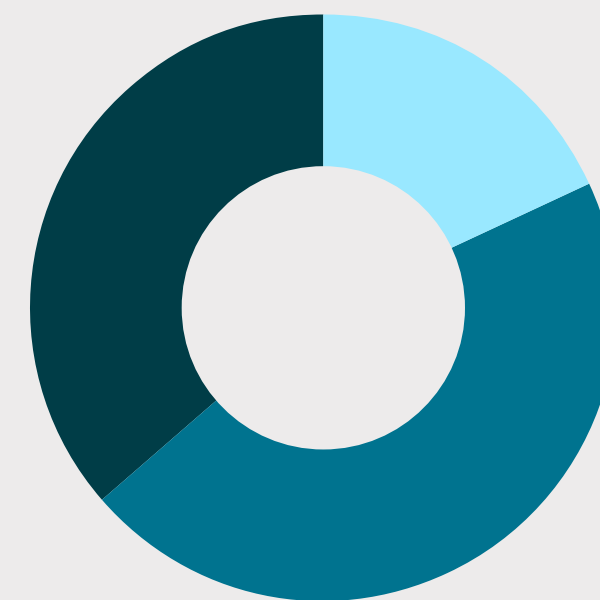
BUSINESS SERVICES



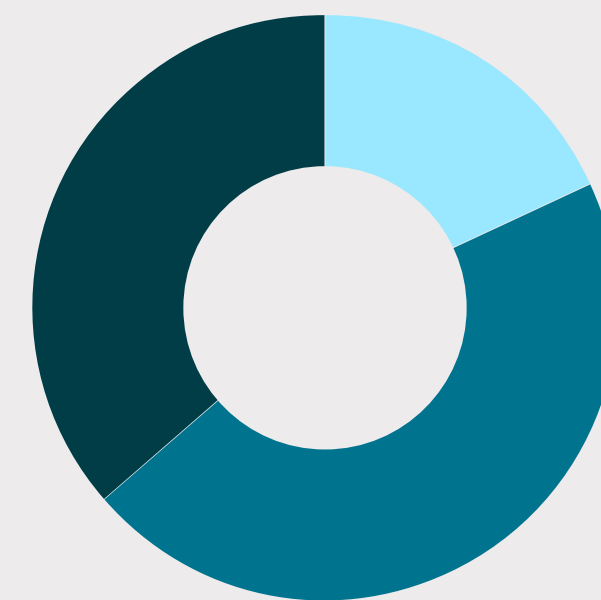
TELECOMMUNICATIONS



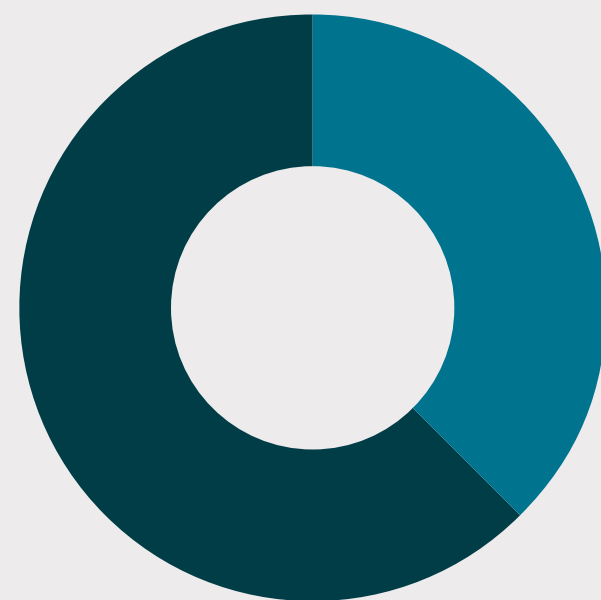
TRANSPORT & TRAVEL



BANKING & FINANCIAL SERVICES

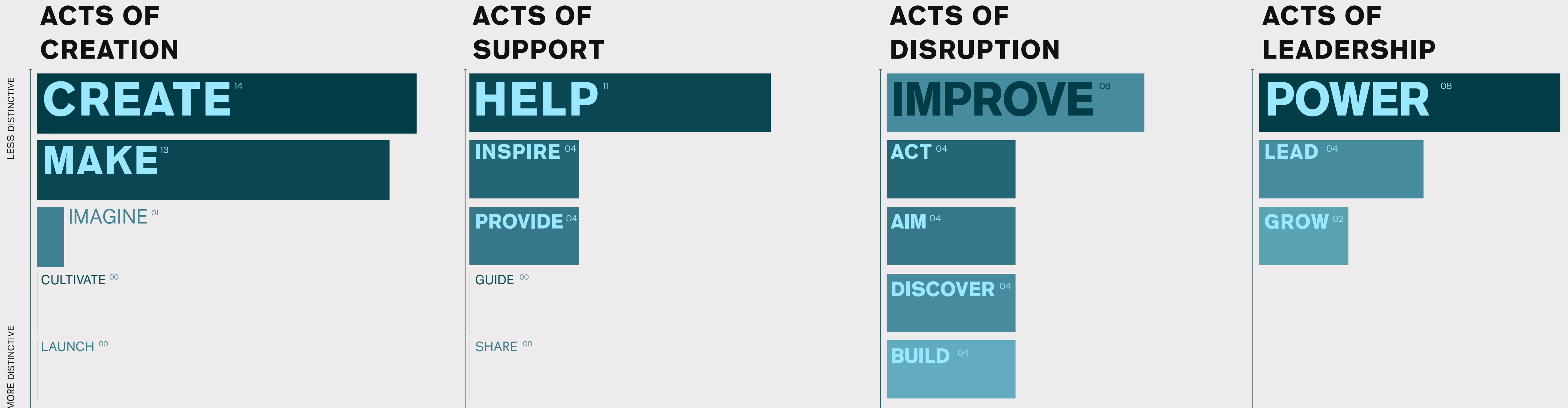


PHARMACEUTICALS



Do as I say.

As all Purposes are about what you do, the importance of finding the right verb is paramount. By examining the verbs currently adopted across over 100 Purpose statements we can also see where there may be opportunities to express them in a more distinctive manner.



Wild cards (currently not used): Alert - Address - Answer - Arrest - Attack - Avoid - Battle - Break - Carry - Challenge - Close - Crack - Cultivate - Cure - Delay - Earn - Forget - Fight - Force - Gather - Glue - Guard - Head - Hurry - Include - Invite - Land - Launch - Learn - Light - Live - Mark - Move - Offer - Open - Overtake - Own - Pause - Persuade - Place - Prevent - Protect - Push - Question - Reach - Refuse - Reject - Remind - Repair - Rescue - Revive - Rid - Save - Seal - See - Set - Share - Slow - Sort - Spark - Spread - Start - Steal - Strike - Switch - Take - Target - Teach - Test - Thank - Thrust - Understand - Unite - Unlock - Wake - Welcome

Choose your words wisely.

Since as long ago as Ford's 1924 Purpose*, we have seen the power of moving prose to succinctly capture the company's reason for being. Perhaps that's why debates over the wording of Purpose statements continue to arouse emotions and opinions like very little else.

Ambiguity, broken syntax and lengthy, meandering language can be seen in at least half of the Purpose statements assessed, with certain categories particularly prone to blunders (step forward consumer technology, digital and media and financial services).

Conversely, the best stick to three golden rules.

*Ford opens the highways to all mankind.

SIMPLIFY

How can you say more with less? Consider which words outline the future you seek and which could be deemed superfluous.

**AMERICAN
EXPRESS**

**OUR MISSION IS HELPING
OTHERS ACCOMPLISH
THEIRS.**



**TO CREATE A BETTER
EVERYDAY LIFE FOR
THE MANY PEOPLE.**

INTENSIFY

How can you land your key message? Consider how juxtaposition, alliteration and repetition can be used to emphasise the most salient parts of your Purpose.



**DOING WHAT PATIENTS
NEED NEXT.**



**TO INSPIRE AND NURTURE
THE HUMAN SPIRIT -- ONE
PERSON, ONE CUP AND ONE
NEIGHBORHOOD AT A TIME.**

MAGNIFY

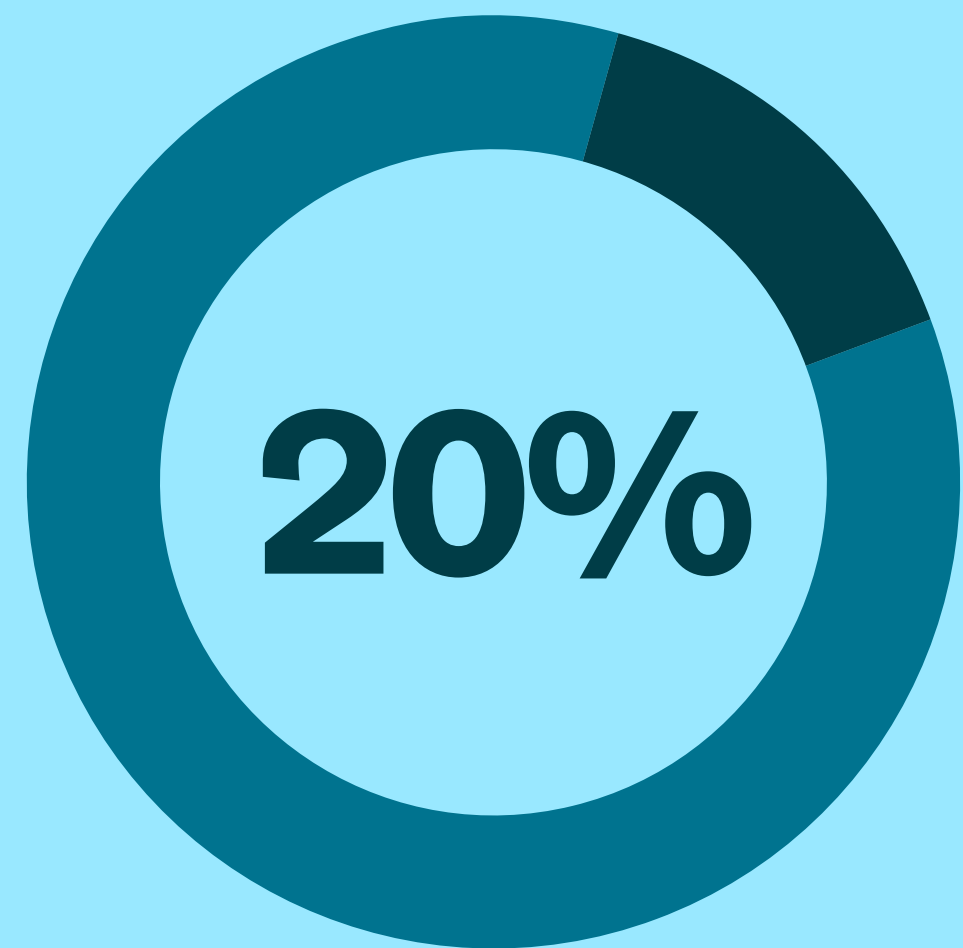
How can you make it connect? Consider whether language from your category can be used to deepen the sense of meaning and memorability.



**INSPIRE AND DEVELOP
THE BUILDERS OF
TOMORROW.**



**UNITE THE WORLD
THROUGH SPORT TO
CREATE A HEALTHY
PLANET, ACTIVE
COMMUNITIES AND AN
EQUAL PLAYING FIELD
FOR ALL.**



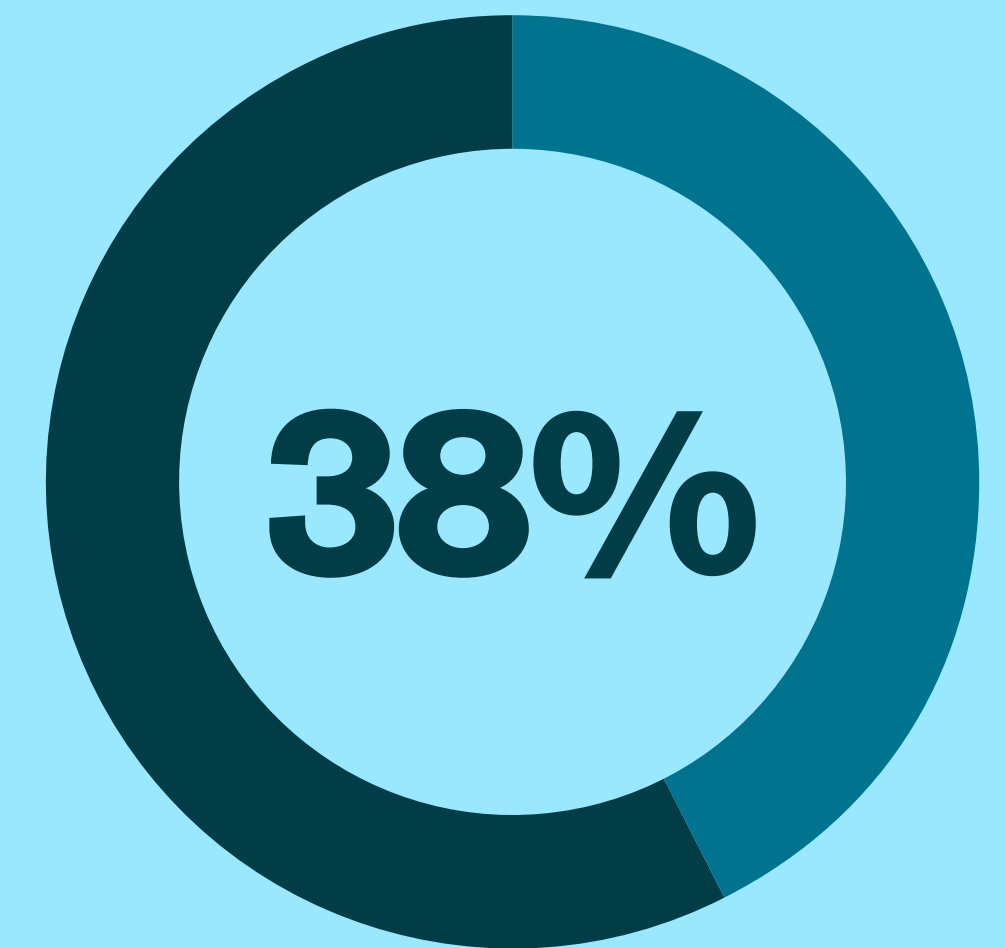
Of companies express their Purpose as a trademarked brand line.

10
WORDS

Is the average length of a purpose statement.

WORLD ⁽²⁶⁾
PEOPLE ⁽²²⁾
BETTER ⁽¹⁶⁾
CREATE ⁽¹⁴⁾
MAKE ⁽¹³⁾
LIVES ⁽¹³⁾
EVERY ⁽¹⁰⁾
TECHNOLOGY ⁽⁰⁹⁾
IMPROVE ⁽⁰⁸⁾

Are the most commonly used words in purpose statements.



Of purpose statements are in the first person.

A ROADMAP THAT ENSURES EVERYONE REACHES THE SAME DESTINATION.

Having established where we're heading, we need to turn attention to how we'll get there. More than any other tool, this roadmap will guide our strategy. Too often Purposes are created without the requisite guidance. **Plotting your journey** will organise operations, products, brands and corporate actions so that they all pull towards the future you seek.

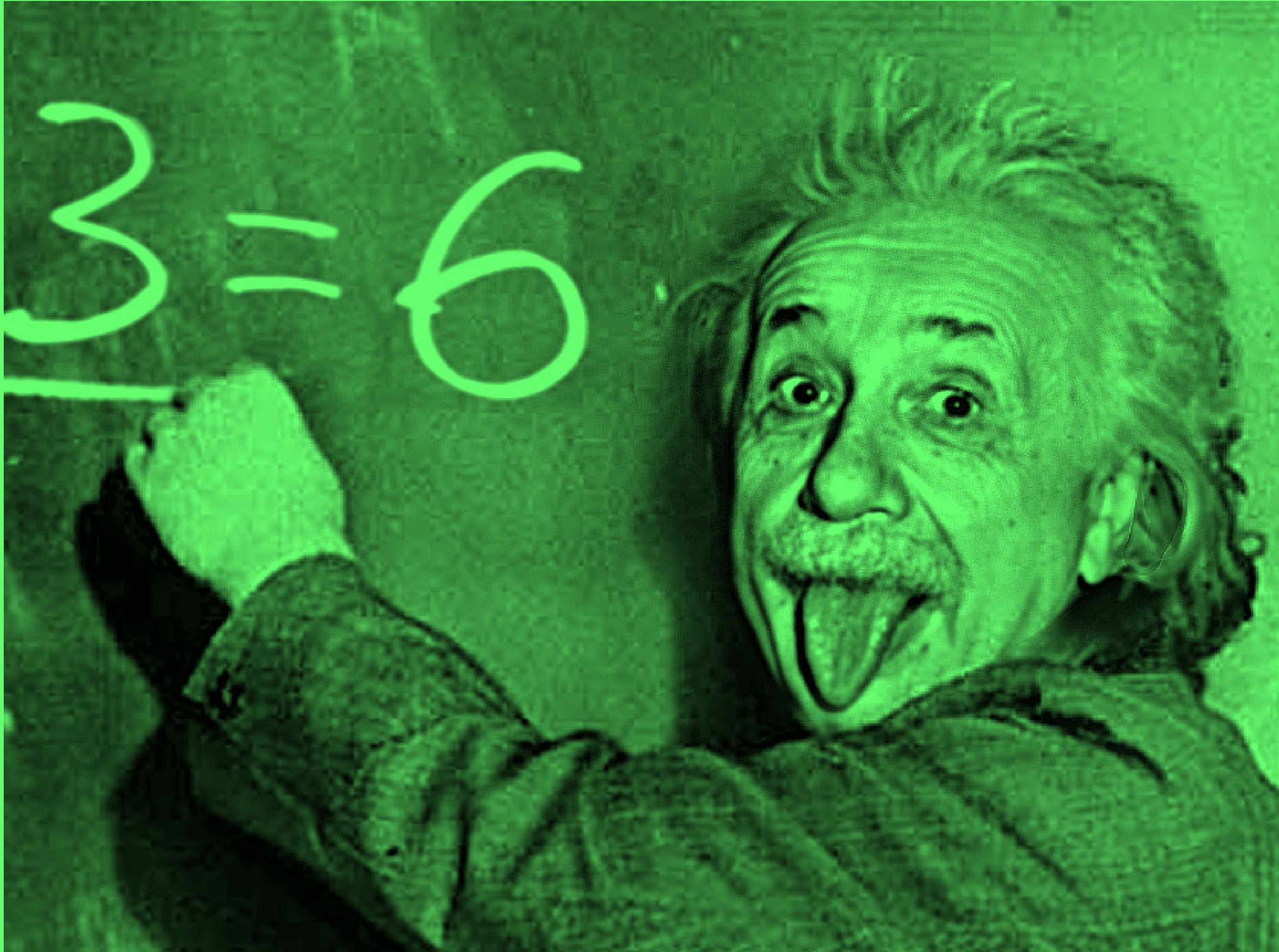
Often part of this process will need to consider the organisational structure to make sense of every part's contribution. How do brands, sub-brands and business units contribute to your headway? When it comes to **explaining your route** a clear, intuitive architecture is the best way to guard against unpredictability.

Finally, **navigate your progress** to the destination. Understanding what progress has been made and where you need to course correct will help control how your business is perceived by employees, consumers and stakeholders.



“You can't use an old map
to explore a new world.”

ALBERT EINSTEIN



From Purpose infused to Purpose driven.

The most successful Purposes inspire a clear direction but still require clarity on what it will take to reach the ultimate destination. So if the Purpose answered why we exist, we quickly need to explain how we operate against it.

The temptation can be to assume all positive impact and ethical behaviour is in service of the Purpose. But Purposeful businesses act like trees*. They establish deep roots that help them stand tall over time, but most of these aren't immediately visible.

Instead we should really focus on the handful of sturdy branches which will be on display. These group together what we need to do most in order to service the Purpose. They are the biggest themes directly driven by our Purpose, and each should be capable of spreading any number of purposeful actions in their own right.

When it comes to plotting out this analogy for your own Purpose, it can help to think of those branches in groups of three. As we see on the following page, many of the most Purpose driven companies have leveraged the power of threes to guide their own pillars of Purpose.

* Conversely, businesses without Purposes can grow quickly and unchecked much like weeds. This is often to the cost of everything around them, but whilst they might be pervasive they also tend to be easily removed.

OUR HARVEST
The specific actions which grow out of the main aims, and which represent the fruits of our Purpose.



OUR TRUNK
The Purpose itself. Even if branches are lost, new ones can grow from this central spine.

OUR BRANCHES
The main 3-5 main pillars driven directly by the Purpose and often what is most visible from afar.

OUR ROOTS
The policies and activities which give us licence to operate, even if they are not directly in service of our Purpose.



INSPIRING HUMAN PROGRESS THROUGH THE POWER OF COMMUNICATION & ENTERTAINMENT.

EMPOWER THROUGH CONNECTIONS

DELIVER THE BEST CONTENT

MAKE ADVERTISING MATTER



A BETTER WORLD FOR PETS.

HAPPIER PETS

HEALTHIER PETS

WELCOME PETS



TO INSPIRE AND NURTURE THE HUMAN SPIRIT ONE PERSON, ONE CUP AND ONE NEIGHBORHOOD AT A TIME.

OUR EMPLOYEES

OUR PRODUCTS

OUR COMMUNITIES



TO DRIVE HUMAN PROGRESS THROUGH FREEDOM OF MOVEMENT.

MOVING PEOPLE

MOVING BUSINESSES

MOVING SOCIETIES



TO EMPOWER PEOPLE TO LIVE A BETTER LIFE.

WE PROTECT PROPERTIES

WE PROTECT PEOPLE

WE PROTECT ASSETS

Tackling the World's 'to do' list.

The majority of Purposes are building towards a future linked strongly to their category. But there are many businesses whose ambitions, scale or scope of operations dictate that their Purpose is in service of the world's needs in totality. Indeed, 44% of corporate Purposes direct the focus of their Purpose against improving the world in this way.

With a long list of issues to tackle under such a Purpose, it is imperative to adopt a framework that outlines the full range of improvements needed. Not only does this ensure a more consistent level of commitment but it can also form the basis for measuring progress.

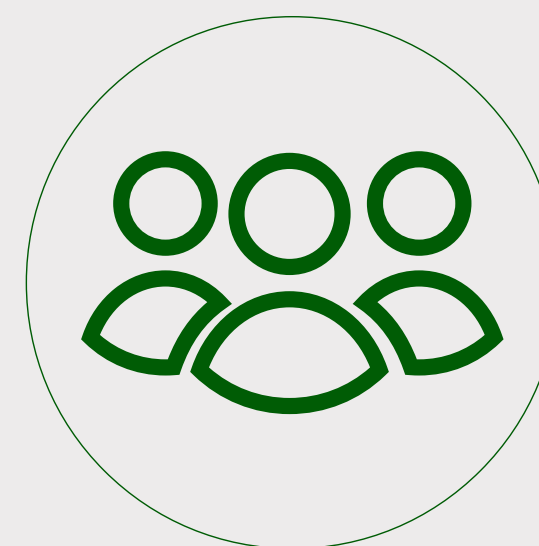
It often makes sense to adopt these frameworks from intergovernmental bodies. The UN's Sustainable Development Goals are the most widely adopted, covering 17 global issues with tangible goals for 2030. The Doughnut Economics ring takes a more dynamic, interpretive approach and is gaining traction in sustainability quarters.

However, the more common approach is using these 'third party frameworks' as support for something more bespoke, with responsibilities typically grouped into three categories.



PEOPLE

Often a specific focus on employees, supply chains, and the direct business community



SOCIETY

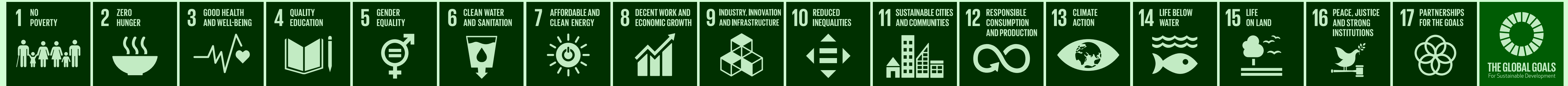
Development and support of social issues, for consumers and non-consumers.



PLANET

Working towards a healthier human relationship with the planet.

UN SDGS



BESPOKE (AS ILLUSTRATED BY M&S)

PEOPLE

EVERYONE CAN BELONG, AND GET ON.

We want the people working in our business and our supply chains to have a voice, and to progress. We support the causes our customers care about, and the communities where we trade.

Area of focus.

- Human rights and combating modern slavery
- Access to employment
- Colleague health and wellbeing
- Diversity and inclusion
- Accessibility
- Ethical trading standards
- Improving lives of workers in supply chains
- Community engagement

Relevant SDG's



PRODUCT

WE SOURCE WITH CARE AND NOTHING WE MAKE WILL GO TO WASTE.

We source our products responsibly, working closely with our suppliers to ensure high standar. We ensure no food or clothing goes to waste.

Area of focus.

- Sustainable raw materials
- Reducing food waste
- Animal welfare
- Farming standards
- Health and nutrition

Relevant SDG's



PLANET

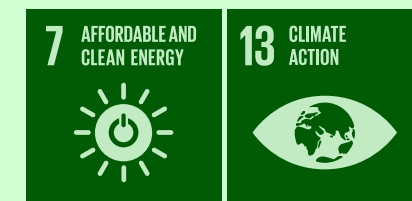
OUR ACTIONS TODAY PROTECT THE PLANET FOR TOMORROW.

We are driving down greenhouse gas emissions We reduce, reuse and recycle. We work with the factories we source from to take good care of the planet's natural resources, while being open about the progress we've made.

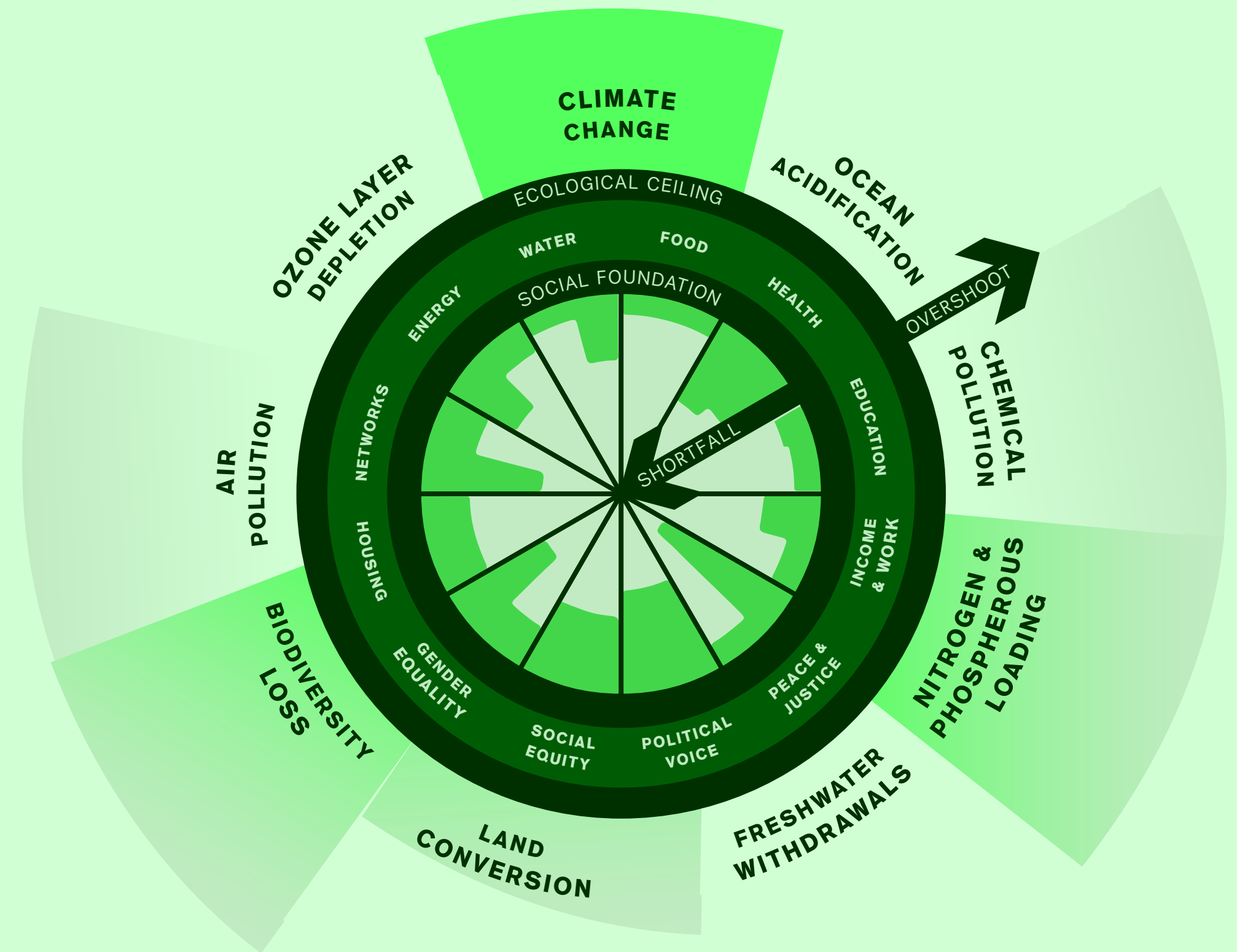
Area of focus.

- Net zero emissions
- Sustainable manufacturing
- Reducing, reusing and recycling packaging
- Zero waste to landfill

Relevant SDG's



DONUT ECONOMICS



Sharing directions.

Organisational structure, P&L reporting, branding hierarchies and M&A activity can all conspire to obfuscate the route. A good Purpose roadmap will bring clarity to this complexity.

This architecture organises both the breadth and depth of your Purpose activity. Crucially, it needs to explain who is on the journey and how they will help to get the business there.

These decisions will provide clarity around the organization, guide how your Purpose is understood by consumers and establish the role it plays in the eyes of investors.

Often this means clarifying the role of businesses within the group, segments within the business or sub-brands within the brand. What is the relationship between them? How rigorously do they need to embrace the Purpose? Or do they have autonomy to reflect it through their own operations?

The temptation to adopt the most homogeneous approach to how the Purpose is applied might not be right for the organisation, depending on how large and diversified it is. What is more important is explaining the expectations for how every component part should relate to the Purpose so that the narrative can be greater than the sum of its parts.

Nothing increases the engagement of your workforce like clarity, with companies seen as clearly articulating and acting on their Purpose experiencing more motivated employees, more empowered employees and higher retention.

EMPLOYEES

When the relationship between the Purpose and a business's various divisions is clearly delineated, they can play off on one another - if a consumer has an existing relationship with a masterbrand, they have been proven to be much more likely to try one of its sub-brands.

CONSUMERS

Clarity around the Purpose architecture can bolster stakeholder confidence by making it easier to add brands, products, or services as your company grows.

INVESTORS

MORE UNIFORM ←

→ MORE AUTONOMOUS



PURPOSE MONOLITHS

All parts of the business fall under one uniform Purpose, strictly and consistently applied.

They represent **17%** of Purpose Architectures

BENEFITS

Provides a consistent narrative for Businesses with a more uniform offer or a strong top-down governance

CHALLENGES

Can inhibit the drive of individual units to embrace the Purpose as their own

PURPOSE FAMILIES

Sub-sections of the business clearly serve the over-arching Purpose through what they do best.

They represent **47%** of Purpose Architectures

BENEFITS

Can be the best of both worlds, with freedom within a framework helping the business to be greater than the sum of its parts

CHALLENGES

Takes time to align all the individual components up so they support one another

PURPOSE ECO-SYSTEMS

Individual sub-sections of the business are free to interpret the Purpose in their own way, leaving a looser sense of its DNA.

They represent **36%** of Purpose Architectures

BENEFITS

Allows for a more agile adoption, with the self-determination of individual units building a momentum of their own

CHALLENGES

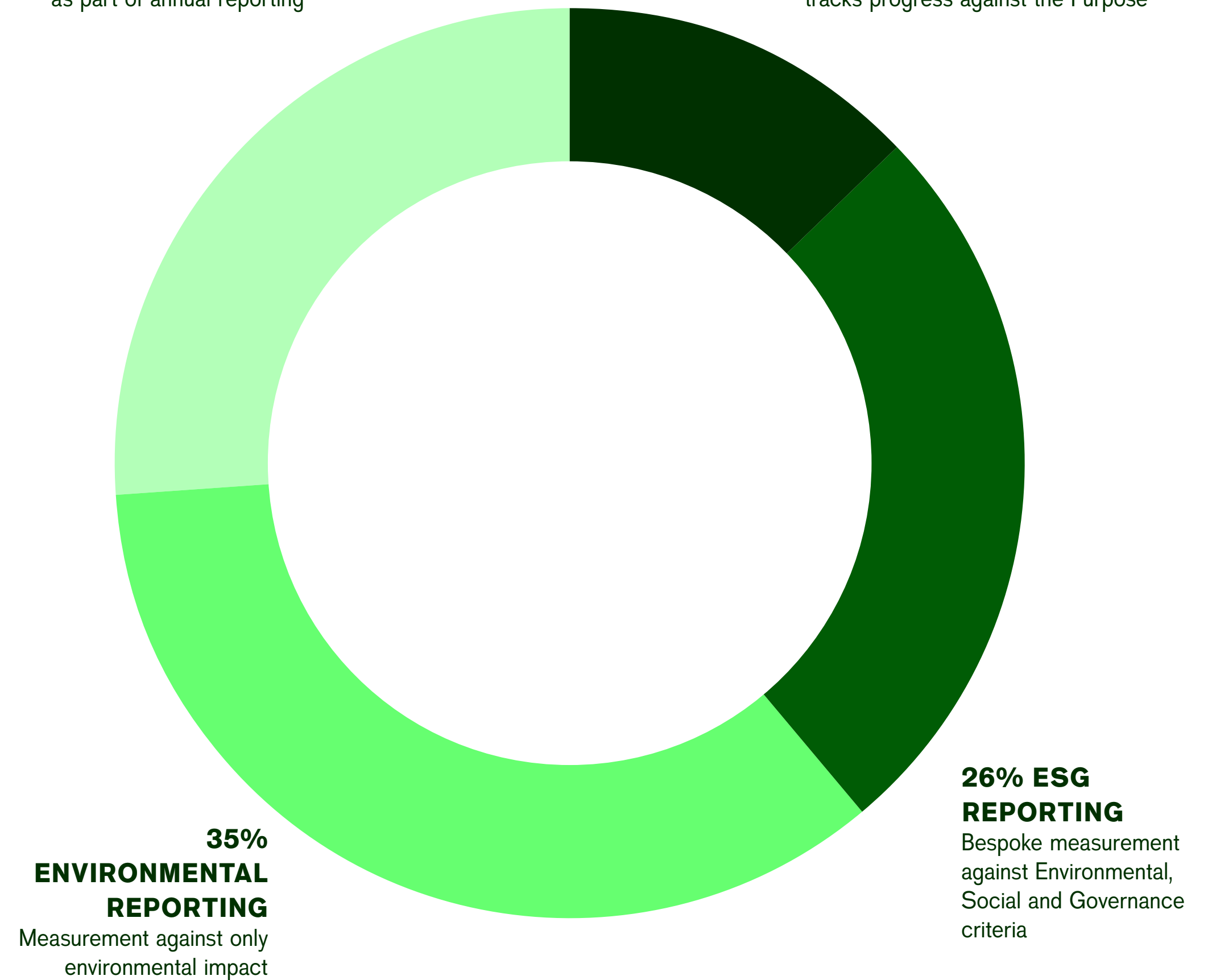
Harder to develop a halo effect across the business, whilst also easier for actions that run counter to the over-arching Purpose to emerge

Are we nearly there yet?

Whether it's inside or outside the business, your audience will be energised by knowing the progress that has been made. Whilst it is now rare for Environmental, Social and Corporate Governance measurement to be limited to parts of the annual reporting, there remains an opportunity for most businesses to adopt more bespoke Purpose reporting.

26% GENERAL REPORTING
Limited ESG assessment covered as part of annual reporting

13% PURPOSE REPORTING
Bespoke measurement that specifically tracks progress against the Purpose



01%

Danone North America is the only Benefit Corporation that provides measurement against a third party certification

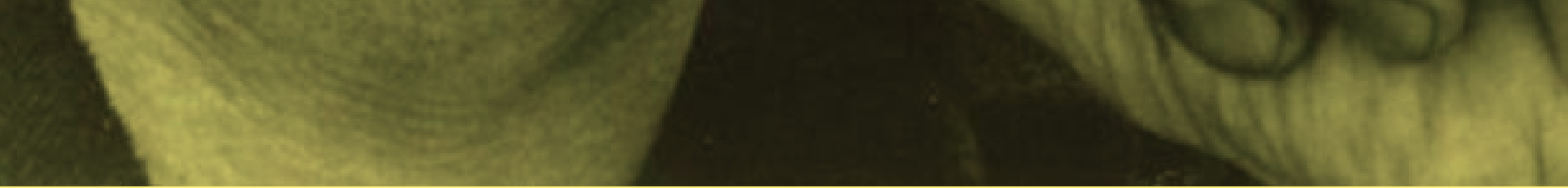
A VEHICLE THROUGH WHICH OTHERS CAN JOIN US ON THE JOURNEY.

Once we know where we're heading and how to get there, we need to invite people onboard. If our Purpose is a journey of change, our vehicle needs to **brand the change** we want to see in the world.

This first task is to emulate what great brands have always done - create an emotional pull that conveys a simple message. We need to communicate what our Purpose is all about, but do so in a compelling and inviting way.

But brands also serve a second and equally important role; they **thread everything together**. With Purpose activity spreading across so much of a business, understanding how verbal and visual cues can join these up will help them to be greater than the sum of their parts.

With these elements in place we can **invite others onboard**. So that our employees, our consumers and our stakeholders know where we're heading and feel compelled to join us.



“A corporation should be like a painting; everything visible should contribute to the correct total statement.”

ELIOT NOYES



From Purpose to platform.

Put simply, our brand shapes the way our Purpose is perceived by those who experience it. Brands live in the minds of employees, investors, the media and our consumers. These perceptions are malleable, and we have various tools to shape this reality.

Most prominent amongst these is the brand platform. If Purpose is the North Star, the platform is the creative glue. The concept that binds everything we want the world to see through a creative leap.

The best unify multiple expressions across paid, earned and owned media. This requires a certain flexibility, but not if it means losing the soul of the company. Going back to the work that helped develop the Purpose itself can help ensure the platform stays true to the change you seek and the distinct way you'll deliver it.

	PURPOSE	PLATFORM
	Effortless payment all over the world	VISA IS EVERYWHERE YOU WANT TO BE
	Unite the world through sport to create a healthy planet, active communities and an equal playing field for all	PURPOSE MOVES US
	Make sustainable living common place	EVERY U DOES GOOD
	Inspire and develop the builders of tomorrow	REBUILD THE WORLD
MARS	The world we want tomorrow starts with how we do business today	TOMORROW STARTS TODAY

High concept branding.

The best platforms provide a creative construct that is agnostic of channels, spend or geography. This means looking for a consistent hook - one that is simple enough to provide consistency, powerful enough to provide meaning and relatable enough to provide understanding.

Hollywood have understood how to create these blockbusters for many years. Successful brand platforms emulate their tactics with high-concept premises that can be succinctly pitched in order to carry a broad appeal.

A useful starting point can be short-cuts that carry universal meaning. Metaphors, idioms and characterisations all offer an engaging way to explain your Purpose that when applied with consistency and imagination can provide a distinctive backbone to your brand.

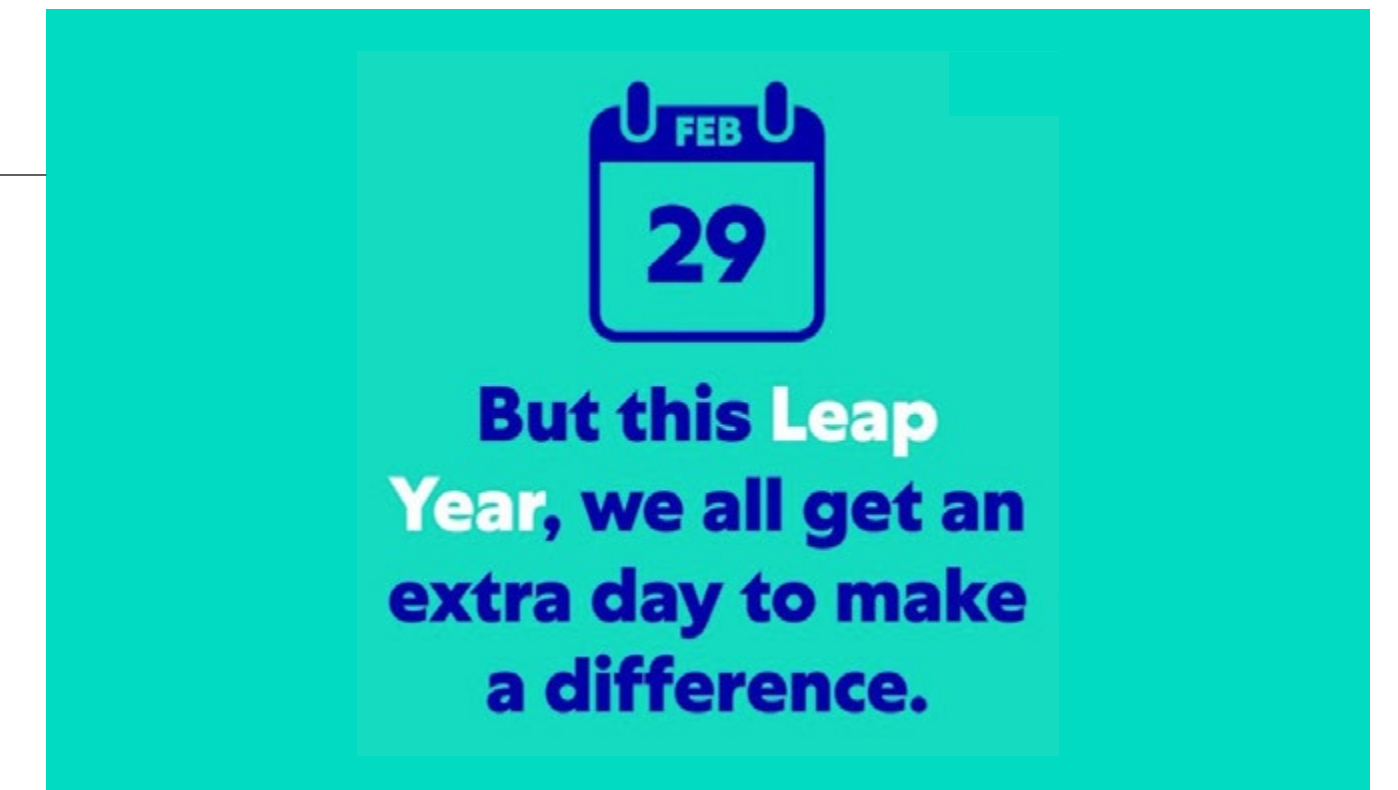
P&G

Using mums as symbol of their consumers everywhere



MARS

Using calendars to convey the notion of everyday action



CISCO

Using a bridge as a symbol of connections

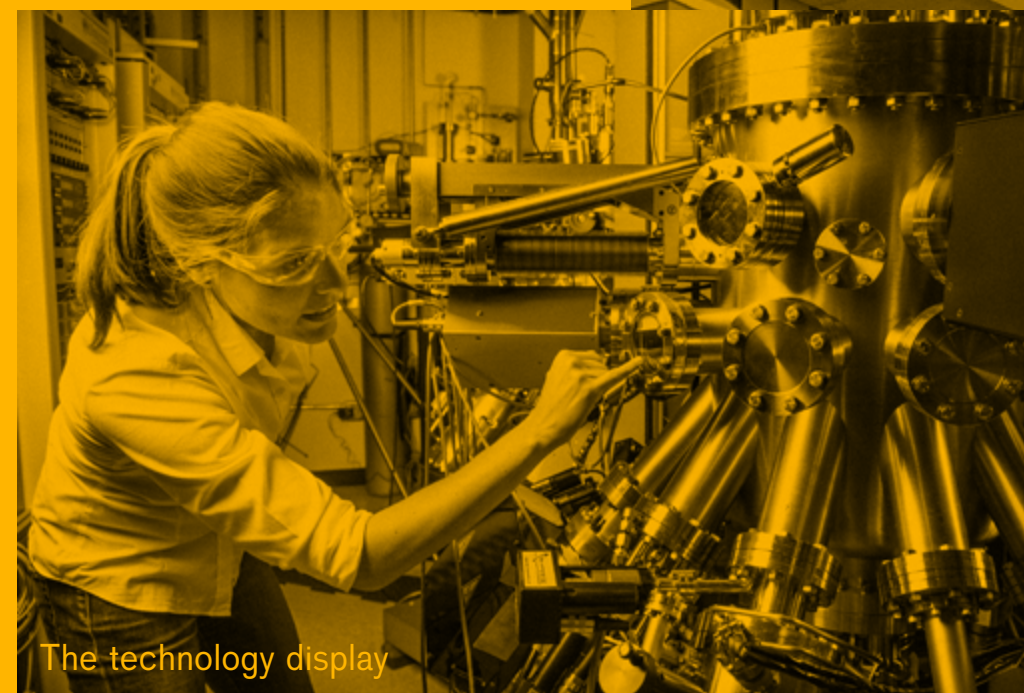


Be yourself - everyone else is taken.

Your audience will be impressed by your deeds but to follow you on the journey they will also need to be captivated by your charisma. Yet with a range of audiences to engage, a suite of messages to communicate and a depth of information to impart, we too often see corporate brands defaulting to lowest common denominator tropes and imagery.

Start by considering how your DNA can be reflected in the way you communicate. Kering evokes the designer's craft through the use of hand-drawn water-colour images in their reporting, where we might be more accustomed to seeing sober infographics. Or consider how IKEA show their leadership team photographed in their self-serve warehouses to emphasise their egalitarian nature.

Ensure you guard against the generic by avoiding what have become the predominant themes for the way Purpose is communicated.



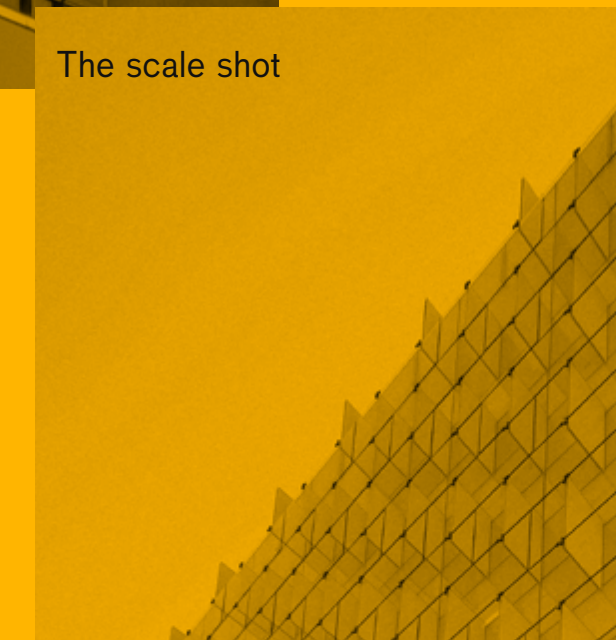
The technology display



The factory shot



The deal making



The scale shot



The focused determination



The blue sky thinking



The powerful discovery



The brainstorm



The smiles at work

Create a symbol of intent.

Like a good platform, the best visual identities don't just provide a consistent thread - they can also help to explain your Purpose. In this sense it can be useful to follow the same tactic as 19% of the companies we looked at and turn to symbols that carry universal meaning.

Take CVS Health, whose Purpose is to help people on their path to better health. The heart is a symbol of health understood across ages, geographies and experiences and was put at the centre of their enterprise-level look and feel.

But this meaning also needs to be crafted to make it distinctive for the Purpose in question. Unilever's identity is clearly a U that stands for their name, but it also contains 25 icons that express what their Purpose stands for.

LINES ⁰²

STARS ⁰²

FLOWERS ⁰²

WORLD ⁰³

HUMAN ²

GEOMETRIC SHAPE ⁰⁴

ANIMAL ⁰⁴

LETTER ⁰⁶

BESPOKE SHAPE ¹⁵

 48% DON'T EMPLOY A SYMBOL

No canvas absorbs colour like memory.

Colour can both invoke meaning and breed distinctiveness as it threads together our activity. Whilst blue and red are the dominant colours across our 101 companies, when we look at certain categories we see opportunities to stand apart whilst taking a stand.

13%

33%

7%

5%

8%

2%

5%

22%

6%

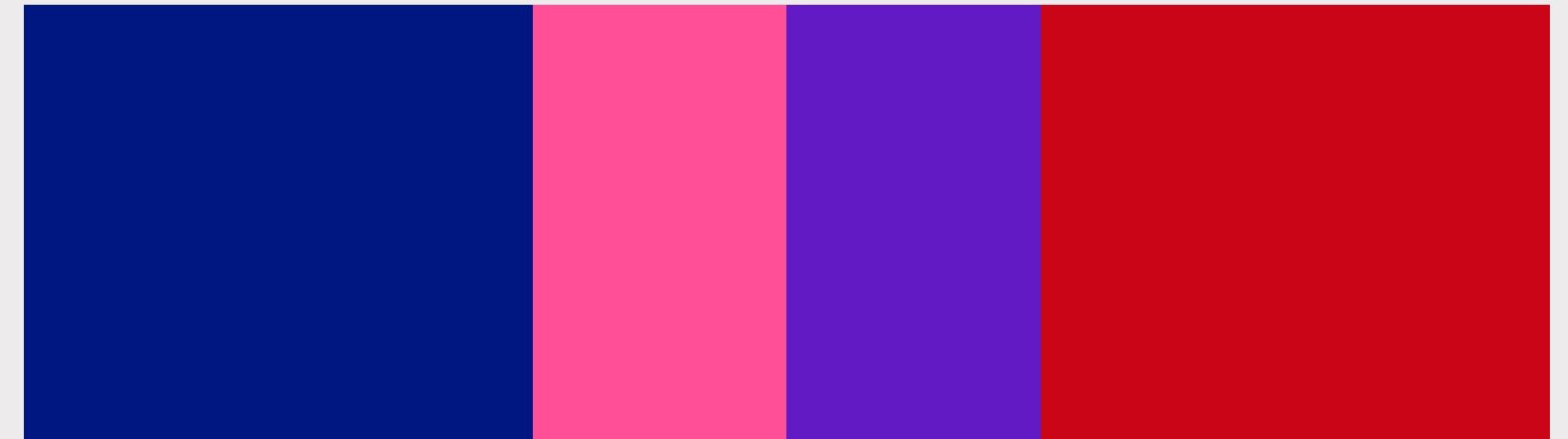
FASHION & APPAREL



DIGITAL & MEDIA



TELECOMMUNICATIONS



RETAIL



BUSINESS SERVICES



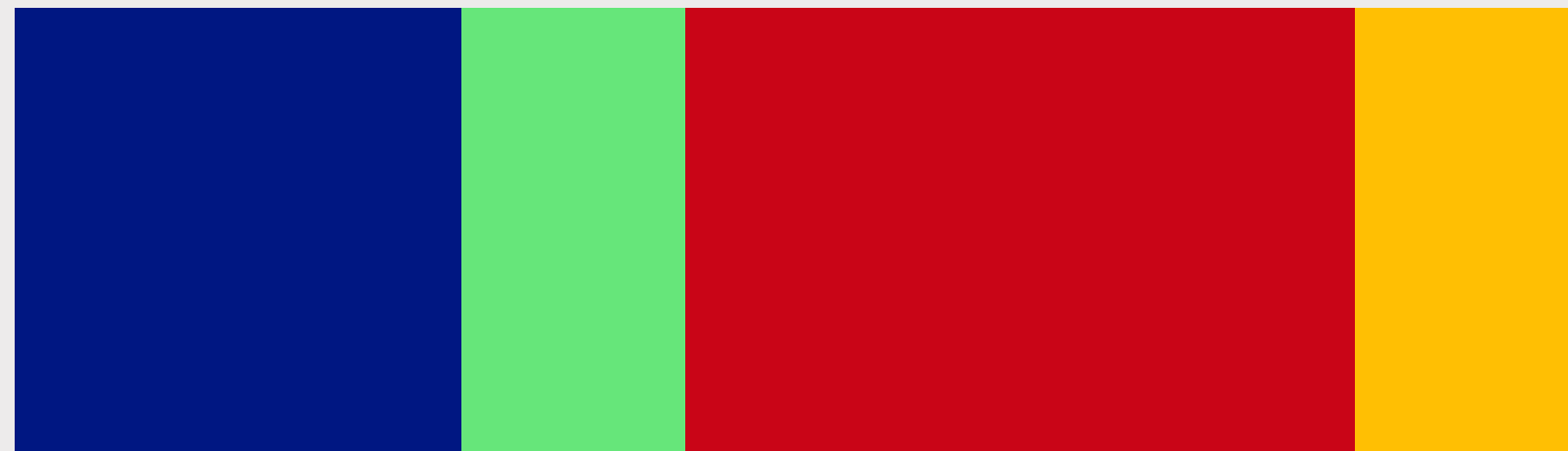
TRANSPORT & TRAVEL



FOOD & DRINK



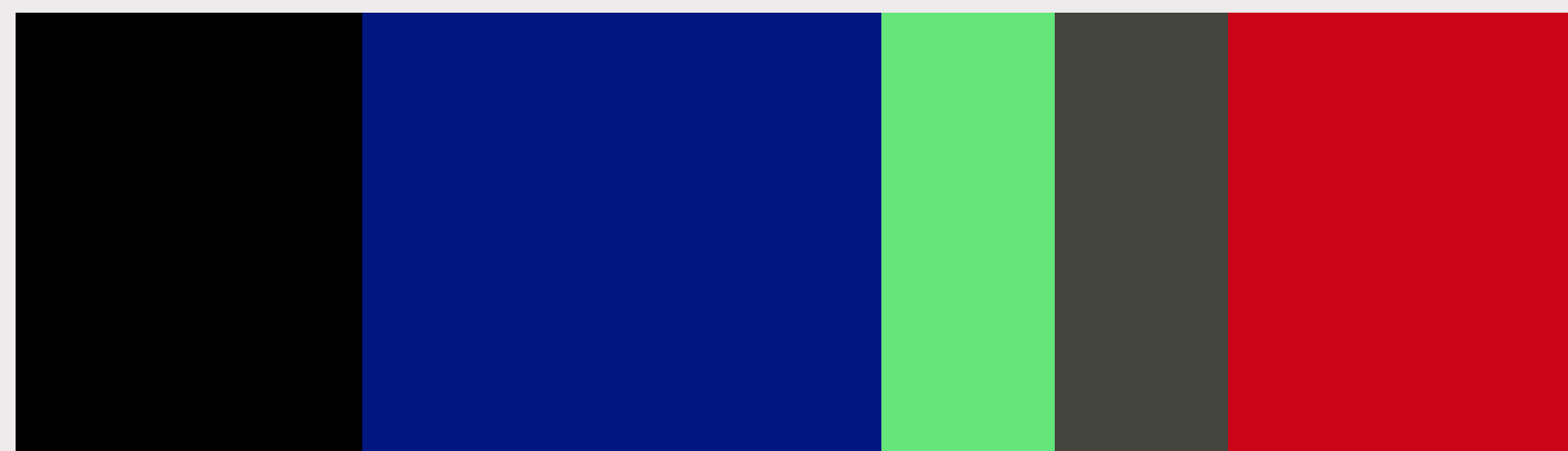
ENERGY, CHEMICALS & UTILITIES



BANKING & FINANCIAL SERVICES



CONSUMER TECHNOLOGY



CPG



PHARMACEUTICALS



Design that's electric.

When it comes to the application of that symbol, we need to design for an increasingly digital world. This accounts for why so many brands have recently changed their skeuomorphic logos with simpler, flat replacements.

CLARITY

Stripping away the clutter can improve recognition. With Visa's Purpose driving them to an ever wider range payment touchpoints, they needed an identity that worked across all of these evolving spaces.



FLEXIBILITY

How can your identity play across multiple interfaces whilst remaining instantly recognisable? Google were one of the first adoptees, with their flatter identity system working seamlessly across the myriad of information they organise.



INTIMACY

Removing the artifice can help a company to feel more relatable. To support their new Purpose adopted in the wake emissions scandal, VW created a transparent icon to build a feeling of openness.



State your Purpose.

When it comes to their Purpose, smart companies speak because they have something to say; others simply because they have to say something. For the first time a majority of companies are now communicating their Purpose externally with an increasing number leveraging paid media and PR to build their reputation off its back.

65%
OWNED
DIGITAL

35%
INTERNAL
ONLY

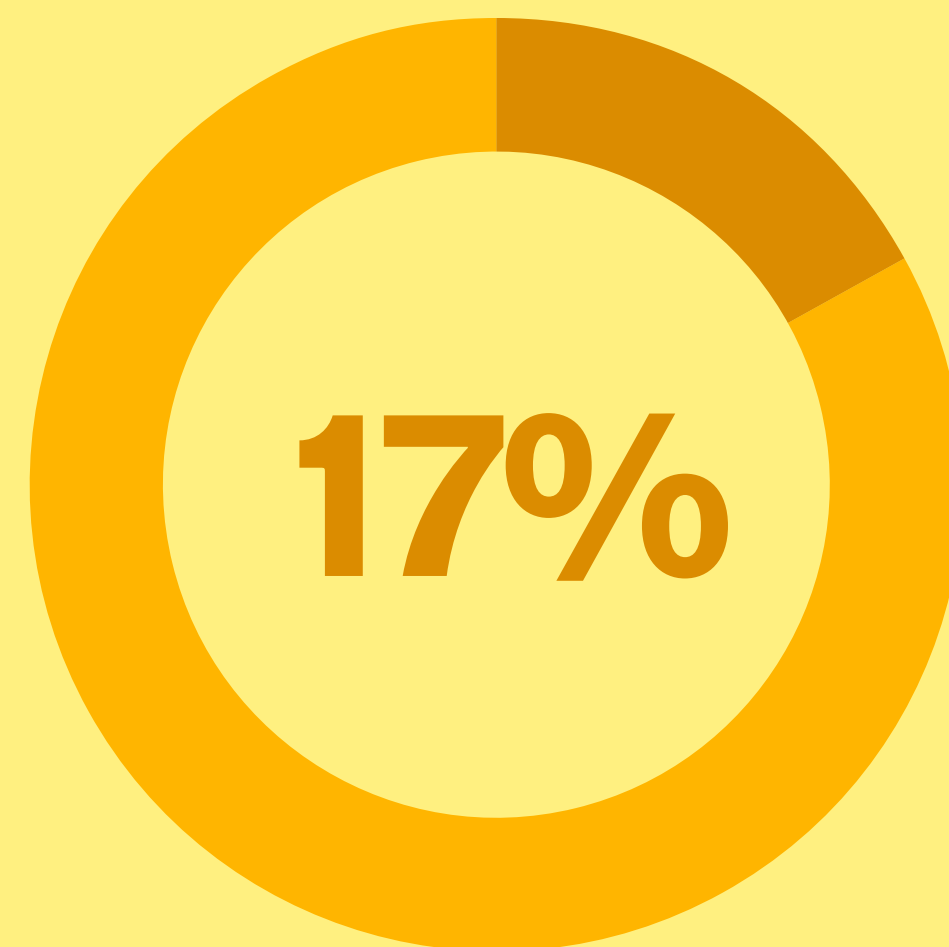
27%
PAID
MEDIA

22%
PR

Line your audience up.

Brand lines have been used for decades to quickly encourage the audience to pick their product. But with only 17% adopting them at a corporate level, the prevailing wisdom would seem to be that in the context of Purpose there is far less a role to play.

And whilst it's true that without careful consideration, attempts to find a succinct invitation can come across as contrived, there is a growing body of success stories. The key is that these brands have used their line as a rally cry for the organisation to join the Purpose journey, rather than a more overt form of salesmanship.



Of companies express their Purpose as a Trademarked brand-line.



4% use a hashtag version of their rally cry by default.



Company has given their Purpose a deadline that's captured as their rally cry.

TOOLS THAT HELP EVERYONE BUILD MOMENTUM

Achieving a truly purpose-driven culture is more likely to come from process than propaganda. Of course, clearly communicating the Purpose is important but what drives change are the tools and systems that make it part of everyday operations.

For complex, far-flung organizations, it can be easy to feel overwhelmed by where to begin. But Purpose is rarely one change - it's lots of changes. So break it down into business units, geographies and functional expertise and start to **learn from the inside**.

Do your people routinely reflect on Purpose? Do your critical building blocks have the autonomy and incentives to do their work with Purpose? Are your more purpose-driven functions self-contained silos, or are they connected with the core of your business?

When you know where you stand you can start to **build impact through action**. Commit to the processes and the change will come. Organized in this way will keep Purpose at the top of everyone's mind, every day.

Finally, when you **measure progress towards the destination**, you can learn from what you measure. What data and evidence are critical to understanding your impact? How much are your current reporting outputs moving you forward on Purpose? When was the last time you took action in response to a metric about your Purpose?

Again, breaking down the Purpose into manageable actions will help ensure you don't feel overwhelmed by the seemingly endless array of reporting options.

“Change is a process
not an event.”

BARBARA JOHNSON

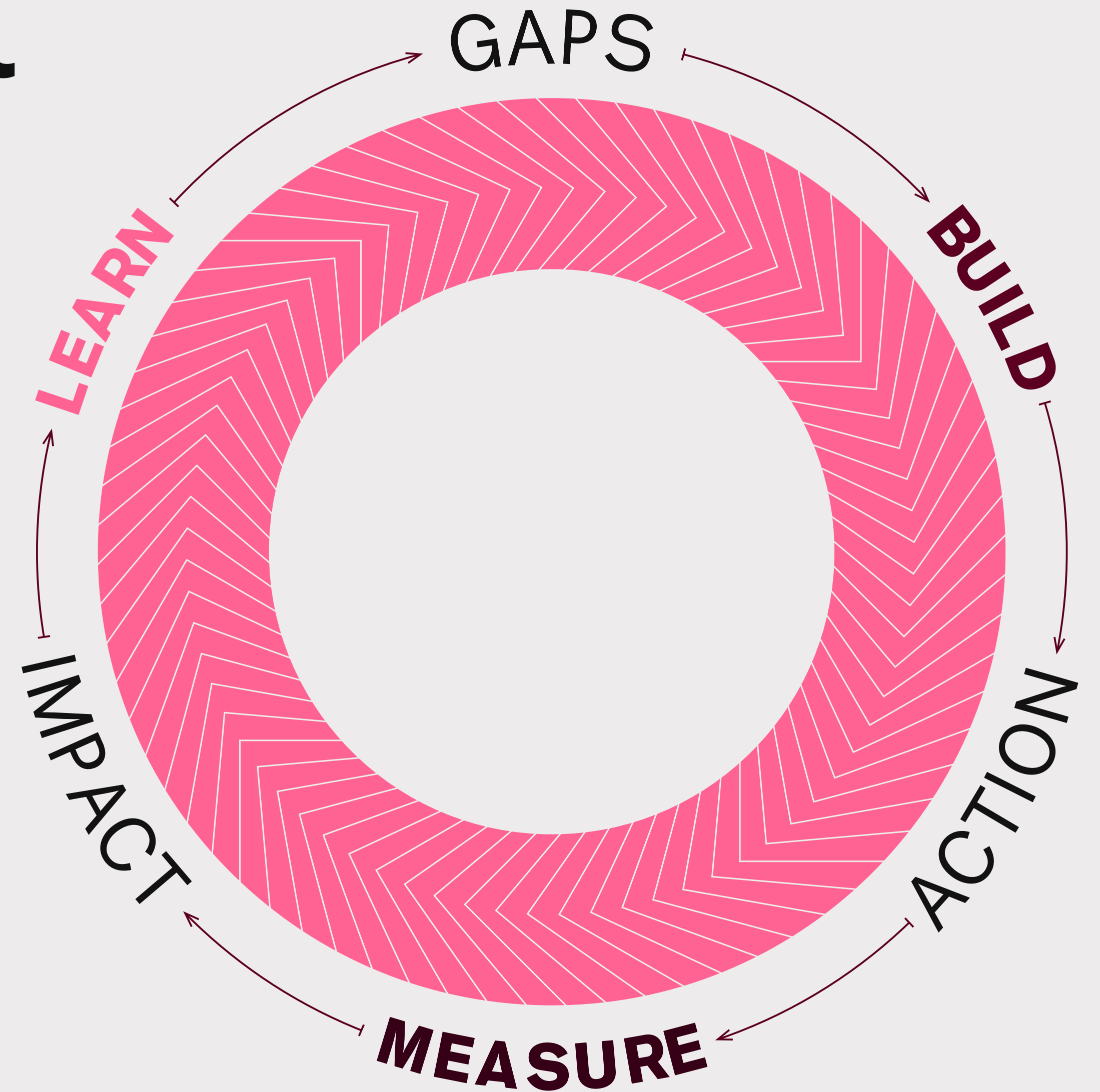


Build your toolkit of change.

For an organisation to be purpose-driven and not simply purpose-infused, every facet of the business needs to help make progress towards the destination.

But that future is unlikely to be reached overnight. We need to iterate and improve constantly to get there.

The 'Learn - Build - Measure' method is an effective tool to NPD development, and one of the central principles of the Lean Startup. The most impactful companies adopt the same agile mindset to Purpose. This is rarely done at an organisation level. Each department should be responsible for using this tool in their own context.



Learn to be uncomfortable.

01

Look under the hood of your operations, especially the parts others might avoid. Listen to employees, experts and stakeholders - especially groups with a smaller share of voice.

USEFUL TOOLS:

- Materiality Matrix [↗](#)
- Employee Satisfaction survey [↗](#)
- Exit Interviews [↗](#)

02

Lean into what you don't know. Build support networks with partners that can provide council and guidance.

USEFUL TOOLS:

- Employee & Expert Panels [↗](#)
- Listening Hours [↗](#)
- SDG 17: Global Partnerships [↗](#)

03

Establish your benchmarks. Work out how you will judge whether you have made progress.

USEFUL TOOLS:

- Science Based Targets [↗](#)
- Marketing Diversity [↗](#)
- Diversity Measurement [↗](#)

Build the change you want to see.

01

Fix the system. Bend the rules, disrupt the status quo and hardwire new ways of working.

USEFUL TOOLS:

- [Design Thinking](#)
- [Prompt Cards](#)
- [Prototype Small & Often](#)

02

Prioritise impact. Balance trying to do as much as you can with doing the most effective things you can.

USEFUL TOOLS:

- [Effort Impact Matrix](#)
- [A Vision Card](#)
- [Pool R&D With Sustainability](#)

03

Institutionalise progress. Bolster support for those in your organisation driving change.

USEFUL TOOLS:

- [Remuneration Linked To Impact](#)
- [B Corp Certification](#)
- [Scrum Working](#)

Find the measure of who you are.

01

Make measurement the journey, not the test. Make sure you learn as much from your failures as your successes.

USEFUL TOOLS:

- [Impact Measurement Framework](#)
- [Transparency With Consumers](#)
- [Donut Economics](#)

02

Mobilise leadership with results. Create a culture built on transparency and evidence.

USEFUL TOOLS:

- [Scorecards](#)
- [Culture Of Failure](#)
- [Transparent Pay](#)

03

Keep iterating. Move swiftly back into learning mode to keep moving forward.

USEFUL TOOLS:

- [Purpose Impact Report](#)
- [Stories Of Perseverance](#)
- [Invest In Employee Experience](#)

How we might approach diverse & inclusive marketing.

LEARN THROUGH:

- Intersectional unconscious bias training for marketing teams
- Adopting AI technology to measure bias in scripts
- Culture of asking & involving people portrayed
- Establish the benchmark of how diverse our marketing is
- Identifying where there is need for improvement



BUILD THROUGH:

- Casting guidelines
- Starting I&D focused talent programmes
- FreeTheBid adoption across all production
- Diversity included in supplier contracts
- New brief templates
- Specific brands leading the change



MEASURE THROUGH:

- Measurement of our output with The Geena Davis Institute
- An annual intersectional diversity assessment
- Brand and market scorecards
- Setting stretch-goals
- Transparent publishing of where there is need for improvement



MISSIONS THAT REPRESENT SPECIFIC LANDMARKS ALONG THE WAY

Many employees feel their company does good CSR but wish those efforts could extend into their core. This is the role of missions. They represent the handful of pro-active movements that your business is uniquely placed to make a difference against.

Your Purpose will identify your business's ultimate impact on society, but it's likely that a number of initiatives will be needed along the way. Think of missions as these 'moon shot' bets, whose potential benefit to society is enormous,

which generate the most internal satisfaction and which can capture external attention.

This means fusing together two elements. First you need to **know what is needed** - too many well-meaning activations fall at the first hurdle simply by failing to understand what is needed to drive the impact they seek.

But even when you know how change will be driven, you still need to **pull on your strengths**. Missions aren't simply

about adhering to the highest ESG standards; they are about understanding what your company's superpower is.

Finally, to make those powers stretch further **accelerate through branding**. The most powerful of these activations are creating ownable, distinctive and reputation building assets for their companies.

"You can never leave
footprints that last if you are
always walking on tiptoe."

LEYMAH GBOWEE



Pull the right lever.

The best missions don't start with what they have to say; they start with where you want to end up. It's important to understand what it will take to deliver the change you seek, considering the seven fundamental objectives of any change programme.

WHAT NEEDS TO HAPPEN TO CREATE THE CHANGE WE SEEK?

01 WE NEED A SHIFT IN POLICY



+ Racism

02 WE NEED TO RAISE FUNDS FOR PARTNERS TO DELIVER IMPACT



+ Biodiversity

03 WE NEED TO CREATE A SHARED ENEMY



+ Smoking

04 WE NEED TO GET PEOPLE TO SIMPLY CARE ABOUT IT



+ Air Quality

05 WE NEED TO PUBLICISE AN ISSUE NOBODY KNOWS ABOUT



+ Gendered Data Gap

06 WE NEED TO ADOPT NEW ROUTINES



+ Small Business

07 WE NEED TO CREATE CHANGES IN BEHAVIOUR



+ Recycling

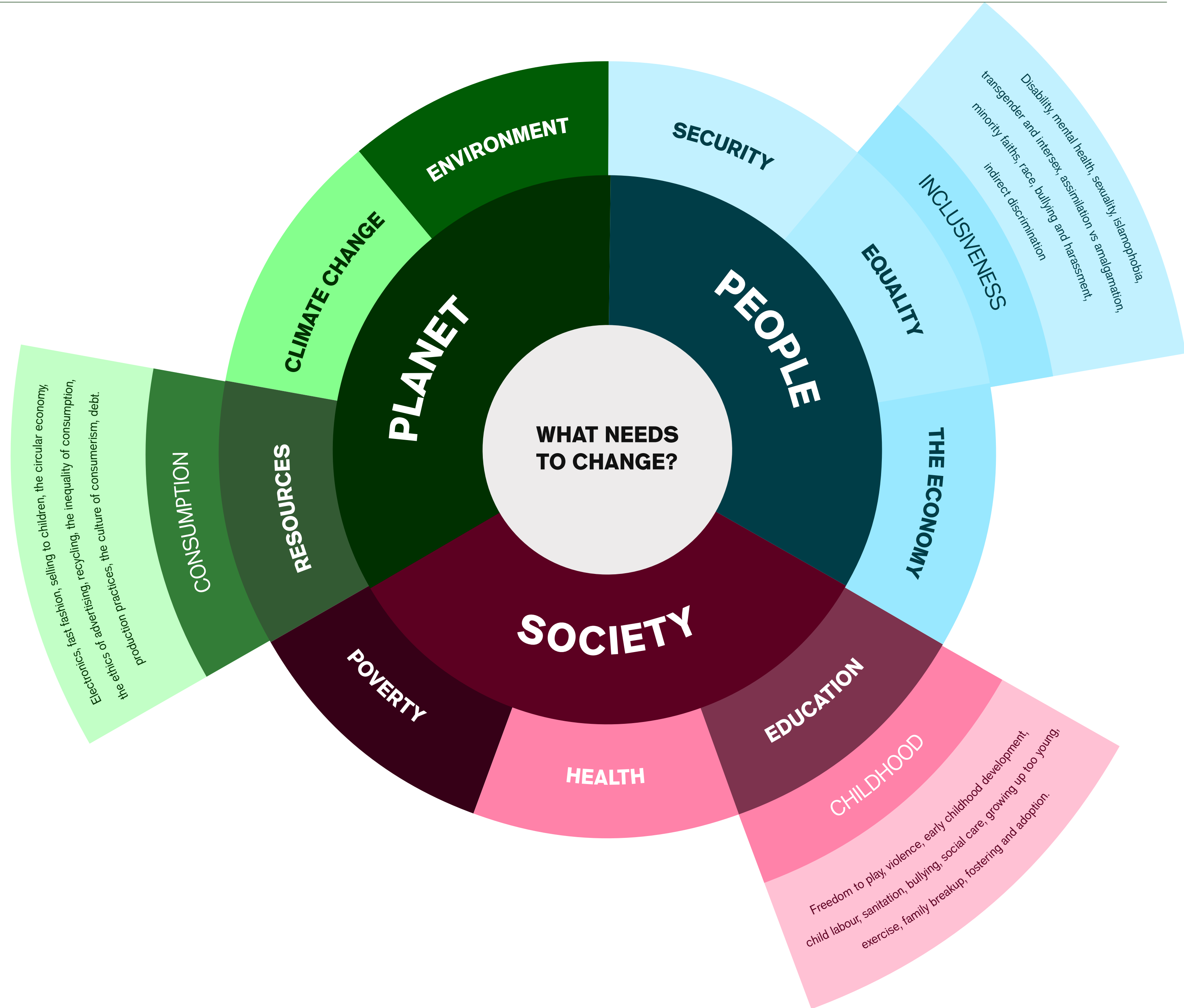


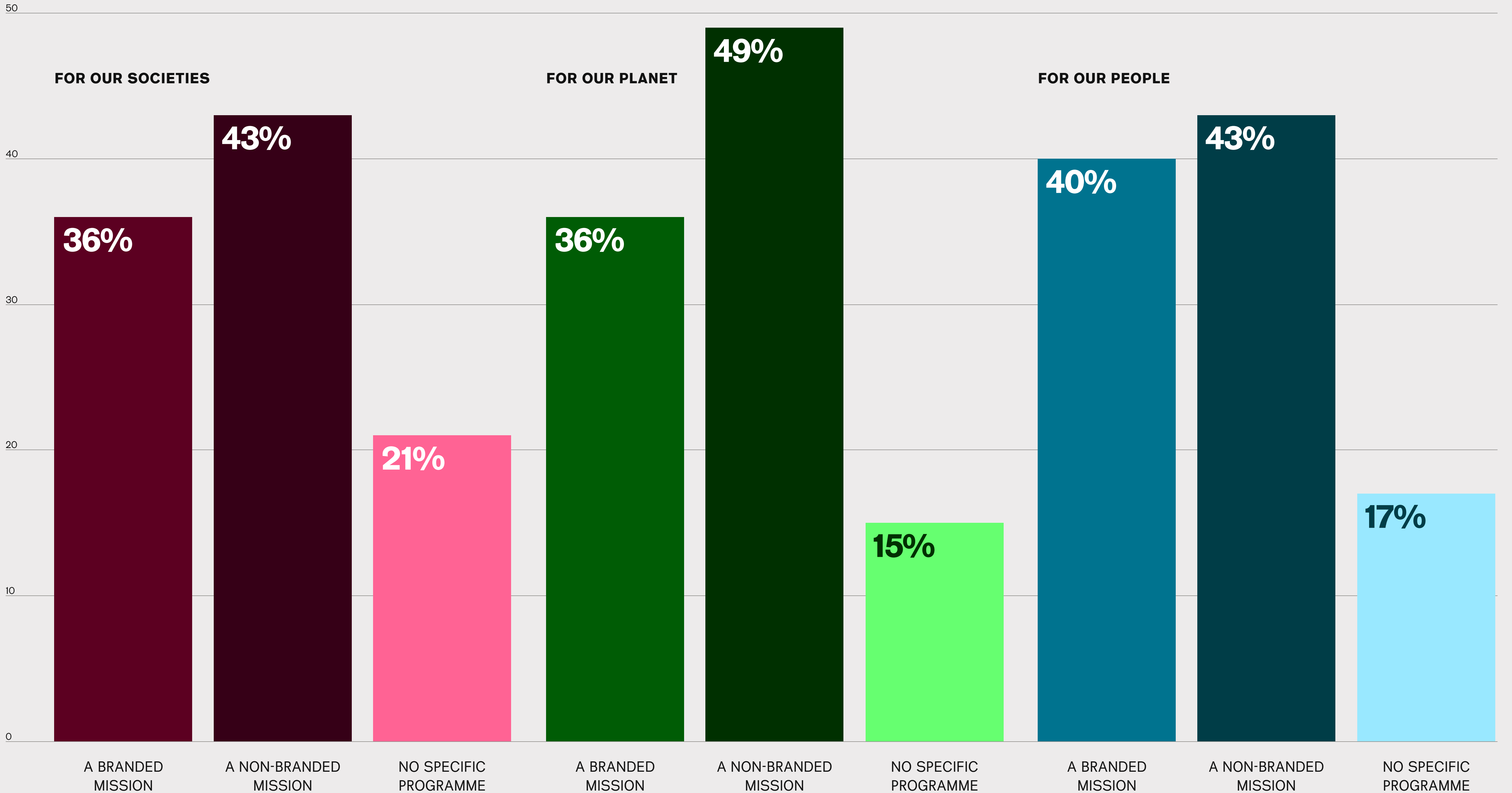
Find your fight.

Einstein once said that if he had an hour to save the world, he's spend 59 minutes working out what the problem was. Successful missions take a similarly rigorous approach. Not only does this ensure that the company is creating genuine change, but it is likely to yield a more distinctive and ownable programme that will be better placed to build their reputation.

When we look at the biggest issues requiring change, we can break them down into their subsets. And in doing so we might find a more focussed issue to create impact against.

As we see on the following page, over a third of the 101 businesses we analysed in our study have adopted branded missions within these three spaces.





Purpose doesn't differentiate. Action does.

The temptation can be to turn any action you're taking into a mission you want to share with the world. But the best sit at the intersection of positive impact and Purpose fit.

Revert back to the Purpose architecture work. It's likely that a mission will relate to one of those visible branches, whereas the roots buried underground will be hygiene factors - important actions if you are to enjoy license to communicate on Purpose but ones which don't move us closer to the destination we seek in their own right.

MOON SHOTS



DON'T DO IT

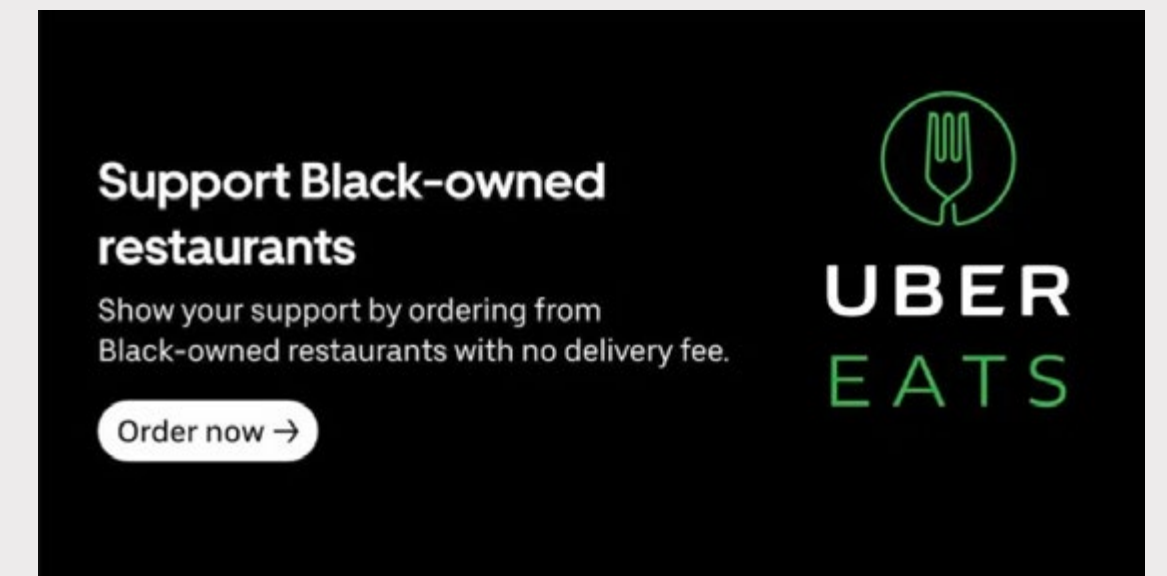
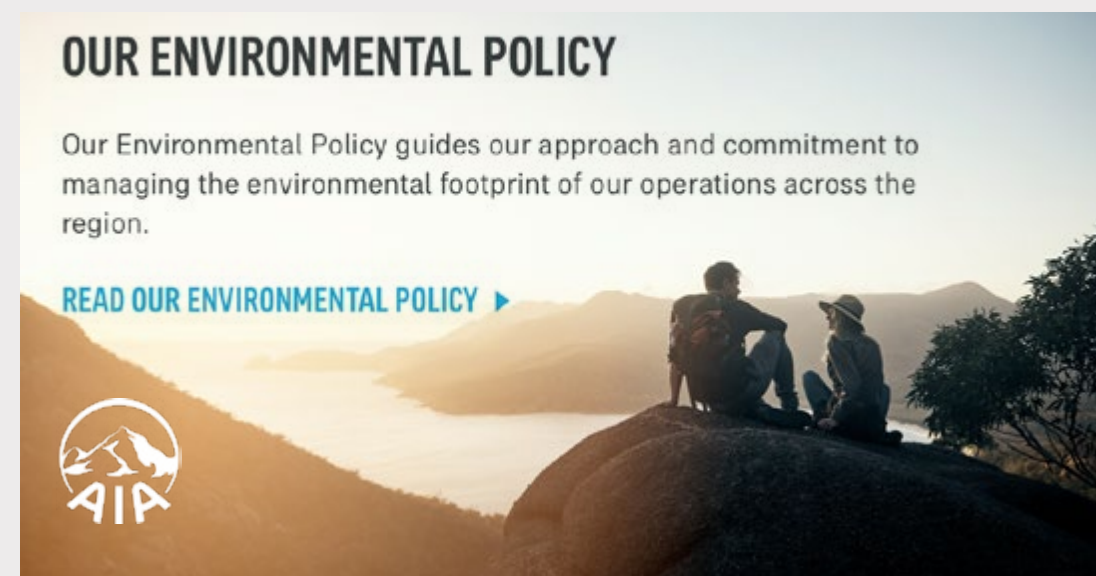
DO IT WELL

FORCED FIT

CLEAR FIT

DO IT ELSEWHERE

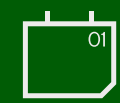
DO IT QUICKLY



HYGIENE FACTORS

Inviting action.

The best missions often feel easy to join because of their familiarity. Twisting established mechanics can help create a distinct and compelling way of accelerating progress.



A DAY

Small Business Saturday is a Saturday after Thanksgiving to encourage people to shop at their small and local businesses.



A TARGET

FedEX will help 50 million people globally by their 50th anniversary.



A PRODUCT

Using AI, Microsoft designs a program for people who are blind to find familiar faces.



A GAME

Deutsche Telekom designs a game used by 4m participants to support dementia research.



AN EVENT

AIA Insurance organise events to keep their consumers fit, healthy and happy.



A FUND

Adidas sets up a fund with a specific mission to support female sports entrepreneurs.



A VIDEO SERIES

BT creates a series of how-to videos with local celebrities to teach consumers more digital skills online.



A CONTEST

Alibaba gets consumers to record their 'green' behaviours in a contest, to encourage sustainable behaviour shifts.



POSITIONS THAT ENSURE WE CAN DEAL WITH WHATEVER IS IN OUR PATH

If missions were about pro-actively making a difference on the issues closest to your Purpose, understanding your positions will allow you to react in the moment to opportunities and challenges.

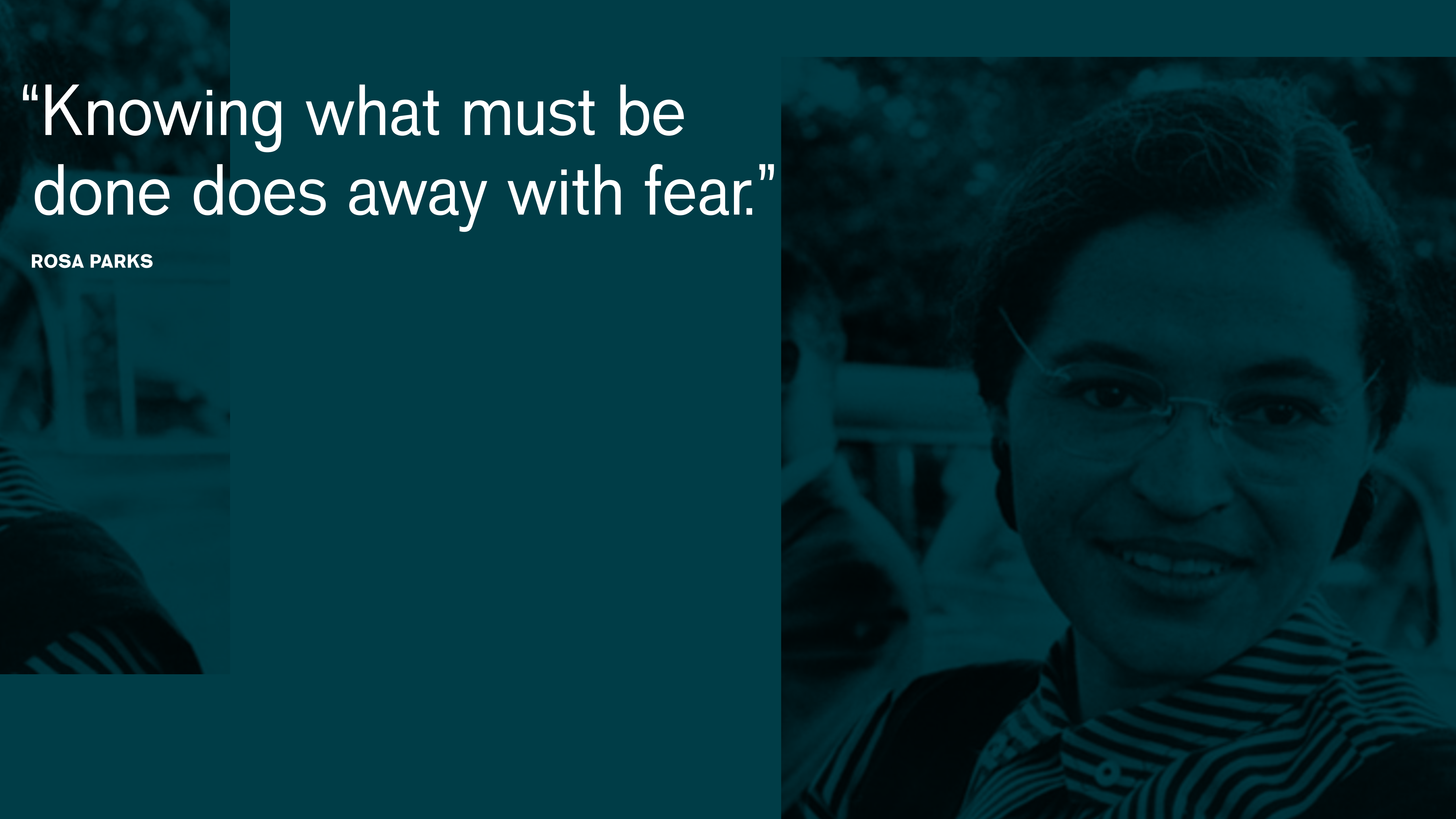
Clarity on these wide range of stands and behaviours will **earn trust over time**. The positive reputation created by your Purpose risks deflating if there are gaps elsewhere.

The same is true if you don't **react when required**. A groundswell of issues dear to consumers, employees and stakeholders is building and it only takes one trigger moment to demand your attention. Preparing in advance for how quickly and how deeply you respond can turn a potential trap into an opportunity.

Not that all reactions need to be countering a concern. And when we understand our sense of Purpose we can **amplify at key moments** to build momentum behind the journey.

“Knowing what must be done does away with fear.”

ROSA PARKS



The loftier the Purpose, the deeper the foundations.

Consumers and stakeholders want companies that see social good as a necessity, not just a marketing strategy. Before we move onto the more substantive changes, we need to ensure we've adopted some of the necessary foundations that lay the groundwork for the Purpose. Take this twist on the classic 21 questions game and see how your business will come across in the eye of the beholder.

PERFORMANCE

01. Do you measure your triple bottom line?
02. How do you leverage your profits to support the communities you serve?
03. Do you link your performance and bonus structures to your company's ESG targets?

PRODUCTS/SERVICES

04. What have you done to increase the transparency of your supply chain?
05. What are you doing to combat child or slave labour in your production?
06. What negative environmental impact occurs as a result of your product or service?

INNOVATION

07. How could your business become more circular?
08. Have you linked your innovation pipeline to your diversity strategy?
09. What innovations do you offer to consumers which encourage sustainable behaviours?

WORKPLACE

10. Have you and the leadership team undergone unconscious bias training?
11. Do you provide mental health first aid training to your employees?
12. What is your company's wage ratio?

GOVERNANCE

13. Do your products and supply chain have third party certification for ethical and/or sustainable practices?
14. How are you tracking your business' contribution to the UN SDGs?
15. Is your board held accountable to the impact of your business on society and the environment?

CITIZENSHIP

16. What percentage of your operations is powered by renewable energy?
17. How do you contribute to the local communities your business exists in?
18. What data and privacy protection policies do you have in place?

LEADERSHIP

19. Which areas of biodiversity is your business in a unique position to preserve?
20. What is your position on demanding action from social media platforms, to stop the spread of hateful content?
21. Have you made a public leadership declaration on your commitment to diversity?

Fill your brand with Purpose.

Your reputation is like the air in a tyre - it can go up and down. If it's not filled with enough purpose-based actions, the under inflated tyre won't be able to carry you steadily into the future.

But you also need to maintain the upkeep of the tyre, and be careful of the risks that may come along the way. Because no matter how much you inflate your reputation with Purpose actions, these good deeds will quickly escape if the business is not in good shape elsewhere.

It's a process that needs constant review and reflection, to check that your business is roadworthy for the Purpose journey ahead.

OPTIMUM
REPUTATION
LEVEL



MAJOR PUNCTURE

Serious misalignment with the Purpose that will reduce our reputation level if we don't act now.

WEAR AND TEAR

Contradictions with the Purpose that need repairing over time.

FUTURE DANGER

Changes we will need to avoid so they don't threaten our Purpose over time.

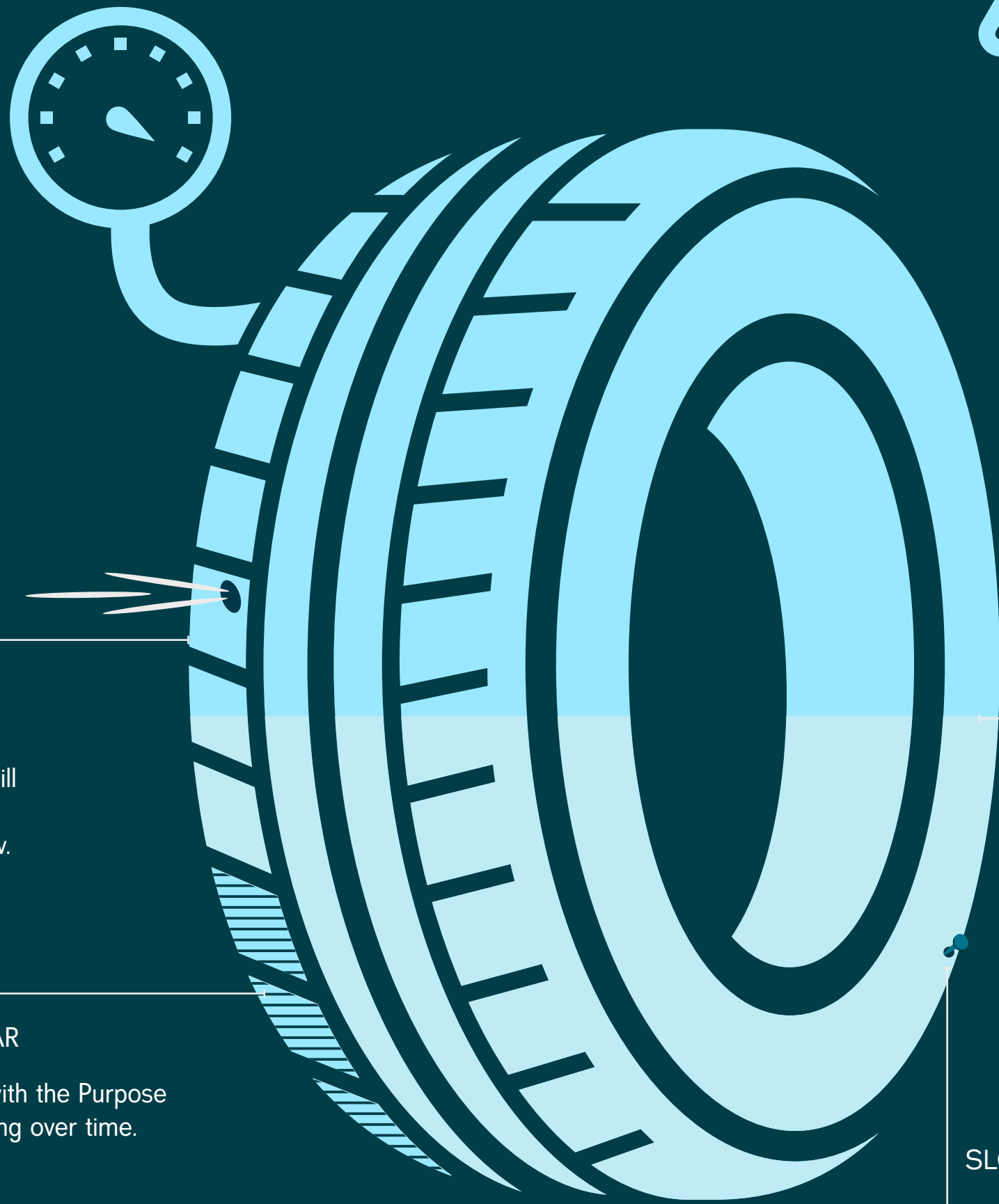


UNDER INFLATED

If we don't fill our brand with acts that are in service of the Purpose.

SLOW PUNCTURE

Commitments we've made but are not delivering.



Plot your position.

George Floyd's death was the trigger for businesses everywhere to clarify their position and action on racial injustice. But this is unlikely to be the last issue the corporate world must clarify its stance on. A groundswell of issues demand consideration and their own George Floyd moment might be just around the corner.

Many of these will cut right across every business - those issues affecting your operations, your employees, and your consumers.

But don't forget how more specific issues may create a focused impact on a subset of that group. It may be a smaller group of people, but the impact per person may have a greater payback.

<p><u>WIDE IMPACT THAT CUTS ACROSS BUSINESS AND SOCIETY</u></p>	<p>CYBER CRIME DATA OWNERSHIP TAX EVASION INCOME INEQUALITY CONSUMERISM SUSTAINABLE CITIES SUPPORTING PUBLIC SERVICES THE REFUGEE CRISIS DEMOCRACY AND FREE SPEECH FAKE NEWS AND HATE MENTAL HEALTH BIODIVERSITY</p>	<p>CIRCULAR ECONOMY CLIMATE CHANGE RACIAL INJUSTICE FEMALE LEADERS COVID</p>
<p><u>FOCUSED IMPACT THAT MATTERS MORE TO SPECIFIC COMPANIES AND AUDIENCES</u></p>	<p>MEDIA PLURALITY DISABILITY AGISM SINGLE PARENTS RESOURCE EXTRACTION CORAL REEFS LIFESTYLE DISEASES SOCIAL MOBILITY LEARNING DISABILITIES</p>	<p>LGBTQ+ INCLUSION PLASTICS SLAVERY</p>
	<p><u>BUILDING MOMENTUM TOWARDS TOMORROW</u></p>	<p><u>DEMANDS A POSITION TODAY</u></p>

Make the most of the moment.

Key moments in the year serve as an opportunity to express your Purpose and demonstrate your commitments. There are now a handful of moments that have reached a critical mass where failure to acknowledge them could be interpreted as apathy for the issue.

But there remain many less congested moments that represent latent opportunities for business champions to highlight and elevate their specific cause.

MUST DO MOMENTS

Where silence could imply apathy

SHOULD DO MOMENTS

That are gaining traction

COULD DO MOMENTS

That offer untapped potential



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
MUST DO MOMENTS where silence could imply apathy ACTIVATED BY 62%	WEF/DAVOS	BHM USA	IWD	EARTH DAY		PRIDE			UNGA & CLIMATE WEEK	WORLD MENTAL HEALTH DAY		
		48%	64%	53%		77%			26%	31%		
SHOULD DO MOMENTS that are gaining traction			WORLD WATER DAY	WORLD AUTISM DAY	DEAF AWARENESS WEEK	WORLD REFUGEE DAY 16%			INT. DAY OF PEACE	INT. DAY FOR THE ERADICATION OF POVERTY	GIVING TUESDAY	
			16%	6%	4%	18%			7%	4%	8%	
COULD DO MOMENTS that offer untapped potential	BRAILLE DAY	INT. DAY OF WOMEN & GIRLS IN SCIENCE RANDOM ACTS OF KINDNESS DAY	GOOD DEEDS DAY INT. DAY OF HAPPINESS		WORLD DAY FOR CULTURAL DIVERSITY	WORLD RAINFOREST DAY	INT. JUSTICE DAY	INT. DAY OF THE WORLD'S INDIGENOUS PEOPLES		WORLD CITIES DAY	BLACK FRIDAY	INT. DAY OF PEOPLE WITH DISABILITY INT. VOLUNTEER DAY

INTERNATIONAL DAY OF HAPPINESS

Happiness indicators are on the rise, as well-being is recognised as a human need.

DEAF AWARENESS WEEK

There are 466 million people in the world with disabling hearing loss, over 5% of the world's population.

INTERNATIONAL DAY OF THE WORLD'S INDIGENOUS PEOPLES

There are an estimated 370 million indigenous people in the world, living across 90 countries. They make up less than 5% of the world's population, but account for 15% of the poorest.

WORLD CITIES DAY

67% of the world's population is projected to live in a city, with 1 in 8 people in a megacity.

A dangerous opportunity.

When written in Chinese, the word CRISIS is composed of two characters - one represents danger and the other represents opportunity.

However, as we can see from the response on the right to 2020's killing of George Floyd, the countermeasure over the last 10 years, reputational crisis and risk has escalated dramatically. Social media, rapidly expanding customer expectations, and regulation require companies to be prepared to mitigate at a new pace.

For businesses that respond to challenges in the right way, crisis management can be an opportunity to illustrate the Purpose in action. And the evidence points to three communications vehicles that are best employed, frequently and consistently.

03 AMBASSADORS

63% of consumers admire companies that communicate their response through their employees.

FREQUENCY

Frequent updates enhance trust by 5.5 reputation points rather than paid media.

01 COMMENTATORS

There is a stronger reputational lift when a third party carries the news rather than paid media.

02 LEADERS

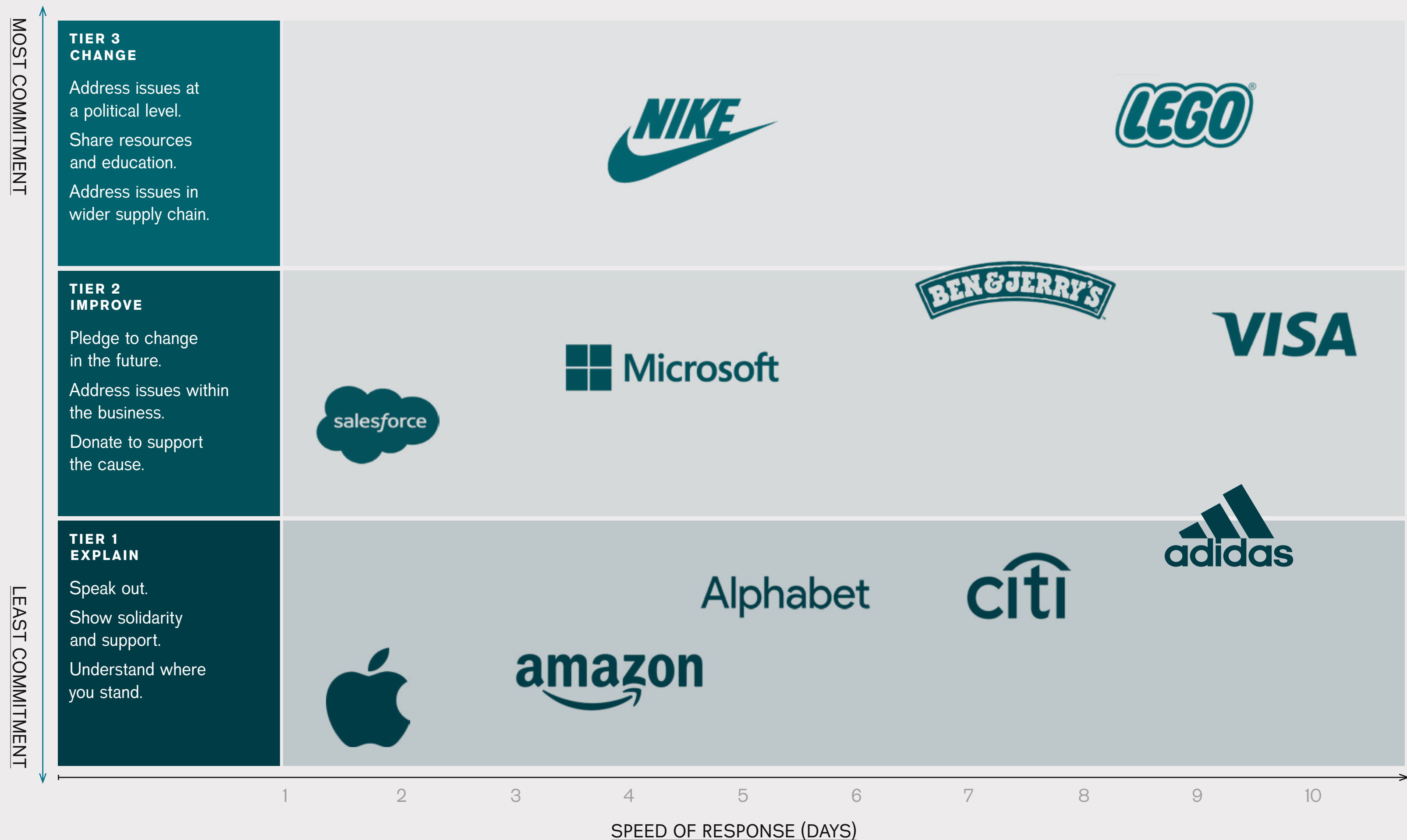
Reputation scores increase 9.3 points when people are familiar with a company's CEO.

Rapid Response Unit.

When real world events demand clarity on your stands and actions, the time it takes to respond increasingly matters. Silence can be misconstrued and the longer the silence goes on, the louder it becomes.

However, the countermeasure to speed is commitment. Internal and external audiences sympathise when that time is used to forge a deeper, more impactful response through concrete improvements within your own business or initiatives which seek to drive change outside of it.

A SELECTION OF RESPONSES TO THE GLOBAL RACE PROTESTS, JUNE 2020



In or out?

When an issue requires an unequivocal stance, our businesses need to address it quickly and clearly. This is calling out. But when an issue is less clear cut, or when the solutions require compromise, we need to turn to calling-in - a more nuanced, reflective approach.

Calling in is a technique that allows all parties to move forward. It's a concept created by human-rights practitioners to challenge the toxicity of call-out culture. Calling in is speaking up without tearing down - instead of shaming someone who's made a mistake, we ask questions to explore why it happened.

This dialogue expands perspectives. Call-ins encourage us to recognize each other's requirements, to admit our challenges and to commit to doing better. They cannot minimize any harm already inflicted, but can get to the root of why the thing occurred, and it can start to prevent it from happening again.

And remember that one theme can also demand both approaches. Many companies that called-out systemic racism chose to call-in Facebook when it came to the more nuanced challenge of clamping down on hateful content whilst maintaining freedom of expression.



CALLING OUT

When we need to let someone know that their words or actions are unacceptable.

When we need to interrupt in order to prevent further harm.

Will likely feel hard and uncomfortable, but necessarily allows us to hit the "pause" button and break the momentum

We disagree. We don't see it that way.

That's not our culture here.
Those aren't our values.

We find that offensive.

It looks like _____.
If that's the case, we _____.

We have a strong reaction against that and we're going to tell you why.

This isn't right and we feel obligated to change.



CALLING IN

When we are seeking to understand or learn more.

When we want to help imagine different perspectives, possibilities, or outcomes.

Provides for multiple perspectives and encourages paradigm shifts focused on reflection, not reaction

What sort of impact do you think your decision / comment / action might have?

Why do you think others have / haven't moved in that direction?

What criteria are you using to measure / assess etc?

What would have to change in order for _____?

Why is this the best way to proceed? What other approaches have you considered?

What do you assume to be true about _____?

ALLIANCES THAT HELP GET US TO THE DESTINATION WE SEEK

Progress towards the future we seek is going to be quicker when we have more people peddling. Most importantly, **unite your people**. A motivated, committed internal army of Purpose ambassadors is the biggest multiplier we can invest in.

Those companies with the strongest Purpose reputations have often piggy-backed on the back of purposeful consumer brands. So **prioritise your promotions** by understanding how consumer brands can act as your Purpose front line by following the same roadmap.

Finally, whether it's NGOs, influencers or even peers, understand how to **rally your partners**. Turning to others to accomplish what can't be achieved alone will pay back on your company as we accelerate faster towards the future we seek.



"There are two kinds of people, those who do the work and those who take the credit. Try to be in the first group; there is less competition there."

INDIRA GANDHI



Act from the inside out.

At companies that have clear Purposes, 63% of employees say they're motivated (versus 31% at others) and 65% are passionate about their work (versus 32%). Yet with less than a third of staff feeling fully connected to their company's Purpose, internal communications represents an untapped opportunity for most companies.

The problem is that Purpose can too often be treated as empty words on a wall. Forward thinking companies are creating purposeful actions that invite their internal audience onside to drive change.

And when this happens, there's no reason to keep these actions within the citadel of internal comms. Your people can be a trusted, authentic and engaging representation of the Purpose in action - so think about how they can be a springboard for earned, paid, owned and shared media efforts.



EARNED MEDIA

Starbucks earned plaudits for closing all 8000 stores for anti-bias training.

SHARED MEDIA

TED@DuPont was a partnership with the respected storytelling platform that explored how we can spark transformation.

PAID MEDIA

During the COVID-19 crisis Walmart made their frontline staff central to an emotional story about their response.

OWNED MEDIA

Gameplan A is an adidas digital hub that helps employees improve their work through the power of sport.

Building a tribe.

Employees consider Purpose to be more than twice as important as traditional motivators like compensation and career advancement*. Those companies that have engineered a shift from 'who do you work for?' to 'who do you work with?' have enjoyed a more engaged, more motivated and more loyal workforce.

These tribes can be identified above all by their commitment - to each other, to the company, and to their ideals. They are brought together by the company they work at (not for) and the shared journey they are on.

This often manifests itself in an identity - Nike's Ekins, Googlers, Amazon's Amazonians - but while this kind of self identification best comes from within, not above, you can encourage your employees to become a tribe in three key ways.

*Source: PWC, 2019

Make Purpose part of recruitment itself. Find time in interviews to discuss the values inherent to your Purpose.

Create a purpose-focused induction process to bring tribe members in from day 1.

ENLIST

Give people the tools and resources to make decisions based on Purpose and back them, no matter the results.

Give ownership of your Purpose to teams and embrace the results, as well as the things (like a tribe name) that emerge.

EMPOWER

Build Purpose metrics into your remuneration and assessment wherever you can.

Ask people to tell you how they are contributing to the Purpose and help them articulate it, whichever job they hold.

EVALUATE

Brands lead the charge.

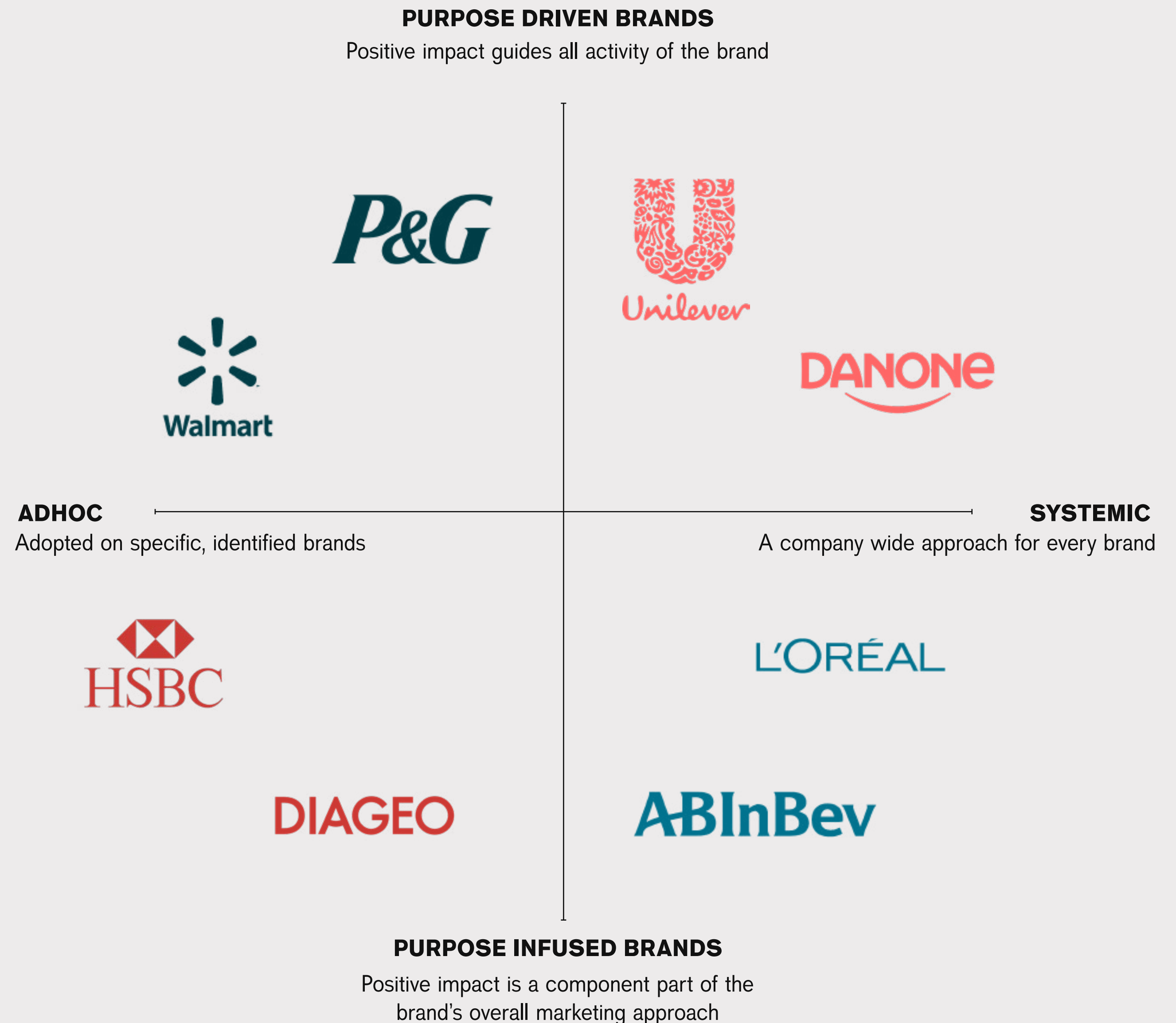
In research spanning three decades, Andrew Oswald* discovered that an increase in a nation's advertising spend was consistently followed by a decrease in overall life-satisfaction. But in recent years, consumer brands have been trying to shake off this baggage by positioning themselves as a positive force in the world through impact-led action.

We should never lose sight of marketing's core objective - to sell our products and services. But nor should we be cynical of the fact purposeful campaigns can be a lever in service of this task.

Those companies that have understood how to achieve this and proven the efficacy of such work over a number of years are migrating to a systemic approach that demands purposeful marketing across their portfolio. Others have adopted a more organic approach with brands gravitating towards cause campaigns when it suits them best.

Key

- Purpose Activists ●
- Purpose Advocates ●
- Purpose Converts ●
- Purpose Campaigners ●



*CEPR Paper DP13532, 2019

Seek back up.

Partners are a powerful Purpose ally, helping move us closer towards the future we seek in three ways.

IMPACT

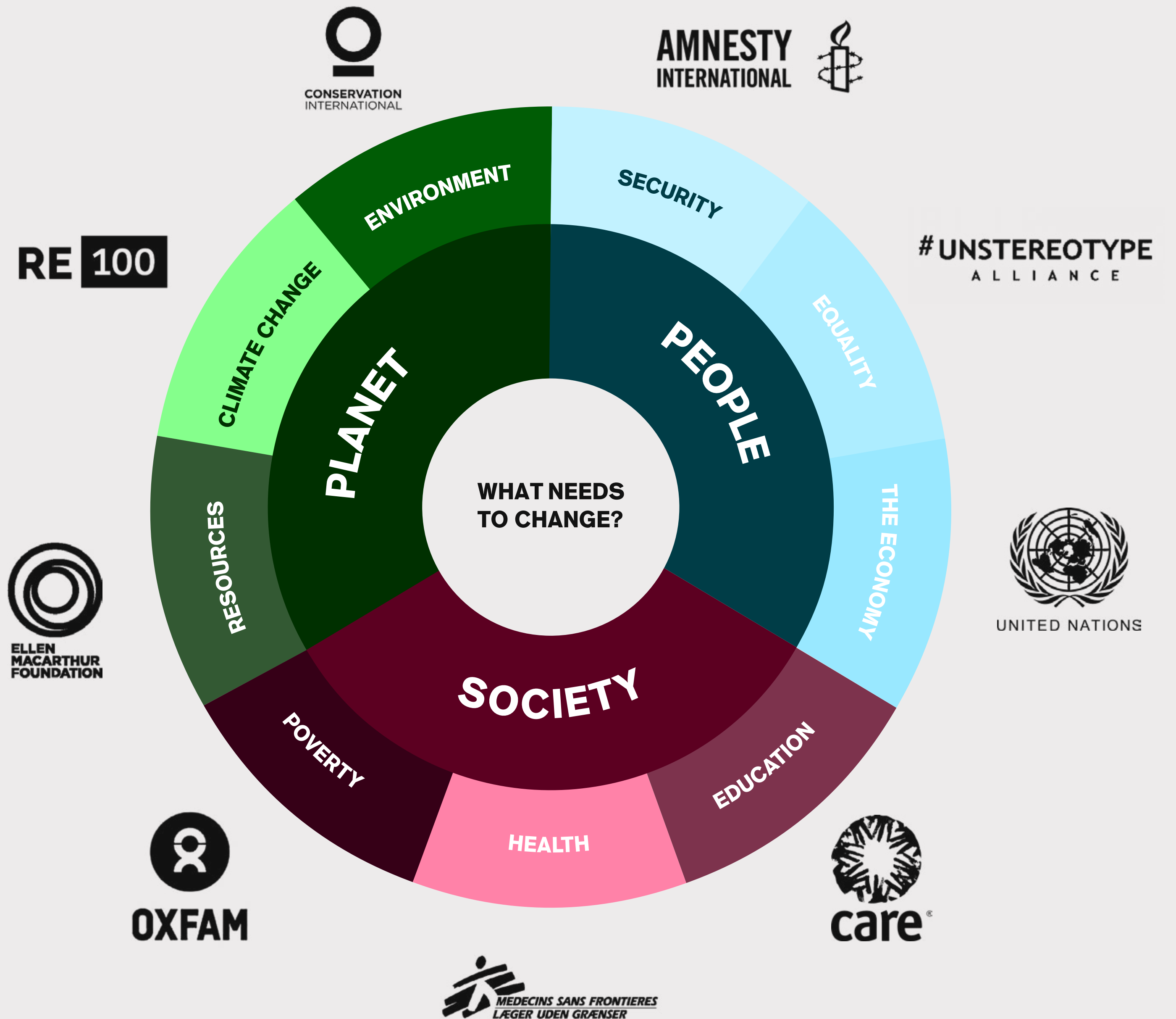
Partners are motivated by change, and their experience will guide you on your journey to do the same.

INSIGHT

Partners are the frontline and provide a level of insight and expertise that you rarely provide yourself.

INTEGRITY

Partners lend a level of credibility it would take years to cultivate on your own, meaning you don't have to 'mark your own homework'.



No one of us is as strong as all of us.

Many of the issues the world's biggest companies are tackling represent a common enemy. Forward thinking businesses have seen these as a competitor that no one can beat alone, and forged partnerships to accomplish something they couldn't do by themselves.

These coalitions of like-minded peers, pulling in the same direction, are starting to create waves across borders and across industries. Meaning we can expect to see similar collaborations emerging against many more issues going forward.



From theory to practice in seven steps.

They say management deals most with the status quo and leadership deals with change. The 101 businesses analysed show that whilst many remain in favour of inertia over action, the corporate world is starting to use purpose to lead. No one company has unleashed this alchemy across the board, but the collective lessons they provide offer us a clear 'how to' guide across their seven steps and 21 actions.

01

A future we can start travelling towards today.

Understand the destination.
Decide how you'll get there.
Express it with meaning.

02

A roadmap that ensures everyone reaches the same destination.

Plot your journey.
Explain your route.
Navigate your progress.

03

A vehicle through which others can join us on the journey.

Brand the change.
Thread everything together.
Invite others onboard.

04

Tools that help everyone build momentum.

Learn from the inside.
Build impact through action.
Measure progress towards the destination.

05

Missions that represent specific landmarks along the way.

Know what is needed.
Pull on your strengths.
Accelerate through branding.

06

Positions that ensure we can deal with whatever is in our path.

Earn trust over time.
Amplify at key moments.
React when it's needed.

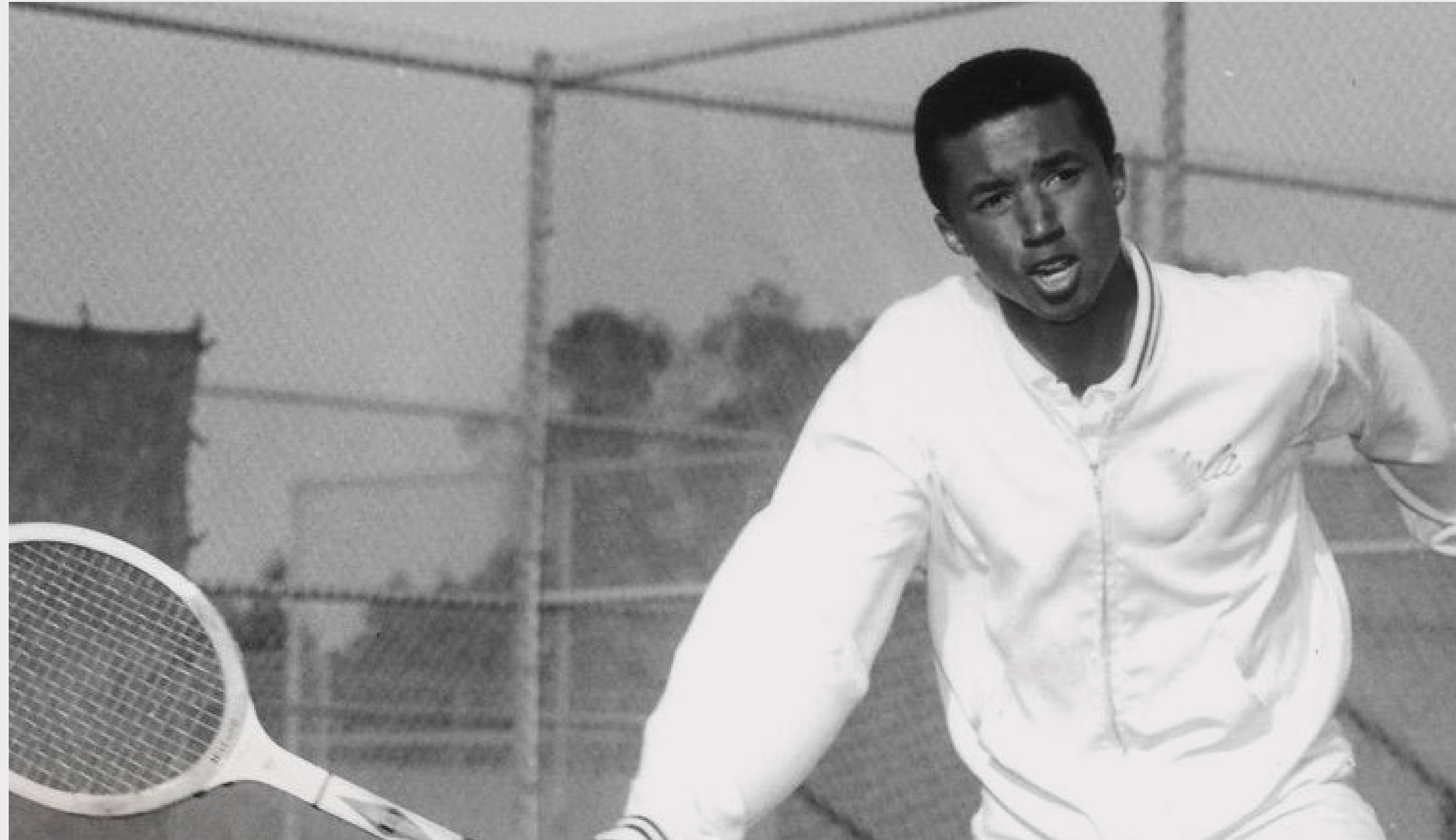
07

Alliances that help get us to the destination we seek.

Unite your people.
Prioritise your promotions.
Rally your partners.

"Success is a journey, not a destination. The doing is often more important than the outcome."

ARTHUR ASHE



REVOLT.™



Revolt is an independent Purpose consultancy that harnesses the power of branding to create real change in the world. We believe the most successful businesses of tomorrow will be the ones that take a stand today. Out of our offices in London and New York, we collaborate with many of the world's most committed brands, businesses and NGOs including Mars, AbInBev, Pepsico, adidas, RB, L'Oreal and Danone.

Revolt is a proudly registered B Corporation.

revoltlondon.com
alex@revoltlondon.com

TOOLS AND TEMPLATES

Whether you are already on your Purpose journey, or about to set off, we hope these tools can help you en route. If you would like to discuss how we can partner along the way please contact alex@revoltlondon.com

Question inside and out.

INSIDE

OUTSIDE

PEOPLE	HISTORY	BUSINESS	CONSUMERS & CUSTOMERS	BRAND	SOCIETY	PLANET
<ol style="list-style-type: none"> 1. Which of our values are people most proud of? 2. If your employees were epitomised by one hero, who would they be? 3. What would your most timid employee say is the best thing about the company? 4. What would the most joyful employee say is the worst thing about us? 5. Which social cause do your team talk about the most? 6. What causes do your team members fight for in their personal lives? 7. If you wanted to become a pariah in your office, what social cause would you reject? 8. Are you proud of the way people in your company are treated? Which groups have it worst? 9. How do we uphold our responsibilities to those that work for us and with us? 10. What goes on the LinkedIn profile to get people excited about working here? 	<ol style="list-style-type: none"> 1. Who was your founder and what did they care about? 2. What do the history books forget about the success of our company? 3. Why was your brand created? Was it solving a problem or issue? 4. What was the biggest threat to the world when your brand began? 5. Reject everything your founder taught you. What now? 6. What stain is still on your brand's conscience? 7. Why have we been successful in the past? How does this foundation enable our Purpose going forward? 8. How would you like to be remembered? 9. Have we ever pivoted? What links our business before and after? 10. Will our legacy be determined by our next 10 years or our next 100 years? 	<ol style="list-style-type: none"> 1. What's the single most valuable thing we do for the world? 2. What home truth would our rivals give us? 3. If our brand didn't have to answer to shareholders, what would it do? 4. Who are our most impactful partners? Why? 5. What's our superpower? What do we do better than anyone else? 6. Who benefits from our success? 7. When trade-offs arise, how are they balanced and reconciled? 8. How willing are we to change our philosophy and economic model to reflect what we want for the world? 9. How does our growth strategy enrich and strengthen our culture and values? 10. What would the world miss if we didn't exist? 	<ol style="list-style-type: none"> 1. Which other organisations are helping our audience grow and thrive? 2. What forces in the world are working against our audience's needs? 3. If we wanted to make our audience angry, what would we tell them? 4. Which three positive words would our consumers use to describe us? 5. Which three negative words would they use? 6. What's the difference between the people that buy us and the people that don't? 7. Would people care if we disappeared? What would they miss? 8. What kind of public engagement enables us to project our Purpose authentically? 9. Do we have a core tribe of loyal consumers or have we got something for everyone? 10. What's the thing that links everyone that buys from us? 	<ol style="list-style-type: none"> 1. What's the first thing that springs to mind when people think about our brand? 2. If our brand was a historical figure that had left their mark, who would it be? 3. What is our brand's most controversial opinion? 4. How would we write our brand's Tinder profile? 5. What's the best piece of marketing our brand has ever done and why? 6. What does our corporate affairs team have nightmares about becoming a big story? 7. If we could partner with any other brand in the world who would it be? 8. If we could work with one NGO or charity in the world who would it be? 9. Which Purpose based campaign makes us see the with jealousy? 10. What's the tagline we should use on our walls? 	<ol style="list-style-type: none"> 1. Which group of people does our brand positively impact the most? 2. Why are we good for people? 3. Why are we bad for people? 4. Which social cause do we care about the most about? 5. Which issues have we stood up for? 6. How is the world changing and how does that impact what we provide? 7. What's our one year, five year and ten year goals? 8. How would our products and services rank in terms of social and environmental impact, compared with a ranking on profitability? 9. What products and markets do we know should really be exited? 10. How would we win a Nobel prize? 	<ol style="list-style-type: none"> 1. How does the planet suffer because of our business? 2. What are the biggest externalities that have been mitigated in the past? 3. What's the footprint of our best selling product or service? 4. Where have we taken the lead on the environment? 5. Where can we work with peers and other partners to diminish any negative societal impact caused by our sector? 6. What decisions have we been putting off? 7. Are our supply-chain partners aligned to our ideals? 8. What are our one year, five year and ten year goals? 9. What data and evidence show the total social and environmental impact of our actions? 10. How can we save the world?



Plotting your architecture

□ OUR HARVEST

The individual actions that represent the fruits of our Purpose in action.

□ OUR BRANCHES (PILLARS)

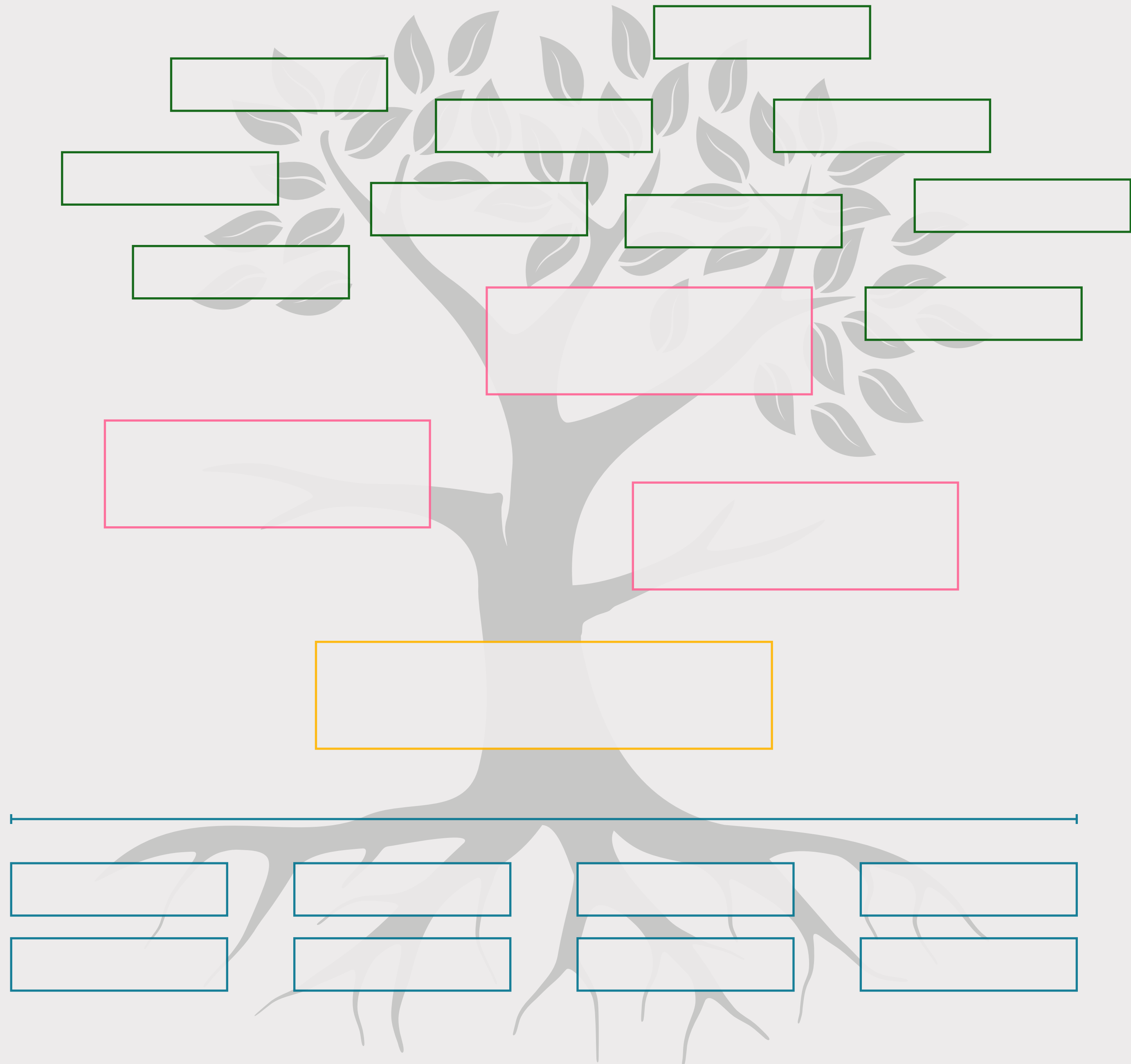
The main 3-5 main arms driven directly by the Purpose and often what is most visible from afar.

□ OUR TRUNK (PURPOSE)

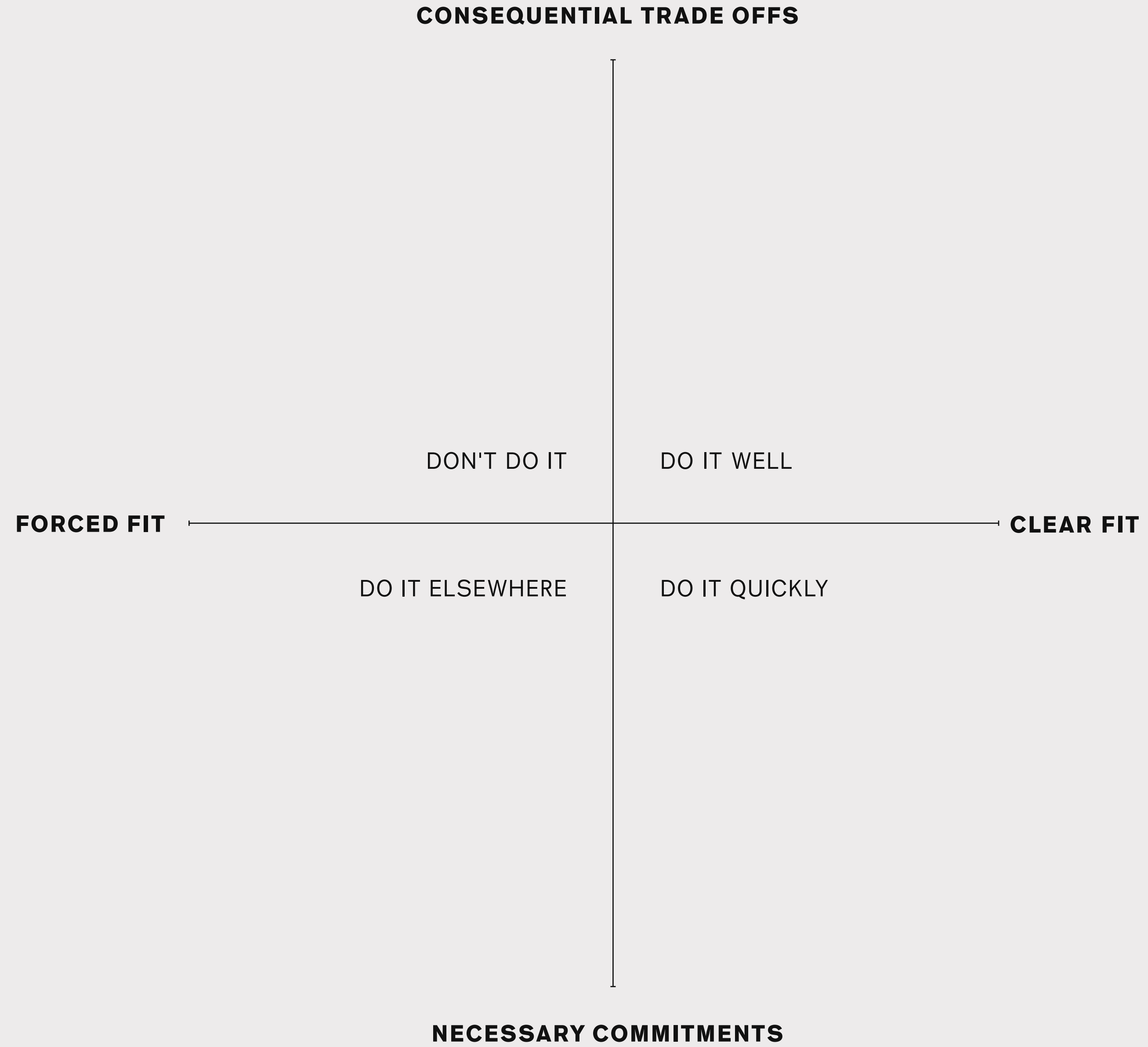
The Purpose itself. Even if branches are lost, new ones can grow from this central spine.

□ OUR ROOTS

The actions necessary to give us license to operate, even if they are not directly in service of our Purpose.



Prioritising your missions



Cementing your foundations

PERFORMANCE

01. Do you measure your triple bottom line?
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03. Do you link your performance and bonus structures to your company's ESG targets?

PRODUCTS/SERVICES

04. What have you done to increase the transparency of your supply chain?
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19. Which areas of biodiversity is your business in a unique position to preserve?
20. What is your position on demanding action from social media platforms, to stop the spread of hateful content?
21. Have you made a public leadership declaration on your commitment to diversity?

Identifying your reputation level

