

DISCOVERING BRAND PURPOSE

**A playbook for uncovering
the “why” of your business**





DISCOVERING BRAND PURPOSE

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**This is the first of three CMO playbooks
on brand purpose.**

**COMING SOON: *Driving Internal Buy-In
for Brand Purpose and Executing a
Purpose Program and Measuring Success.***

{Foreword}

Welcome to the first in a series of CMO-inspired playbooks from the ANA Center for Brand Purpose, a leading source for education, guidance, and leadership on purposeful marketing.

“Brand purpose,” or a *brand’s reason to exist beyond turning a profit*, is not a novel concept, but its significance to fueling business growth is increasingly evident. Case in point: Kantar Consulting’s “Purpose 2020” report reveals that 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. Findings like this underscore why brand purpose is a key focus area of both the ANA Masters Circle leadership and the Global CMO Growth Council to help galvanize the CMO community and drive growth.

Establishing and activating brand purpose, however, remains a significant industry challenge. A 2018 ANA survey of member CMOs found that while 78 percent said their company has a clearly defined purpose, 82 percent indicated they could use help in defining and activating their purpose. Unfortunately, there is no simple, universal approach. This is a significant and complicated undertaking that starts at the highest reaches of an organization and requires complete buy-in across all lines of business. Fortunately, we can look to the lessons of the best purpose-led organizations and apply them to our businesses and brands.

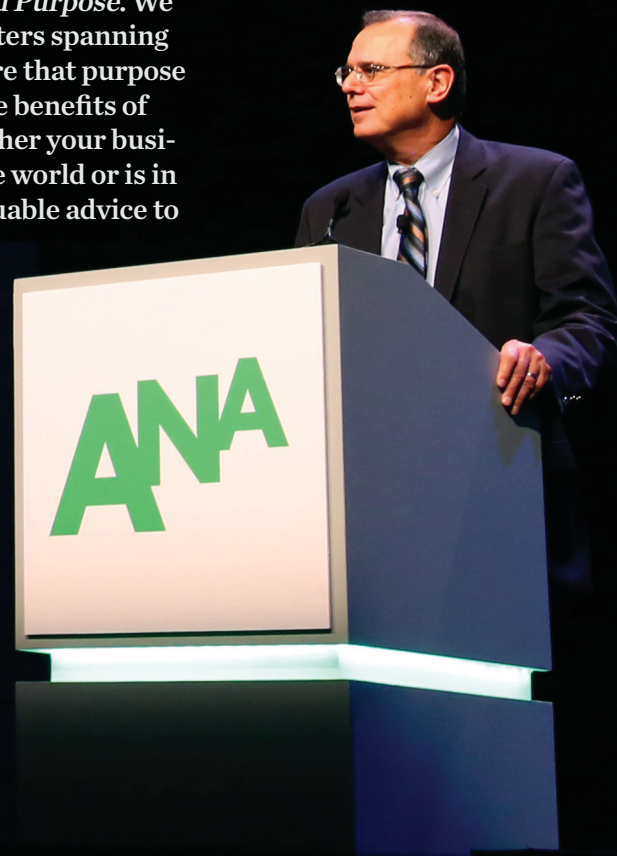
Which brings me to this informative playbook: *Discovering Brand Purpose*. We conducted in-depth interviews with forward-thinking global marketers spanning industries to better understand how to define purpose, how to ensure that purpose is authentic, the challenges to overcome in defining purpose, and the benefits of being a purposeful brand, among other important topic areas. Whether your business has a purpose that is already making a positive difference in the world or is in the midst of developing one, this insight-rich playbook provides valuable advice to help you maximize your understanding of “doing good business” and its significance to driving growth.

Purpose is not simply a “nice to have” — it’s the foundation of long-term business success. 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 (www.ana.net/brand-purpose) for more helpful content and information on upcoming events and other programs.

Let’s work together to enrich our customers’ lives and drive measureable growth through more purposeful business practices. Should you have any questions, or would like to be part of our movement, please email brandpurpose@ana.net.

Regards,
Bob Liodice
CEO

Association of National Advertisers





Fueled by the promise of shared opportunity and the power of collaboration, the ANA has assembled two of the marketing world's most vibrant, diverse, and dynamic forces for economic growth today: the ANA Masters Circle leadership and the Global CMO Growth Council. These important senior marketer-led communities have identified brand purpose/sustainability as one of the key growth opportunities to move the marketing industry forward.

{Featured Companies}



CSL Behring is a global biotechnology leader driven by its promise to save and improve lives. Founded more than a century ago in Melbourne, Australia, and now the world's fifth largest biotechnology company, CSL Behring manufactures remedies for rare and serious conditions. One of the company's founders, Emil von Behring, won the first Nobel Prize for Medicine. Today, CSL is in more than 60 countries, and the organization boasts more than 25,000 employees.



PepsiCo is an American multinational food, snack, and beverage corporation. "Performance with Purpose" is the company's initiative to shrink its environmental footprint as a good global citizen and uplift people and families in the 200 countries and territories it serves around the world.



Pfizer Consumer Healthcare (PCH) is among the largest over-the-counter (OTC) health care companies in the world, with a global presence in more than 90 countries. Among the company's many leading brands are Centrum (multivitamin), Caltrate (calcium supplement), and Advil (analgesic). *Note:* GlaxoSmithKline and Pfizer have announced a plan to merge their consumer health divisions in a joint venture that would create the world's largest maker of OTC products.



The ROCKWOOL Group is one of the world's truly sustainable companies. As a global leader in the manufacture of stone wool building materials, the company is of critical interest to architects, builders, and homeowners. It has a head office location near Copenhagen, Denmark. The company was founded in 1909, and its insulation production started in 1937. ROCKWOOL Group operations have a large presence in Europe and Russia, and a rapidly growing position in North America. The company has more than 10,000 employees in 37 countries.



SAP is a German-based multinational software corporation that makes enterprise software to manage business operations and customer relations. Headquartered in Walldorf, Baden-Württemberg, Germany, SAP has regional offices in 180 countries and serves more than 335,000 customers worldwide.



Shell is a global group of energy and petrochemical companies, with 86,000 employees in more than 70 countries. Shell uses advanced technologies to take an innovative approach to helping build a sustainable energy future. Headquartered in the Netherlands and incorporated in the United Kingdom, it is one of the world's largest companies as measured by revenue.

{Featured Contributors}



Mirella Amalia Vitale

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

Prior to joining ROCKWOOL in 2016, just after the company announced its ambitious transformation program, Mirella Amalia Vitale spent 15 years in the alternative energy field working for the market leader Vestas Wind Systems in various leadership roles in Italy, Spain, and Denmark.



Julie Chan

Global Consumer Engagement Lead • Pfizer Consumer Healthcare

Julie Chan is responsible for elevating communications strategy to drive business results. Her experience leading media, digital, agency relations, marketing excellence, and e-commerce initiatives in both global and domestic markets for prominent organizations in CPG, pharma, OTC, and telecommunications has come from multiple roles at advertising agencies and consumer health care companies.



Anthony Farina

Chief Communications Officer • CSL

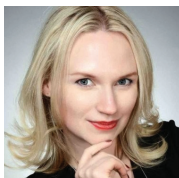
Anthony Farina leads strategic communications, brand management, and corporate social responsibility initiatives. He is accountable for building, protecting, and defending CSL's reputation with key stakeholders and influencers around the world. Prior to CSL, he worked as the head of global public affairs and director of corporate communications at DuPont as it transitioned from a chemical company to a science company.



Rahul Malhotra

Head of Brand Strategy and Stewardship • Shell

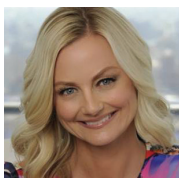
Rahul Malhotra is responsible for global brand strategy and stewardship of the iconic Shell brand, valued at \$42 billion. In addition to overseeing brand strategy, architecture, identity, protection and licensing, he leads Shell's highly successful program to embed their purpose deep into the DNA of employee behavior, strategic choices, and value propositions to stakeholders. In his prior roles at Shell, Rahul was General Manager of two large global businesses. Prior to Shell, Rahul worked for 13 years in Procter & Gamble in various roles including Pampers Brand Manager, Head of Marketing for P&G India and Asia marketing head for brands like Pringles, Vicks and Metamucil.



Olga Osminkina-Jones

VP/GM of Innovation and Global Hydration Portfolio • PepsiCo Beverages

Olga Osminkina-Jones champions LIFEWTR, a new H2O brand created with a clear purpose: to give emerging creatives a platform to publish their work. Prior to Pepsi, she served as VP of marketing at Danone Waters of America with responsibility for evian, Badoit, and Volvic. Earlier roles include senior brand director at Heineken, global executive director at Estée Lauder, and senior group brand manager at Procter & Gamble in Geneva.



Alicia Tillman

CMO • SAP

Alicia Tillman is responsible for creating and accelerating the company's marketing strategy and brand recognition across the globe. She is focused on driving the company vision of helping the world run better and improving people's lives with marketing programs and thought leadership to promote SAP's product innovation and purpose-driven initiatives.

{Introduction}

Becoming a purposeful business is clearly a worldwide ambition. Online activism and social media have altered how people interact with brands while dramatically shifting the rules of “doing good business.” The assumption of responsibility and the adoption of greater transparency are now critical to how any brand or business plays its proper role in society.

Most companies are looking to embrace big, sustainable ideas that demonstrate responsible brand practices and marketing at its best. Brands are striving to deeply connect with their customers’ passions and values. When these goals are balanced, they produce the twin results of business growth and “doing good.”

The ANA defines purpose as “a brand’s reason to exist beyond profit.” It is marketing’s new North Star. In fact, purposeful marketing may be the discipline’s most significant calling — contributing to making a difference, inspiring brand growth, and putting marketing at the center of the corporation, with ideals that unite the C-suite and guide the entire organization.

As companies recognize the power of purpose, they also can see its potential impact on their bottom line. Between 2006 and 2016, brands that effectively integrated purpose into their organizational culture and communicated it well — internally and externally — outperformed the stock market by a staggering 206 percent,

according to a 2017 Havas Meaningful Brands study. Purpose can drive differentiation within the most commoditized categories and provide relevance to even highly skeptical consumers. It can sustain price premiums, increase market share, and garner greater share of voice in a fragmented media landscape. Purpose also galvanizes a workforce and helps to recruit talent, especially millennials.

Purpose can never be considered a veneer or another “shiny object” of interest to marketers; that would create more harm than good. “At no other time in history have consumers so wanted to see right through you,” said Steve Fuchs, CEO at True North. “They are asking questions. What’s your brand’s impact on the

120

Percentage by which brands with a purpose focused on improving consumers’ quality of life outperform the stock market

— INTERBRAND’S
2017 BEST GLOBAL
BRANDS STUDY



“One of your biggest jobs as a CMO who has a foot firmly planted in the purpose camp is truly protecting the work. It takes bravery. You have to really want to fight the good fight, and you have to believe that that is going to be a better and more authentic way to connect with your customers. CMOs have a lot of opportunity to make a huge difference in the world when you think about the giant megaphone that is advertising and communication. If every company was behaving this way and using their platform to advocate for something greater than just selling something, imagine what kind of world it would be.”

— **AMANDA BRINKMAN,**
Chief Brand and Communications Officer
at Deluxe Corp.

Terms Often Aligned with Purpose

Today's brands and companies face enormous consumer expectations, from playing a leading role in preventing increased environmental damage to achieving the United Nations' sustainable development goals. Many proactive businesses are looking beyond simple profits to better understanding how they can create value in society and thrive economically in the future. Describing how brands do well by doing good can involve numerous concepts:

SUSTAINABILITY: A term used to describe the business programs, products, and practices built around environmental and social considerations. Its goal is to reduce the environmental impacts of every aspect of business while increasing positive social benefits. Sustainable brands often leverage purpose-driven behavior as they connect with contemporary consumers' values. According to Nielsen's Global Corporate Sustainability Report, 66 percent of all consumers would spend more on a product if it were considered a sustainable brand, including 72 percent of millennials.

A growing number of people want to live more sustainably and are conscious of the difference they can make through their brand purchases. This is also reflected in a greater consumer interest in how products are designed, sourced, manufactured, transported, sold, used, and recycled.

CORPORATE SOCIAL RESPONSIBILITY (CSR): This is a business approach that contributes to sustainable development by delivering economic, social, and environmental benefits for all stakeholders. Most companies have long practiced some form of corporate social and environmental responsibility with the broad goal of contributing to the well-being of the communities they affect and upon which they depend.

CSR is a concept with many definitions, practices, and varying implementations for

each company and country. It can address topics that range from human rights and corporate governance to environmental effects, economic development, and health and safety. Whatever the definition, the purpose of CSR is to drive change toward sustainability.

Research by Cone Communications illustrates how critical social responsibility has become:

- Sixty percent of Americans hope businesses will drive social and environmental change in the absence of government regulation.
- Nearly 90 percent of the consumers said they would purchase a product because a company supported an issue they care about.
- Roughly 75 of consumers said they will refuse to buy from a company if they learn it supports an issue contrary to their own beliefs.

A brand can market its efforts to be socially responsible. Consumers and other stakeholders respect an organization for boldly stating that social responsibility is a corporate duty. Plus, if a brand can engage its customers or communities in helping with socially responsible efforts, it creates goodwill. And goodwill can translate into loyal customers, positive brand recognition, and growth.

CHARITY AND PHILANTHROPY: These terms are easy to confuse. Charitable giving is a direct donation from a corporation to a charity, which can be any nonprofit cause.

When a company or brand engages in philanthropy, it generally involves a cause attempting to solve a problem that is somehow aligned with a company's mission or challenges. (For example, a pharmaceutical company may be supportive of programs that help with abuses or addictions to certain drugs.) Consumers or stakeholders do not expect any corporate gain from this; it is simply the actions of a responsible corporate citizen. Publicizing philanthropic efforts to improve a company's reputation will likely backfire. However, leaving the publicity to an NGO, charity, or nonprofit association can benefit a company or brand without appearing to be self-serving.

Philanthropic work does not require a company to change its business practices. However, a CSR program could mean that certain business practices may have to change so that the brand assumes responsibility for its goals and actions.

CAUSE MARKETING OR CAUSE-RELATED MARKETING: Broadly defined as a cooperative effort between a for-profit company and a nonprofit organization for mutual benefit. Brands can use their resources to raise awareness of nonprofits, charities, or NGOs with humanitarian causes while promoting their own products simultaneously. Well-known examples include:

- Yoplait's "Save Lids to Save Lives" for breast cancer
- Dove's "Campaign for Real Beauty," in conjunction with the Dove Self-Esteem fund

Cause marketing is sometimes confused with philanthropy or corporate giving as a charitable, tax-deductible contribution, without any expectation of corporate gain. Cause marketing is just the opposite; it is built on the goal of increasing profits while improving society.

planet? How do you source your materials? What's your role as a global citizen? Consumers aren't taking anything at face value anymore."

Interestingly, most marketers today acknowledge the Four Ps of Marketing — Product, Price, Place, and Promotion — from a concept advanced by Philip Kotler in his 1967 book *Principles of Marketing*. Today, Kotler agrees there should be a fifth P, Purpose, because it influences all decisions regarding the original four.

This first ANA playbook on brand purpose features the perspectives of marketers across a broad range of business categories. Most of the in-depth learnings were contributed by marketing leaders from six global companies with a network of employees and stakeholders 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.

There are century-old brands and newer ones represented here. Not all are household names in the U.S. — some are business-to-business operations, others are consumer-driven, and several have both business and consumer offerings. All recognize the value they must provide for their stakeholders.

These six transformational organizations, and their marketing champions, have spent the past several years considering purpose, acting on it, rallying a company around it, and presenting that aspiration to the world at large. Now they share some of their wisdom with you.

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

Statements of Purpose

Purpose, especially when inspirational, unquestionably defines a brand in people's minds. However, it is always best delivered through actions that live up to the promise of that purpose. Consumers, employees, and all other stakeholders will then view purpose as more than a strategy — it is the true lifeblood of a brand or company.

"My job as a marketer is to express our purpose and share it with the world, and to realize that it may not be for everyone, but it will be meaningful and important to those people who find resonance with its mission," says Geoff Seeley, global marketing director at Airbnb. "That's how you remain a brand that people embrace and want to be involved with."

Here are some examples of how companies define their purpose so that it touches every aspect of their business:

AIRBNB:

To create a world where anyone can belong anywhere by healthy travel that is local, authentic, diverse, inclusive, and sustainable.

TESLA:

To accelerate the world's transition to sustainable transport.

NIKE:

To bring inspiration and innovation to every athlete in the world. If you have a body, you are an athlete.

STARBUCKS:

To inspire and nurture the human spirit — one person, one cup, and one neighborhood at a time.

PATAGONIA:

To build the best product, cause no unnecessary harm, and use business to inspire and implement solutions to the environmental crisis.

GOOGLE:

To organize the world's information and make it universally accessible and useful.

COCA-COLA:

To refresh the world... To inspire moments of optimism and happiness.

WALMART:

Saving people money so they can live better.

{Overview}

DISCOVERING BRAND PURPOSE

A recent survey conducted by the ANA, in partnership with the Ad Council, found that while 78 percent of member CMOs said their company has a clearly defined purpose, only 18 percent strongly agreed that it is part of a company-wide business strategy with specific goals. It is interesting to note that while 90 percent of respondents felt that brand purpose *should* guide company decision-making, 82 percent admitted that their company could use some expert help in defining and activating their purpose.

66

Percentage of consumers who would switch from a product they typically buy to a new product from a purpose-driven company

— 2018 CONE/PORTER NOVELLI PURPOSE STUDY

While an inspiring, authentic, and well-aligned brand purpose can indeed make a difference and drive growth, it's clear that getting it right is complicated. Purpose is not an easy process. It varies by individual brand, and there are few hard and fast rules — only guidelines that urge brand leaders to dig deep to find that which is authentic and resonates meaningfully.

Nonetheless, brand purpose matters. Research from *Internationalist Insights* in 2018 found that chief marketing officers increasingly define their roles as purpose-driven, yet roughly 60 percent admit that their biggest challenge is “aligning all stakeholders to embrace purposeful branding to the benefit of customers and the company.”

According to an earlier *Internationalist Insights* survey on purpose, 61 percent of marketers agreed with this definition of purposeful marketing: “Expressing a genuine desire to make a difference as part of your company's ethos.”

Two other definitions also resonated greatly with survey respondents:

- “An authentic idea that is consistent with your company's mission and culture.”
- “Aligning the communications around meaningful core brand values.”

ANA Member Survey on Brand Purpose

90%

AGREE THAT BRAND PURPOSE SHOULD GUIDE COMPANY DECISION-MAKING

82%

THINK THEIR COMPANY COULD USE SOME EXPERT HELP IN DEFINING AND ACTIVATING THEIR BRAND PURPOSE

Contributors to this playbook provided many other insights about discovering brand purpose, including:

- Companies with century-long histories are now finding that a clearly-defined brand purpose can galvanize their employees, their customers, their contributions to society, and their business results.
- Listening to stakeholders, re-exploring a brand's origins, and understanding its unique DNA are often starting points for a brand purpose journey.
- Companies that matter today make a difference in the world.
- Passion is as important as authenticity in activating purpose.
- If a product isn't thoughtful, authentic to its ethos, compassionate, and honest, people can tell it's not genuine.
- Purpose is often the driving force in prioritizing the importance of human connections and customer experience.
- For some, *brand purpose* and *brand promise* are inextricably linked, particularly when looking ahead to potential for the future.
- Nothing is set in stone — even the manifestations of purpose must evolve.

The bottom line, as Kimberly-Clark CMO Giuseppina Buonfantino contends, is this: “Every function of the company that touches the brand needs to understand the purpose. Authenticity has to always be there. If you don't live it, people aren't motivated to work on it.”

{Chapter 1}

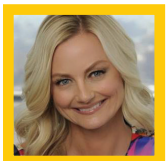
DEFINING PURPOSE FOR TODAY'S ORGANIZATIONS

Defining the unique purpose of a brand is just the beginning of a very positive, powerful, and enriching process. It is truly fundamental to the success of any brand. Yet, many marketers share concerns about the high stakes of “getting it right.” Undeniably, it is a tall order to resonate with most consumers and risk alienating others. We have all witnessed how some of the most well-intentioned brand efforts can end up backfiring in a consumer-as-advocate era.

Other marketers are unsure about the best way to connect brand values to a marketing strategy as we experience shifts in authenticity when cultural or political moments have an energy of their own. (Opportunism and authenticity rarely go hand in hand.)

And there are numerous questions about doing good and driving growth when social transparency intersects with social responsibility. Philanthropy, public service, and all forms of charitable giving are important to corporations and the people they serve, and they are even becoming identified with specific brands. Purposeful marketing does not mean that every ad message is linked to a charity or cause, nor does it mean that a CSR mission should be considered a marketing opportunity.

It does mean, however, that even the most mundane types of advertising can aspire to make a difference by expressing ideas or sentiments that matter to people in the same way that brands matter to them. Delivering against the goals of purposeful marketing clearly means championing some of the greatest human needs. Who wouldn't want to be associated with a brand that can deliver on such essentials?



ALICIA TILLMAN
SAP

Purpose should be the guiding light that inspires the brand's strategies, goals, and outcomes.

At SAP, our purpose is to help the world run better and improve people's lives through innovation. Everything we do as a company needs to be grounded in this mission. When we created our definition of purpose, we knew it had to go beyond profits. It needed to be representative of the ways we

use our resources to help address economic, societal, and environmental challenges.

Our customers are solving the practical challenges of business — to run and optimize while reducing costs — and looking for technology to help support their own purpose-driven agendas. SAP has always built technology to serve the needs of our customers. SAP's products enable change across three pillars at large: economy, environment, and society. Purpose-driven businesses can ignite innovation to solve the most pressing issues

46

Percentage of consumers who believe that brands have better ideas for solving our country's problems than government

— EDELMAN'S EARNED BRAND 2018

of our time, and as marketers we have a responsibility to take the lead when it comes to communicating our company's vision to customers.

How you run your company matters. To become an employer of choice, you must be making a difference in the world. Customers and suppliers are increasingly becoming purpose-driven in their actions. Today's customers, without question, see differentiation and preference among those organizations that recognize the obligation they have to step up and solve issues of higher purpose.

PROOF OF PURPOSE

ROCKWOOL Enriches Modern Living

The ROCKWOOL Group is one of Denmark's top global companies. The company's purpose, says Mirella Amalia Vitale, is to "release the natural power of stone to enrich modern living."

Stone wool, the source of ROCKWOOL products, is a versatile material made from a natural and abundant resource: volcanic rock, which is comprised largely of basalt and chalk. Stone wool is created by melting the rock at high heat and then blowing it into a spinning chamber to create cotton-candy-like fibers. Applications for stone wool include ROCKWOOL's thermal insulation, filtration, soundproofing, and even a hydroponic growth medium. And it is entirely recyclable and reusable.

Although Amalia Vitale is working with one of the world's most sustainable brands, her charge is to reposition ROCKWOOL globally as the world leader in the manufacture of stone wool products with a strong sustainability agenda and an increased customer-focused business approach. She is balancing critical sustainability issues with true marketing understanding.

Amalia Vitale has focused the company's efforts on purposeful marketing through a global effort called "Modern Living." "We are committed to enriching the lives of everyone who comes into contact with our products," she says. "Our portfolio is perfectly suited to tackle many of today's biggest sustainability and development challenges. From energy consumption to noise pollution, water scarcity to flooding, our solutions help our customers address many of the big issues of modern living. Our products address the diversity of the world's needs, supporting our stakeholders in reducing their own carbon footprint."

The shift to centralizing the company's marketing around a purpose for greater good has created exceptional results in less than a year in ROCKWOOL's native Denmark, a country that leads in overall sustainability initiatives. Not only did the company's position in the Danish Sustainability Ranking take a major leap upward, it now ranks among the top 20 brands in Denmark for the first time.



As a responsible, forward-thinking company, this is the point where we can build affinity and trust with our customers.



OLGA OSMINKINA-JONES
PepsiCo Beverages

Purpose is a journey rather than a destination, a North Star that inspires people and guides them. Brand purpose must be charged with human meaning and emotion, and it cannot be stated in corporate speak.

To build a brand with purpose, it's important to have a strong, clear, and consistent message which is easily understood by consumers. We often forget our positioning statements, and then our marketing speak becomes fuzzy, understood only by us and not necessarily by the people we serve.

A statement of purpose must be deeply rooted, always authentic, and absolutely credible. The recipe is: Simple. Human. True. Look at your brand. *Why was it created? For whom? Where and when?* This is the essence of your brand's DNA.

A strong understanding of brand purpose keeps everyone in the organization grounded while ultimately helping all team members to make the best decisions possible. Everyone should always be asking: *Does what I do deliver on purpose? Does it align with it?* Purpose done right fosters loyalty and commitment, and often an indelible team bond. Plus, a brand's purpose can set it apart from competitors, particularly as consumers today are prepared to pay more for meaningful brands.

People believe brands have more power to affect society. Because of the way people engage with our brands, there is a wholehearted expectation that brands will contribute to society.

While purpose can be about improving society, contributing to culture, or any other aspect of human life that resonates with consumers, this does not mean brand purpose is always linked with corporate social responsibility. Of course, some aspects of purpose may be rooted in CSR, but a meaningful expression of purpose can just as well be rooted in culture. Wherever it is anchored, brand purpose always aims to enhance the welfare of our society.

I realize that people are not looking for another water brand. They are not sitting and waiting for us to launch another innovation.

What they are looking for is meaning. And brand purpose is truly becoming a necessity.

Focusing on purpose does deliver sustainable results. It may be a long haul, it may take time to truly build it authentically, but results do come.



JULIE CHAN
Pfizer Consumer Healthcare

Defining brand purpose can be tricky. At its core, purpose is about answering the question *Why does the brand exist?* The

response must be big, bold, and meaningful enough to ensure it touches relevant aspects of consumers' lives, particularly their everyday dreams, worries, goals, and aspirations. However, it can't be so broad that it can be owned by any brand. Purpose must be relevant to the specific brand and be in line with brand characteristics and values that people believe the brand stands for.

Defining brand purpose is tremendously important. It becomes the foundation of all brand activities, from marketing and sales to innovation, customer services, and packaging. If it isn't defined carefully, or fully embraced and understood by all, it will simply not succeed.

Purpose always starts by building on the consumer's understanding of the brand and then expanding on it, so that all employees live and breathe the same common belief systems about purpose.

Whether you're in Beijing, Bogotá, or Berlin, purpose is a rallying cry — an employee mantra that truly means something to each individual and creates great pride in working for the company. This love of the brand and the ability to allow employees' internal pride to shine through makes people more connected within the company for a common mission and extends outside the company.

Every brand does need a purpose. Without it, a brand is just another commodity.



MIRELLA AMALIA VITALE
The ROCKWOOL Group

Everything changed when we aligned around purpose, especially in terms of employee motivation and results.

In trying to understand our own path to purpose, we learned three key points:

- It is critical to align around a purpose that is

Lessons

- Defining brand purpose is tremendously important. It becomes the foundation of all brand activities, from marketing and sales to innovation and customer service.
- Purpose should be the guiding light that inspires the brand's strategies, goals, and outcomes.
- Purpose is about answering the question *Why does the brand exist?* The response must be big, bold, and meaningful enough to ensure it touches relevant aspects of consumers' lives. However, it can't be so broad that it could be owned by any brand.
- A statement of purpose must be deeply rooted, always authentic, and absolutely credible. The recipe is: Simple. Human. True. This is the essence of your brand's DNA.
- Sometimes purpose and brand positioning are best equated to a promise, especially when that promise is embedded within a company's culture.
- People believe that brands have the power to affect society. Given the way people currently engage with brands, there is a wholehearted expectation that brands will contribute to society.
- Today's customers see differentiation and preference among those organizations that recognize the obligation to solve issues of higher purpose. This is the point where companies can build genuine affinity and trust with customers.
- How you run your company matters. To become an employer of choice, you must be making a difference in the world. Together with your customers you can lead the conversation about many of today's critical issues.
- Although purpose can lead to growth, there must be a societal benefit — use brand resources to help solve economic, societal, and environmental challenges.
- If purpose isn't defined carefully, or fully embraced and understood by all, it will simply not succeed.

“*Marketing is in a state of disruption, and people expect more from brands and companies. Brands really have the opportunity and responsibility to step up and do good — and do so in a way that's good for growth.*”

— MARC PRITCHARD,
chief brand officer
at P&G

authentic to *all* of an organization's stakeholders, be they professionals, tradespeople, retailers, consumers, company management, employees, or investors.

- Company leadership cannot merely *support* marketing initiatives but must sincerely *believe* in them.
- Today, there is no difference between internal and external marketing; they must be the same if an organization is to move forward with resolve.



ANTHONY FARINA
CSL Behring

Nearly five years ago I agreed to become CSL Limited's first chief communications officer and vice president of corporate affairs.

While I can say the company is a biotechnology leader today, five years ago that wasn't the case. Not because the company wasn't developing and delivering innovations that save lives, but because it had not established its “global identity” — the term we now use to describe our purpose.

This statement serves as the foundation for our company messaging and defines the space CSL wants to own and the reasons for believing we will be successful: *CSL is a leading global biotechnology company that is well positioned to unlock the great promise of this growing sector because CSL has the unique combination of commercial strength, R&D focus, and operational excellence needed to identify, develop, and deliver innovations that meet patient and marketplace needs.*

Delivering on our promise to patients is embedded in our culture. We want to engage with patient communities in ways that go well beyond providing product. If a patient is looking for content on a rare or serious condition, we want them to come to us as the source for information. Our mission is to help them in their search for a diagnosis, therapies, or even advocacy. My job is to stay true to a patient's needs.



RAHUL MALHOTRA
Shell

I oversee brand strategy, among other areas, but in a one master brand company like ours, this also means influencing business strategy to truly “live” the brand. My team and I have designed and currently lead Shell's program to embed our purpose and brand attributes deep into the DNA of employee behavior, strategic choices, and value proposition. You could say my entire role at Shell is dedicated to purpose.

Energy plays a critical role in driving the future. As populations grow and thrive, so does the need for more energy. The world population is likely to grow from seven billion to nearly nine billion by 2030. Already, two billion people have little access to power today. How do you tell them that they cannot have roads, transportation, or heating? The challenge is clear: the world must meet rising energy demand while decreasing emissions and improving air quality.

Shell's purpose is to “power progress by providing more and cleaner energy solutions.” This means creating cleaner, multisource energy solutions and ensuring that energy demands are met for a growing global population. While this may not be easy, Shell's history of innovation and the company's desire to make a difference are at the heart of our brand purpose.

In many ways, our purpose, brand promise, and personality will help to shape our role in society and advance our new business models in this energy transition. This is not about

PROOF OF PURPOSE

CSL Bridges the Knowledge Gap

Few marketers have the opportunity to introduce a well-established but little-known company to the world. Anthony Farina has been building the global communications function at CSL Limited from the ground up; he is the first chief communications and marketing officer in the global biopharmaceutical firm's 100-year-old history. The company owns global biotherapeutics leader CSL Behring and Seqirus, the world's No. 2 influenza vaccine provider.

Farina is working internally and externally to elevate the organization's promise, which is to treat rare and serious diseases through the development of biotherapies. He's doing it with both refreshing genuineness and a new level of personalization that's only possible in a digital age.

“I'm here to deliver for our patients,” Farina says. “After all, what's more important than saving lives?”

Today, CSL is in over 60 countries, and the organization boasts more than 25,000 employees. Farina attributes much of the company's contemporary development to the improved diagnosis of diseases at a time when people avidly search the web to learn more about their symptoms. CSL Behring's focus on the treatment of rare and serious conditions includes bleeding disorders like hemophilia and von Willebrand disease, Rh factor incompatibilities, immune deficiencies, and inherited respiratory disease, as well as biotherapies used in critical care to treat shock, sepsis, severe burns, and wound healing.

“As more people are diagnosed properly, they want our therapies to lead full lives,” Farina says. “More than 75 percent of the people who are stricken with hemophilia in the world are not receiving treatment. Physicians are typically trained to look for common diseases or basic ailments. Patients now gather information online about their conditions, and they talk with doctors to describe what they think their symptoms could mean. In fact, the vast majority of internet searches are by individuals seeking information relating to health care and illnesses. This is a huge paradigm shift within the medical and pharmaceutical industries from doing ‘for’ patients to doing ‘with’ patients.”

Farina understands how digital technology can help patients learn more, create meaningful conversations, bridge knowledge gaps, and promote opportunities for greater interaction. “We want to tell our story to more patients, so they know about the medicines that are available and can get the diagnoses they need,” he says.

“As I visit our facilities throughout the world, our walls are covered not with art but with large photos of our patients,” Farina adds. “They remind us how we must strive to make a difference in their lives.”

Telling patients' stories has produced a number of extraordinary and measurable results for CSL Behring. “I like that both our patients and patient organizations are continuing to organically amplify content generated by CSL Behring through their own social media channels, so we are essentially *influencing the influencers*,” Farina says. “Also of important note is that the communications function has evolved into a valued business partner and a business imperative. The patient-focused content is now part of the company's value proposition mix, along with the medicines, advocacy, and other benefits we offer patients.”

“I'M HERE TO DELIVER FOR OUR PATIENTS. AFTER ALL, WHAT'S MORE IMPORTANT THAN SAVING LIVES?”

— ANTHONY FARINA
Chief Communications
Officer at CSL

communication but about the other “Three Cs”: choices, content, and conduct of the business. Shell is a willing and able player in this transition. We're up to the challenge. Together with our customers and partners, we aim to take a leading role in the changing energy system.



{Chapter 2}

DIFFERENTIATING BRAND PURPOSE FROM A CORPORATE MISSION

While “purpose” and “mission” may seem interchangeable to many, marketers who have dedicated themselves to discovering and implementing brand purpose initiatives see a distinct difference. They have also come to realize that customers expect more from corporations, and purpose is essential to delivering on these expectations in a relevant way. Numerous studies conclude that *consumers prefer brands aligned with meaningful causes*, and most millennials believe it’s important that a *company give back to society instead of just making a profit*.

Brian Sooy, principal of Aespire and author of *Raise Your Voice: A Cause Manifesto*, written to help mission-driven organizations with their communications, admitted that purpose, mission, and vision statements can be confusing.

- **Purpose guides you.** Your purpose statement articulates why you do what you do, why your organization exists, and why you serve a higher purpose. ☺

Reaching Consumers’ Hearts

A recent study from Kantar Consulting underscores how consumers care about a company’s goals and actions:

72% said more companies should take a stand on important social issues.

85% said that they appreciated when companies made their values clear.

84% said they would be loyal to those companies that make sincere efforts in their local communities.

- **Mission drives you.** Your mission statement is how you accomplish your purpose; your mission is what drives you every day to fulfill your purpose.
- **Vision is where you aspire to be.** Your vision statement is what you will achieve in the future, the results you want to reach for, the measurable impact you want to make.

Sooy believes companies begin with a purpose. “A purpose is the reason your organization has begun a journey, guided by the deeply held values and beliefs that inspire

it to make a difference,” he said. “To inspire others, you’ll want to focus on a purpose statement that articulates why your organization matters. Open up to who you are, what you do, and why what you do matters. Communicate your values, revealing the character that guides your culture. Your audience will connect more deeply with the higher purpose and character of your organization than with a mission statement.”

PROOF OF PURPOSE

Mastercard Stands Up to Cancer

Mastercard CMO Raja Rajamannar is a firm believer that a purpose-driven business will grow faster than one without a purpose. Six years ago, he felt it was critical to “bake purpose into the core of all we do.” However, he admitted it was difficult for a global organization affiliated with more than 40,000 banks to find one purpose or social cause that appeals to all stakeholders. The goal was to be a “decent company,” or one that demonstrated it cared for society.

Mastercard found its answer in health care after discovering that one out of every two people in the U.S. is affected by cancer during their lifetime, either directly or through their circle of family and friends. Additionally, one in three women is diagnosed with some form of cancer through her life.

Mastercard decided to raise awareness of these issues to help organizations find a cure. The brand knew that consumers ardently shared Mastercard’s desire to help eradicate these pervasive diseases. Yet, Rajamannar asked, “What gave us permission to approach this issue in a way that was genuine, authentic, and not for commercial mileage? We understand payments, technology, and marketing. If we can allow those working to cure cancer to focus on finding the cure and not the administrative end of fundraising, then we are making a difference.”

Thus began Mastercard’s partnership with “Stand Up To Cancer,” a charitable program of the Entertainment Industry Foundation. Rajamannar said it started in a simple, transparent way: “If you use your Mastercard at restaurants during the eight weeks of summer, Mastercard will contribute a tiny part of our profits to Stand Up To Cancer.”

The initiative seamlessly created a way for people to donate to a cause they felt passionate about. Mastercard has now raised \$45 million and is the single largest corporate contributor to the program. This was just the starting point, as the program has evolved through strength and innovation. “This is extremely gratifying to the people in the company,” Rajamannar said. “They are part of an organization that is making a difference. This also helps us to attract younger talent who want to work for purpose-driven companies.”

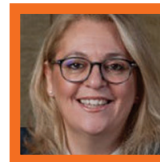
However, he also emphasizes that the connection between cancer and Mastercard can never be seen as self-serving or inauthentic. “We are transparent up front that we are channeling funds to a cause when you use your Mastercard. However, we don’t amplify it, even if others, like [actor, film producer, and activist] Pierce Brosnan, speak favorably about our work. But we recognize that this affects our business. In the restaurant category, our spend goes up during the Stand Up To Cancer promotion period and stays higher afterwards. The delta is greater market share. So again, incorporate purpose within the business, not outside of it.”



OLGA OSMINKINA-JONES
PepsiCo Beverages

Mission is simply business-centric. It asks questions: *What business are we in today? What business do we want to be in*

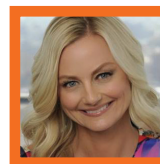
tomorrow? Purpose is bigger than any single product or line of business. Purpose matters not only to the business, but to the stakeholders, especially the consumers — those whom the business must serve, connect with, and win over.



MIRELLA AMALIA VITALE
The ROCKWOOL Group

Defining and articulating one’s purpose is an acknowledgment that companies have a bigger role to play outside the

boundaries of their own corporate agenda. Recognizing one’s purpose in society determines one’s mission and values based on how one aims to contribute to a better world instead of the other way around. This evolution is not merely where corporate narratives are heading in branding it is the direction that consumers and key stakeholders expect companies to take in their business and in their operations.



ALICIA TILLMAN
SAP

Think of it this way: The difference between purpose and mission is *what we are going to do* versus *how we are*

going to do it. In the case of SAP, our purpose is to help the world run better and improve people’s lives, but our mission and values equate to doing that in a way that’s ethical, that enables real-world results, and that supports our customers realizing their own purposes while creating once-in-a-lifetime customer experiences.

Lessons

- Recognizing a brand's purpose in society determines its mission and values and how it aims to contribute to a better world instead of the other way around.
- Mission is simply business-centric. It asks *What business are we in today? What business do we want to be in tomorrow?* Purpose is bigger than any single product or line of business.
- Put another way, the difference between purpose and mission is *What are we going to do?* versus *How we are going to do it?* Purpose is an inspirational statement that can often improve people's lives, while mission and values equate to acting on that statement in a way that's ethical and authentic, and enables real-world results.
- Defining and articulating a brand's purpose is an acknowledgement that it plays a bigger role outside its corporate agenda.



{Chapter 3}

THE PROCESS TO PURPOSE: HOW AN ORGANIZATION DETERMINES ITS ROLE IN SOCIETY

While many companies look to the past to better understand how to go forward purposefully, the process is often a collaborative effort to find a brand's uniquely individual purpose journey. Involvement from employees — particularly those who have been around the brand the longest — is critical. Their input is enlightening, and it can be a source of pride and a great global rallying cry.



RAHUL MALHOTRA
Shell

Shell's evolution to being a more focused and purpose-driven company started about three years ago. While the process is

still in the early stages of what it could one day represent, Shell's approach toward embedding purpose is quite sophisticated.

To arrive at our purpose, we reached out to 600 employees from Australia to Brazil in a wide cross-section of positions throughout our varied operations. We asked 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 were very emotional, intensely personal questions for people. Yet they enabled our employees to easily understand the depth of our commitment to making a positive change in the world with their

leadership. Their stories also told us some key truths about our company.

We collected hundreds of these remarkable outpourings that reflect our employees' connections to the company, 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 leave a legacy, large or small.

Next, the brand team designed and now leads a professional six-step embedding program. So far, we have worked with more than 50 individual global businesses within Shell. We help each business refresh its strategy to more strongly reflect our purpose and evolving customer needs into choices, content, and conduct. Results and proof points are shared regularly with the senior leaders in the company to inspire and replicate. The process has been very successful, leading us to train more brand champions in the business who help us execute this program. We call our playbook "I get it, I love it, I live it." The very dynamic and customized

42

Percentage of employees who feel that the values of their employer match their own

— WORLD VALUE INDEX

process is designed to touch the hearts and heads of our employees, help them link their personal purpose to the company, and stimulate their personal ambitions, creating the purpose-driven leaders of tomorrow.

78

Percentage of consumers who would tell others to buy products from purpose-driven companies

— 2018 CONE/PORTER NOVELLI PURPOSE STUDY



ANTHONY FARINA
CSL Behring

For me, it all began with my first promise to the organization: to engage and listen — listen to stakeholders, listen

about business objectives, listen about communications needs which were unique for CSL. From that feedback, we developed a rolling three-year strategic communications roadmap which set the course for us toward becoming best-in-class, which continues to serve as our blueprint for success. Among the first steps was establishing an authentic global brand to help the company sustain its growth trajectory.

There was a tremendous amount of work to do. First, we needed to focus on the global team, ensuring the right people were in the right roles and focused on the right things based on our strategic roadmap. Then we were positioned to begin identifying and developing an authentic brand purpose, known around the organization as our global brand positioning.

This positioning provides a compelling and consistent answer to the question *How do we want to be known by our stakeholders?* An authentic brand helps each CSL employee represent the company in a consistent way to the diverse stakeholders with whom we interact. This consistency gives CSL a differentiated identity in the crowded but critically important biotechnology sector and helps build equity among the patients, caregivers, and health care providers who are critical to our success.

We began the brand positioning process with help from members of our global communications team and agency partners, by auditing competitors' brands and analyzing research that included more than 1,500 surveys with external stakeholders. To explore perceptions of the corporate brand and test potential messages, the team conducted one-on-one interviews with nearly 200 stakeholders around the world.

These stakeholders confirmed many thoughts we had about the strength of our business, but also told us some things we didn't know about ourselves. Overall, we learned that CSL is a reliable and trusted partner that is well managed and has unmatched research and development strength in protein science. The company is viewed as having a deep commitment to patients that is both real and rare, though our stakeholders conveyed at the time that we were the quietest developers of lifesaving medicines.

The new CSL brand positioning that we developed, "Driven By Our Promise," captures both the positive elements of our century-old reputation and the reasons to believe in our exciting future. It starts with the brand essence:

- "Driven By" speaks to our passion, the fact that we are motivated to honor our commitments to patients, partners, investors, and other strategic stakeholders.
- "Our" reminds us that we are not a faceless corporation but a community of real people — more than 25,000 individuals working as if lives depend on it, because they do.



Understand and appreciate your brand's heritage and DNA. Define your brand purpose and the role you want to play in consumers' lives."

— LILI TOMOVICH, Chief Experience Officer at MGM Resorts Worldwide

- “Promise” refers to the promises we make to our stakeholders — especially those who rely on us to develop and reliably deliver safe, effective medicines — as well as to the tremendous promise of biotechnology and CSL as the front-runner in that field.

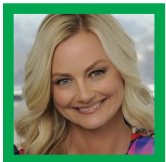


MIRELLA AMALIA VITALE
The ROCKWOOL Group

The process of determining our purpose and role in society as a company involved looking into the past and the

future. First, we ran a thorough audit of the ROCKWOOL brand, gathering constructive input from key stakeholders and getting an overview of the landscape. From there, we revised brand inconsistencies, leveraged specific key points, and shared interesting stories.

And then we asked ourselves: *How and why has ROCKWOOL Group endured as a company?* We believe it’s because since we were founded, we’ve had one single-minded purpose: unlocking the strengths of stone to enrich modern living. To formulate our purpose, we then connected this to the challenges that the world is faced with today.



ALICIA TILLMAN
SAP

During my first few months as CMO, it was my personal mission to connect with our employees and customers to

better understand their perspective on who we are as a company. I wanted to consider their views through the lens of our founding mission, going back 46 years. SAP was created with the vision of building real-time business applications that make the impossible possible. Making the world run better and improving people’s lives was our founding principle and has always been part of our DNA, but I realized we needed to tell this story better and refine our brand narrative accordingly.

Key to this was our customers. Our success is their success, so I wanted to root our narrative in the innovative work they do on a daily basis. That way I could ensure that our message of purpose was authentic to SAP and human at its core.

Lessons

- The process of determining a company’s purpose and role in society often involves looking into the past and the future.
- Understand and appreciate your brand’s heritage and DNA. Then determine the role you want to play in consumers’ lives.
- The past is a goldmine for defining a brand’s true story and illuminating its future North Star. Bring together people who have been around the longest and shaped the brand journey. Whether they are internal or from an agency, it really doesn’t matter. What does matter is connecting with the truth.
- Arriving at true purpose cannot be forced. Looking to brand history and understanding a customer’s difficulties, hopes, and dreams is often at the center. *What is it about the brand and its values that helps people or is relevant to people?*
- Many CMOs see this process as a personal mission to connect with employees and customers to better understand their perspectives on the company. This includes considering their views through the lens of a company or brand’s founding mission.
- Making purpose relevant always starts with passion, which means listening to consumers and employees who are great repositories of brand information instead of instituting a top-down mandate.
- Engage and listen: to stakeholders, about business objectives, about communications needs. For some this means surveys with external stakeholders, or one-to-one interviews by the communications team, or annual employee feedback about what they want to leave behind as a result of their work. This valuable feedback can serve as a blueprint for success.
- You have to walk in the shoes of your consumers and really feel the issues of their lives that connect to your brand.
- Purpose is different for each brand, and the process of best adopting it is different for every company culture. Framing and instituting purpose works well when it is marketing-led, but every function within an organization should know its role in communicating and embodying purpose.



OLGA OSMINKINA-JONES
PepsiCo Beverages

The past is a goldmine for defining a brand’s true story and illuminating its future North Star. Bring together

people who have been around the longest and shaped the brand journey. Whether they are internal or from an agency, it really doesn’t matter. What does matter is connecting with the truth. Then check this with your current audiences, those people whom you design your business for, about what parts of the brand DNA are most relevant and why.

Throughout the process, one must continually ask: *Is this authentic to who we are as a brand and as a business?* This will allow you to define your brand purpose and understand why it is critically important.

However, that is just the beginning. Credibility is an essential part of any purpose process. You know the *what*. You know the *why*. Now it’s time to think hard about the *how*. Who are the partners that will make all that you do exist in the real world in a way that supports your

purpose? You may find yourself realizing that you need partners who are NGOs, influencers, or entrepreneurs, and not always agencies.



JULIE CHAN
Pfizer Consumer Healthcare

Making purpose relevant always starts with passion, which means listening to consumers and employees, who are great repositories of brand information, instead of instituting a top-down mandate. You have to walk in the shoes of your consumers and really feel the issues of their lives that connect to your brand. Our CEO schedules time to meet with our consumers to understand how they shop or how they respond to doctor's appointments and instructions. While it's an enormous time commitment, it does lead to actionable insights.

Talking about purpose is lot easier than adopting a purposeful program. I have seen some organizations focus for a year on defining their purpose. Arriving at true purpose cannot be forced. Looking to brand history and understanding a customer's difficulties, hopes, and dreams is often at the center. *What is it about the brand and its values that helps people or is relevant to people?*

Purpose is different for each brand, and the process of best adopting it is different for every company culture. Purpose is here to stay. Framing and instituting it works well when purpose is marketing-led, but every function within an organization should know its role in communicating and embodying purpose.

Pride comes from having a say in brand values. The power of everyone in an organization focused on one purpose is extraordinary. Children learn best by touching and feeling, and it's the same with employees: they need to be involved and active in the process.



PROOF OF PURPOSE

Microsoft Deepens the STEM Pipeline

Even though Microsoft is a technology leader, its mission is to empower every person and every organization on the planet to achieve more. Microsoft is focused on finding the best STEM (science, technology, engineering, and math) talent of today and tomorrow. The company's future depends on it.

The STEM talent pool is already coming up short: There simply aren't enough qualified candidates, which could stall advances from cancer research to augmented reality. And since only 6.7 percent of women graduate with STEM degrees, closing the gender gap is critical to closing the global STEM talent gap.

Thanks to Microsoft's #MakeWhatsNext program, more than 5,000 girls across the globe are directly participating in the company's STEM initiatives. While the program can't be measured in laptop sales or even brand attributes, it is helping to deepen the future pipeline of talented, diverse STEM employees.



{Chapter 4}

ENSURING PURPOSE IS AUTHENTIC AND CONNECTS WITH CUSTOMERS' PASSIONS AND EXPECTATIONS

While marketing leaders are often the de facto champions of brand purpose, the concept of purpose must lead to demonstrable positive societal impact that resonates within the organization and with customers. This isn't an easy task in today's transparent and sometimes cynical social media world. Purpose must resonate as authentic if it is to drive business results and endure over time. It is also the single most important criterion to evaluate company and/or brand behavior and actions. Purpose is not a veneer; it must be deeply imbued within the organization and permeate all decision-making.



CRAIG DUBITSKY
Founder
Hello Products

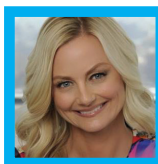
As people have greater access to information, they naturally want to know more about

everything, especially the products they choose. For example, consumers now pay much closer attention to where and how ingredients are sourced. At Hello, we know our mint growers in Oregon, and the packaging of our fluoride-free pastes states exactly what all our ingredients do. Provenance, transparency, and storytelling all matter to how brands are perceived today. Marketers can think of these pillars like an emotional and cultural form of blockchain.

Hello's purpose is simple: create products that are as natural as we can make them, and that are for the 100 percent, not the 1 percent. We wanted to create a better product that everyone can afford. Thoughtfully sourced, beautifully designed, vegan, and cruelty-free products no longer have to be expensive or hard to find.

But we realize that anyone can create a

brand that's naturally sourced. Consumers want brands that stir them emotionally. Functional is table stakes today; brands need to truly connect and absolutely deliver all they promise. We live at a time when people are searching for meaning. People want to join things, not merely transact with them. If a product isn't thoughtful, authentic to its ethos, compassionate, and honest, people can tell it's not genuine or it's working too hard to retrofit to these times. You simply can't knock off soul.



ALICIA TILLMAN
SAP

In the digital era, authenticity is everything. As technology usage grows, it becomes increasingly important that

we create customer experiences that are personal and prioritize the importance of human connections.

Purpose is the driving force behind this, but putting purpose on a pedestal without

Attributes that Matter

Purpose attributes that Americans say are most important to a company's reputation:

Responsible:

86%

Caring:

85%

Advocate for issues:

81%

Protect the environment:

79%

Give back to important causes:

73%

— PORTER NOVELLI/
CONE PURPOSE
PREMIUM INDEX

demonstrating the actions and efforts to back it up is the fastest way to drive away potential brand advocates. It requires understanding who you are as a company. A food brand, for example, can have much more of an impact on sustainability and combatting world hunger than it might on voting rights. Our world faces a lot of challenges today, but no one brand can solve it all. Determine your role and use that as a North Star.



DAVID KERSTEN
VP of Corporate Marketing
Emerson

Last year, to coincide with the company's 125th anniversary, Emerson embarked on a

transformation process to create a purpose-driven organization. We realize that the era of the conglomerate is coming to a close, making way for the age of the activist. And Emerson was moving from five disparate businesses to two focused business platforms while continuing to provide the solutions customers demanded and the positive financial performance shareholders expected.

Our success hinged on more than 75,000 employees, accustomed to working in siloed businesses, coming together across 200 locations worldwide as "One Emerson." This meant aligning the organization around one common set of values to enhance Emerson's culture as a purpose-driven organization while providing a roadmap for work as collaborative teams, united in common strengths and with shared aspirations for growth.

However, defining a meaningful, unified value set across such a large organization was just the first step. The bigger challenge was how to engage with and energize employees still coping with sweeping effects of organizational changes to personally embrace these refreshed values as a critical factor in Emerson's success and in their own lives and careers.

We knew that we could succeed, but only if we were able to engage employees and create change together. So to break through the logically inclined engineering culture and introduce these values in a meaningful way, we engaged the children of employees to tell the company's values story. This approach created an emotional connection while bringing a sense of truth, authenticity, and warmth across all touchpoints. This strategy worked, and the #OneEmerson initiative is at the center of the company's purpose-driven transformation.

What Other Leaders Are Saying



"Brand purpose is foundational. You can't just say you have a brand purpose; you have to put meat on the bone behind it — not only talking about it externally but delivering on it internally within your company and ultimately with the customer."

— DENISE KARKOS, CMO at TD Ameritrade



"Every function of the company that touches the brand needs to understand the purpose. Authenticity always has to be there. If you don't live it, people aren't motivated to work on it."

— GIUSEPPINA BUONFANTINO, CMO at Kimberly-Clark



"Brand purpose has become more important. What we hear from millennials is that they don't want to buy stuff, they want to buy into stuff. They want to buy into brands that share their values and share their purpose."

— RICK GOMEZ, CMO at Target Corp.



"Back up your purpose. If you have a purpose statement, but you can't articulate it to the customer, you've got more work to do."

— GREG REVELLE, SVP and CMO at Kohl's



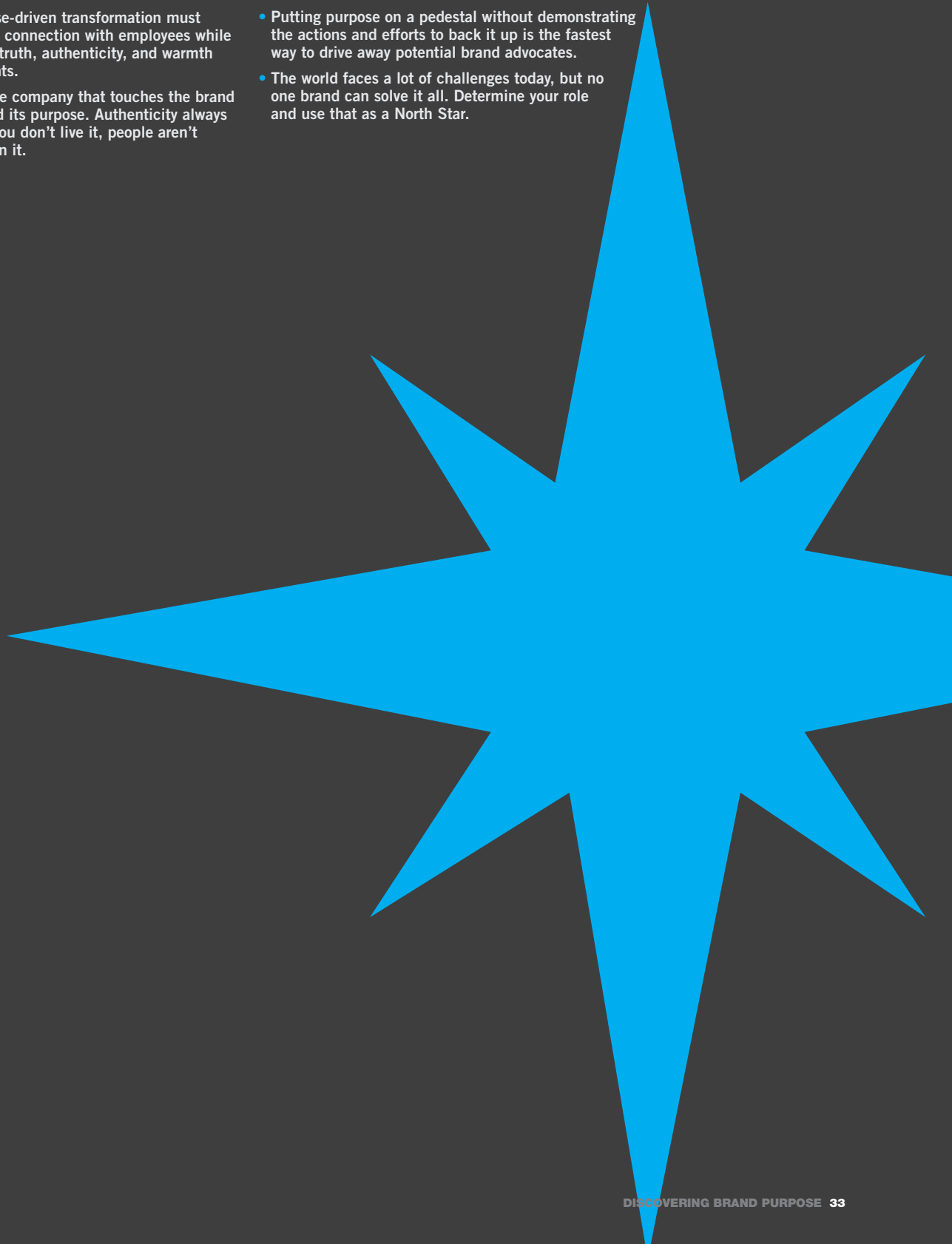
MIRELLA AMALIA VITALE
The ROCKWOOL Group

What we do today is what we've been doing for 80 years: transforming volcanic rock, an abundant and natural

resource, into products. Connecting what has always been a part of our DNA to the demands of today allows us to relate to consumers and key stakeholders and stay true to ourselves. And we know we've hit the right chord when we see our brand recognition go up in rankings and when we're invited to forums to share our knowledge and expertise.

Lessons

- In the digital era, authenticity is everything. As technology usage grows, it becomes increasingly important that brands create customer experiences that are personal and prioritize the importance of human connections. Purpose is the driving force behind this.
- A company's purpose-driven transformation must create an emotional connection with employees while bringing a sense of truth, authenticity, and warmth across all touchpoints.
- Every function of the company that touches the brand needs to understand its purpose. Authenticity always has to be there. If you don't live it, people aren't motivated to work on it.
- We live at a time when people are searching for meaning. People want to join things, not merely transact with them. If a product isn't thoughtful, authentic to its ethos, compassionate, and honest, people can tell it's not genuine or it's working too hard to retrofit to these times.
- Putting purpose on a pedestal without demonstrating the actions and efforts to back it up is the fastest way to drive away potential brand advocates.
- The world faces a lot of challenges today, but no one brand can solve it all. Determine your role and use that as a North Star.



{Chapter 5}

THE CHALLENGES TO OVERCOME IN DEFINING PURPOSE

It is interesting to note that the path to purpose often uncovers forgotten nuances or brand inconsistencies that simply didn't come to light amid the daily energy of doing business. Aligning around a rich, meaningful, and inspiring statement of purpose can enable decision-making to be clearer while empowering better participation, greater sharing, and faster buy-in. Many organizations find that new initiatives or improved solutions take off more quickly when a sense of purpose resonates among teams.



ANTHONY FARINA
CSL Behring

It was extremely important to me that our purpose reflect the passion that our employees have brought to work for more than 100 years. We had a good challenge on our hands in that CSL had grown to become the world's fifth largest biotechnology company, with more than 25,000 employees delivering lifesaving medicines to people in over 60 countries. This means we have to be intentional about maintaining connectivity with the people we serve.

So, to reach new audiences, strengthen relationships with existing stakeholders,

and unify our global brand online, we started transforming our web presence as part of our strategic roadmap through a journalism-driven storytelling hub called Vita. Vita means life in Latin, and it serves as a place for the company to share emotionally compelling stories and create awareness of the promise of biotechnology.

Our goals are to use the new CSLBehring.com and Vita storytelling news hub to help amplify our brand leadership and commitment to improving the lives of people with rare diseases, and to increase not just a *share of voice* but a far broader and more meaningful *share of life* with the patients and their families who rely on us. This has also enabled

62

Percentage of global consumers who want companies to take a stand on issues they are passionate about

— ACCENTURE'S 2018 GLOBAL CONSUMER PULSE RESEARCH

3 Action Steps

1 Don't make the mistake of marching into the boardroom and announcing, "This is our purpose!" Rather, lead a conversation, use data to explain why it matters for the business, enlist other senior leaders as allies, and stay within the bounds of the company's existing strengths and areas of focus.

2 Create a sense of empowerment by enlisting employees in the development of the purpose, and use the tools of marketing — from focus groups and surveys to integrated, targeted messaging and inspiring experiences — to ensure that every division understands how their work fits into the big picture. And don't assume that a big splashy kickoff is all it takes to move a company toward a purpose; instead, the rollout should be framed as the start of a conversation.

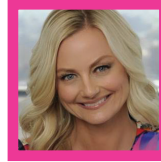
3 An effective brand purpose can be a boon to a company's leaders. It provides clarity and direction around decisions big and small; the more employees understand the purpose, the more they can be trusted to do the right thing.

communications to become a part of the company's overall value proposition while it highlights our purpose by creating relevance to patients and their families by delivering programs and expert information.



MIRELLA AMALIA VITALE
The ROCKWOOL Group

ROCKWOOL is a very decentralized organization, which means that creating an umbrella purpose was a new concept internally. However, because the purpose that we defined is derived from our core product, it was easy for stakeholders to identify with and thus roll out. In addition, because we connected our purpose to global trends, it also helped us overcome challenges such as making sure that our audience emotionally engages with our brand, differentiating ourselves from competitors, and clearly demonstrating how our products contribute to solving global challenges.



ALICIA TILLMAN
SAP

When people think of our company, we're often associated with back-end solutions. But we're so much more than that. One of the more interesting and unexpected results of sourcing perspectives directly from customers and employees was learning how deeply involved we are in the complete foundation of what makes companies run efficiently, from front office to back end. There's a very deep integration between SAP and the complete customer experience we're helping brands deliver to their own communities, which is a key differentiator in the experience economy.

It's very much a part of who we are, but it wasn't getting the same spotlight as the story we had been comfortable telling for years. It was a very healthy exercise for us and helped us shape the narrative in a way that was truly rooted in what we're doing for our customers.

What Other Leaders Are Saying



"We are moving away from a traditional command-and-control, hierarchical way of leading toward a more purpose-based leadership, where you give a broader mandate to people to drive things and more empowerment across the organization. It's really important that you have this nucleus of purpose that holds it together; otherwise it can very quickly drift apart."

— BJORN ANNWALL, SVP of Strategy, Brand, and Retail at Volvo



"Even in an organization that is very purpose-driven, people can get heads-down in their work. It's good to have strategies that help people reconnect with the brand and the purpose."

— CHRISTINE PAGE, SVP of Marketing and Digital Services at Kaiser Permanente

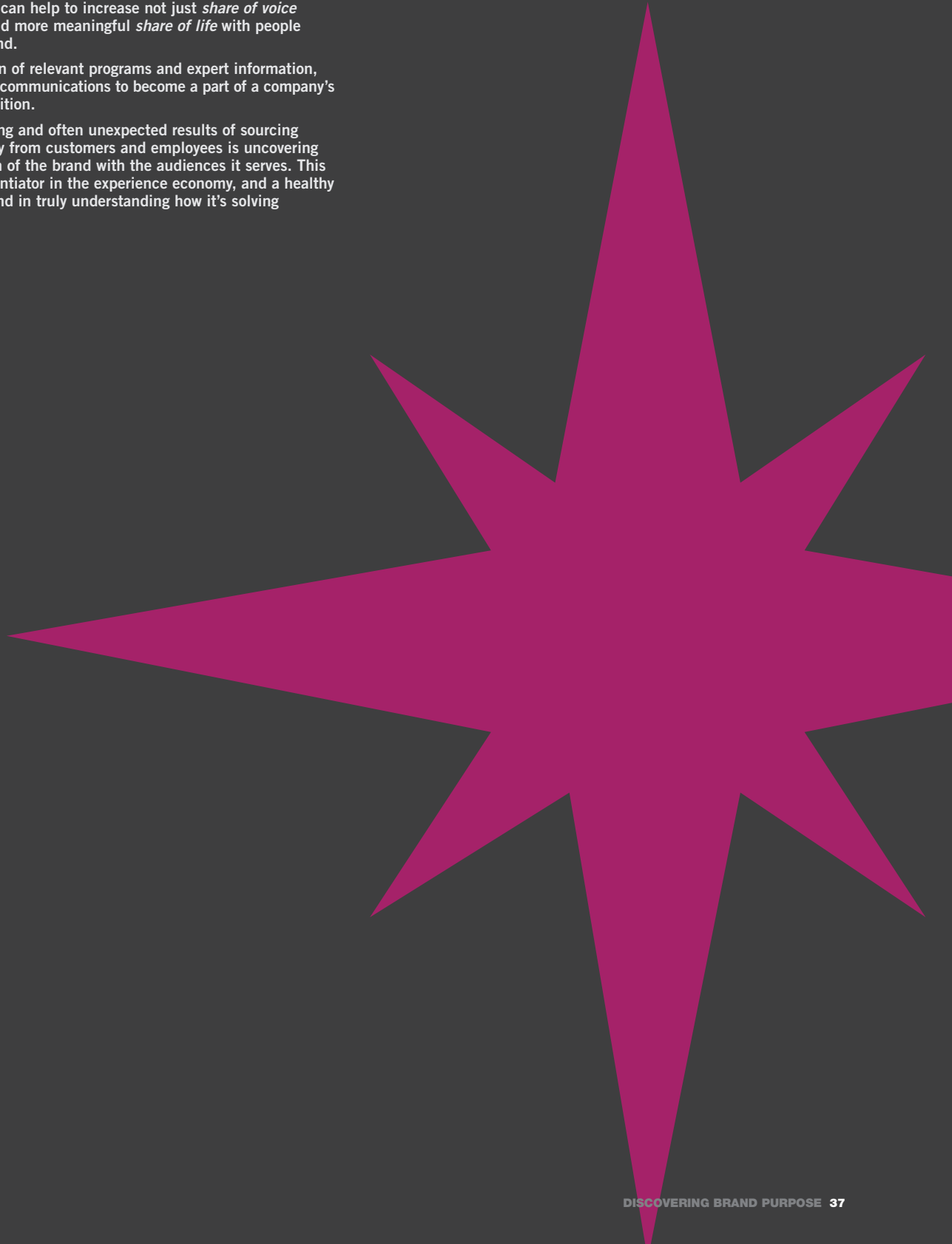


"It's really important to continue to stay true to the authenticity of the purpose, and make sure it's not just a campaign, but something that's integrated throughout the company.... There's never a goal line. You have to always be working on bringing the purpose to life internally."

— AMANDA BRINKMAN, Chief Brand and Communications Officer at Deluxe Corp.

Lessons

- When a company is a decentralized organization, creating an umbrella statement of purpose can unify internal teams and external stakeholders.
- If purpose is connected to macro trends, it can help a brand demonstrate how it contributes to solving global challenges.
- A focus on purpose can help to increase not just *share of voice* but a far broader and more meaningful *share of life* with people who rely on the brand.
- Through the creation of relevant programs and expert information, purpose can enable communications to become a part of a company's overall value proposition.
- One of the interesting and often unexpected results of sourcing perspectives directly from customers and employees is uncovering the deep integration of the brand with the audiences it serves. This can be a key differentiator in the experience economy, and a healthy exercise for the brand in truly understanding how it's solving customer needs.



THE BENEFITS OF BEING PURPOSEFUL

Brand purpose drives business growth, from a business performance standpoint (customers want to partner with companies that are doing good) and an employee engagement perspective. Purpose can have an outsized impact on purchasing decisions, investment, and the types of top-tier talent your brand is looking to attract. Furthermore, it contributes to building a community of lifelong customers. In fact, studies show that a majority of consumers would switch brands if a different one was purpose-driven and had similar price and quality. Ultimately, when purpose is done right, there's an increased ROI across numerous metrics.

The talent element of purpose will be especially important as generation Z begins to enter the workforce. A Deloitte study found that gen Z's belief that business leaders are committed to helping improve society dropped from 62 percent in 2017 to 47 percent in 2018, so championing brand purpose is critical to attracting future employees. Like their millennial predecessors, gen Z places a high premium on purpose when looking for employment.



ANTHONY FARINA
CSL Behring

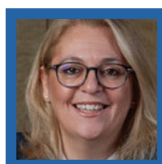
While patients are and will always be our primary audience, we also promote content that is appealing to

current employees, the medical community, advocacy partners, research partners, and prospective employees, as each of these stakeholders play an important role in supporting the patients we serve.

The outcome of all this has been three-fold for us:

1. The rare disease category is crowded these days. CSL Behring has an authentic and differentiated global brand positioning which clearly articulates our purpose and identity while providing patients with information they want.

2. We established not a *share of voice* but a far stronger *share of life* with a laser focus on the patients we serve.
3. Communications evolved into a valued business partner, viewed as a critically imperative function for the overall success of the company's global business.



MIRELLA AMALIA VITALE
The ROCKWOOL Group

Consumers are no longer passive receivers of goods and services; they play an active role in shaping products and

industries. They are aware, conscious, and purpose-driven. The benefit of being a purposeful brand is the ability to connect to consumers and key stakeholders in a way that they expect and can relate to.



ALICIA TILLMAN
SAP

Purpose is a key driver of value. And that's my North Star to make our goals achievable. At SAP, we want to be one of the world's most valued brands. Brand value today is a measure of experience, authenticity, clarity, and making a true difference in helping the world run better. This is also reflective of what we are seeing in the industry, with purpose fast becoming the No. 1 driver of brand value. My job is to tell the SAP story and make it clear that purpose is not a side project, but a core part of our business strategy.



MARISA THALBERG
Global Chief Brand Officer
Taco Bell

Supporting young people's dreams through education has been a longstanding commitment for Taco Bell. There's a part of our brand that's always felt a bit like an "other kid," or a creative underdog. The Live Más scholarship finds young people who may not have the means to pursue a dream that doesn't fit traditional scholarship models. We're about people whose talents and ability to express themselves come in all different forms, so we ask them to create a two-minute video about what they love to do. Not about their GPA, not about a test. Taco Bell's Live Más scholarship program has awarded nearly \$6 million to 600 students to date, and we expect that sum to double in the next year.

In our Feed the Beat program, we give touring bands gift cards so they can eat on the road — no strings attached. Over the years, some of these bands have become quite famous, like Imagine Dragons and Walk the Moon, and they never forget that Taco Bell fed them when they were just trying to make it. That's an example of how our brand cares about creators and people who have dreams and passions. The program is still ongoing, and we have a pretty big alumni class of more than 1,500 bands.

PROOF OF PURPOSE

Smirnoff Plays the Equalizer

The past two years have represented a landmark time for women. Globally, gender bias and inequality are increasingly being exposed through progressive movements, from the Women's March to #MeToo to #TimesUp. Not only have these movements increased awareness, they are empowering voices to be heard.

Despite this progress, Smirnoff and Spotify discovered that the top 10 streamed tracks on Spotify were from male artists. And while people were beginning to wake up to gender disparity in music, this observation led to the realization that their streaming habits still likely held unconscious biases that needed to be uncovered. Smirnoff's goal was to create personalized engagement, offer solutions, and ultimately lead to more discovery, exposure, and opportunity for great female artists.

The Smirnoff Equalizer was created to:

- Present an audience with their individual music streaming habits highlighting the split of male vs. female artists.
- Empower music fans to make changes by providing a solution: an "equalized" playlist and slider to add in more female artists.
- Encourage the sharing of their findings with friends through social media.

Smirnoff truly believes everyone has more fun when opportunity for inclusivity exists, especially in music. Through the Equalizer, Smirnoff helped people move one step closer to achieving gender parity through music by increasing the number of opportunities for female artists to be heard.

PROOF OF PURPOSE

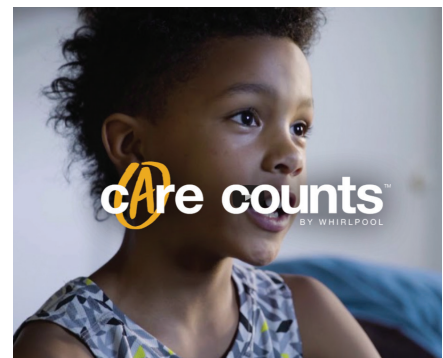
Whirlpool Shows Care Counts

It's easy to take a working washer and dryer for granted, but according to teachers across the country, the unfortunate reality is that one in five students struggle with access to clean clothes. Teachers also report that these students are more likely to face difficulties with absenteeism as a direct result of their limited clothing options and its relation to self-esteem. Numerous studies also demonstrate how high absenteeism is linked to dropout rates and, ultimately, to the inability to find work.

To address this issue, Whirlpool created the "Care Counts" laundry program, installing washers and dryers in schools to study the connection between access to clean clothes and attendance, with the goal of making a positive impact among high-risk students. It's now clear that clean clothes can help:

- More than half of participating students were no longer at risk for chronic absenteeism by the end of the school year.
- The program's impact went beyond attendance. Teachers surveyed saw that 95 percent of participants in the program showed increased motivation in class and were more likely to participate in extracurricular activities and interact with peers.

"Every day students across the country struggle with a variety of different factors that inhibit their academic performance," said Jennifer Tayebi, communications brand manager for the Whirlpool brand. "By placing washer and dryers in schools, we hope to eliminate one of those obstacles, so kids can focus on learning. As we look at year two program results, it's remarkable to see how this seemingly simple solution has such a powerful impact on absenteeism."



Lessons

- Brand value today is a measure of experience, authenticity, clarity, and making a true difference in helping the world run better. This is also reflective of the industry as a whole, with purpose fast becoming the No. 1 driver of brand value.
- The benefit of being a purposeful brand is the ability to connect to consumers and key stakeholders in a way that they expect and can relate to.
- Purpose is a key driver of value. That becomes a North Star to make goals achievable.
- The consumers of today are no longer passive receivers of goods and services; they play an active role in shaping products and industries. They are aware, conscious, and purpose-driven.
- Customers want to partner with companies that are doing good. However, doing good is also a powerful engagement point for employees. It can have an outsized impact on purchasing decisions, investment, and the types of top-tier talent a brand is looking to attract. Furthermore, it contributes to building a community of lifelong customers.



{Chapter 7}

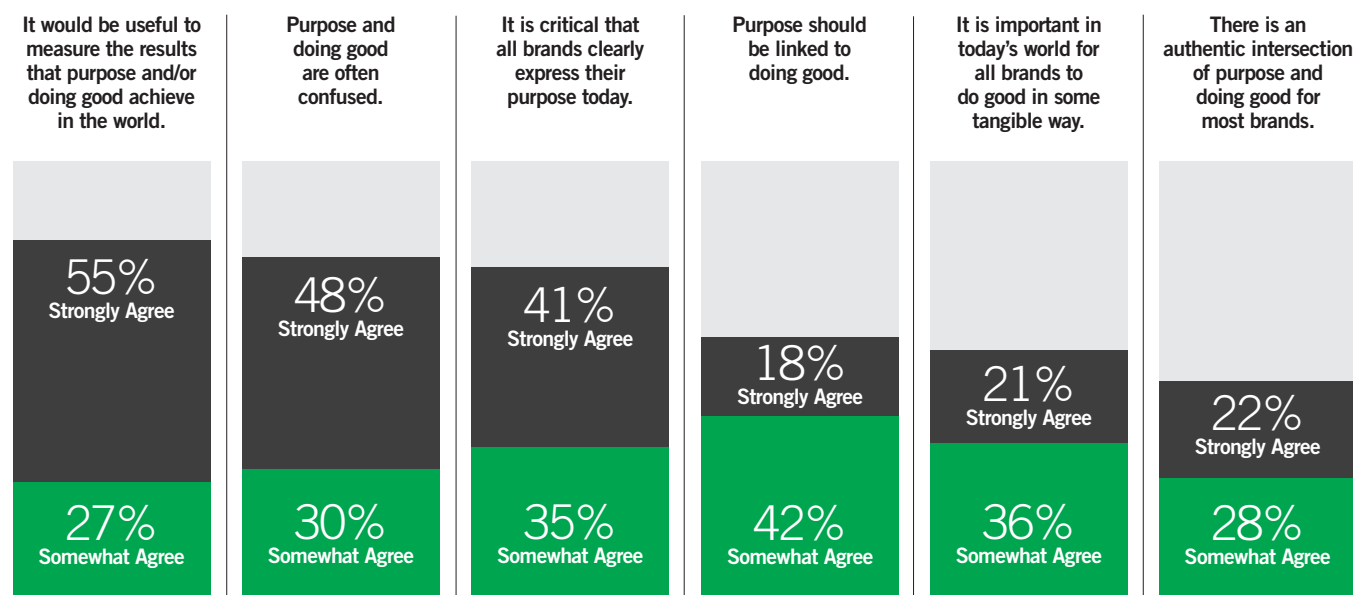
HOW PURPOSE AND DOING GOOD CAN LEAD TO BRAND GROWTH

Most marketers today are concerned about embracing causes or becoming a purposeful brand in an era defined by bold and immediate social media commentary. Many companies struggle at the idea of “doing good” and understanding the need for a brand’s societal benefit beyond sales and profits.

The chart below from a recent *Internationalist Insights* survey shows a range of views regarding brand purpose and doing good, and underscores how arriving at a relevant expression of purpose is a highly individualized process for each brand. While purposeful actions matter, any company or brand’s definitions of doing good will vary widely in terms of what that brand can authentically deliver to all of its stakeholders.

Viewpoints on Brand Purpose and Doing Good

How marketers feel about each of these statements, according to *Internationalist Insights*:





AMANDA BRINKMAN
Chief Brand and
Communications Officer
Deluxe Corp.

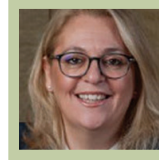
When we began our “Small Business Revolution” to shine a spotlight on the importance of small business across America, I kept bringing the company back to the fact that all of our competitors were outspending us 14 to one, and they were all just talking *at* small businesses. Nobody was taking the time out to stand *alongside* small businesses and advocate for them. I talked about how this would be a unique position for us that would

175

Percentage of
increase in
brand valuation
of purpose-led
brands over the
past 12 years,
compared to a
median growth
rate of 86 percent

— KANTAR CONSULTING'S
PURPOSE 2020 REPORT

help us stand out from the competition, and how it would create advocacy among our customer base in a much richer way than advertising ever could.



MIRELLA AMALIA VITALE
The ROCKWOOL Group

Companies are no longer expected to do well; they are expected to do good, to contribute to a better world.

For example, the WPP BrandZ Report from 2016 shows that brands scoring high in “makes lives better” grew 81 percent in value between 2006 and 2016, while brands that scored lower in that component grew only 24 percent.

To positively contribute to the world is certainly among the objectives we have in defining and activating our purpose. Many factors play into the equation, but since we introduced our new purpose and brand identity, our reputation scores among global Danish companies have continued rising — we ranked No. 6 in Berlinske’s 2018 Gold Image study, an important national barometer of meaningful organizations.



PROOF OF PURPOSE

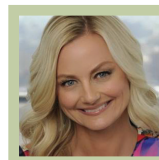
TOMS' Change for Good

Founded in 2006 by Texas entrepreneur Blake Mycoskie, TOMS has represented the evolution of a new business model of increasing interest in today’s socially responsible world. The for-profit company sells shoes, eyewear, and coffee with a giving component. When TOMS sells a pair of shoes, for example, a second pair is given to a child in need. The donated shoes are shipped to a recipient country, where an NGO partner picks them up, transports them to their community, and distributes the shoes to children in need. California-based TOMS currently gives in 60 countries.

While TOMS has helped to shape notions of how purposeful marketing can bring value to brands, the company did experience declining traffic to its e-commerce site for several years. Brand awareness was still high, but brand consideration among millennials was significantly below core competitors.

While the company wondered if the “buy one, give one” messaging was losing its relevance, the company recognized it had focused more on the recipients of the free products (children in need) than on the purchasers (TOMS customers). Consumer research showed the brand consideration for TOMS was highest among college-educated women between the ages of 25 and 34. These consumers were interested in brand stories that were authentic and relevant to their belief structures. They looked to role models for inspiration and ways to change the world.

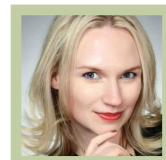
That led TOMS to focus its videos on entrepreneurial, sustainably focused women who mirrored TOMS’ do-good purpose to convey its core messaging. In the process, the company learned a vital lesson: socially conscious people want to talk the talk *and* walk the walk in everything they do. By focusing on the children who benefit from TOMS’ mission *and* the people who invest in the shoes, the company inspired new buyers and invigorated old ones. The change in strategy translated to a double-digit improvement in e-commerce sales.



ALICIA TILLMAN
SAP

Standing for something and working toward a goal is how a brand can stand out in an increasingly competitive

landscape. Connecting with consumers on a deeper level through shared values will lead to more successful brand relationships and loyalty. In fact, a 2018 Cone/Porter Novelli study found that 77 percent of American consumers feel a stronger emotional connection to purpose-driven companies over traditional companies. In our own experience, since redefining our brand narrative based on purpose, SAP has increased its brand value, rising four spots on both the BrandZ and *Forbes* brand ranking lists.



OLGA OSMINKINA-JONES
PepsiCo Beverages

The ways in which purpose can be delivered change as the world around us changes and as our audiences change. In

turn, purpose pushes the organization to change in positive ways to continually ensure that connections with customers are meaningful and in sync with a brand ethos.

Lessons

- Standing for something and working toward a goal is how a brand can stand out in an increasingly competitive landscape.
- Connecting with consumers on a deeper level through shared values will lead to more successful brand relationships and loyalty.
- Purpose pushes an organization to change in positive ways to continually ensure that connections with customers are meaningful and in sync with a brand ethos.
- Companies are no longer expected to do well; they are expected to do good, to contribute to a better world.



{Lessons Learned}

A COMPENDIUM

Defining Purpose for Today's Organizations

- Defining brand purpose is tremendously important. It becomes the foundation of all brand activities, from marketing and sales to innovation and customer service.
- Purpose should be the guiding light that inspires the brand's strategies, goals, and outcomes.
- Purpose is about answering the question *Why does the brand exist?* The response must be big, bold, and meaningful enough to ensure it touches relevant aspects of consumers' lives. However, it can't be so broad that it can be owned by any brand.
- A statement of purpose must be deeply rooted, always authentic, and absolutely credible. The recipe is: Simple. Human. True. This is the essence of your brand's DNA.
- Sometimes purpose and brand positioning are best equated to a *promise*, especially when that promise is embedded within a company's culture.
- People believe that brands have the power to affect society. Given the way people currently engage with brands, there is a wholehearted expectation that brands will contribute to society.
- Today's customers see differentiation and preference among those organizations that recognize the obligation to solve issues of higher purpose. This is the point where companies can build genuine affinity and trust with customers.
- How you run your company matters. To become an employer of choice, you must be making a difference in the world. Together

with your customers you can lead the conversation about many of today's critical issues.

- Although purpose can lead to growth, there must be a societal benefit — use brand resources to help solve economic, societal, and environmental challenges.
- If purpose isn't defined carefully, or fully embraced and understood by all, it will simply not succeed.

Differentiating Brand Purpose from a Corporate Mission

- Recognizing a brand's purpose in society determines its mission and values and how it aims to contribute to a better world instead of the other way around.
- Mission is simply business-centric. It asks *What business are we in today? What business do we want to be in tomorrow?* Purpose is bigger than any single product or line of business. Purpose not only matters to the business itself, but to all stakeholders it serves.
- Put another way, the difference between purpose and mission is *What are we going to do?* versus *How we are going to do it?* Purpose is an inspirational statement that can often improve people's lives, while mission and values equate to acting on that statement in a way that's ethical and authentic, and enables real-world results.
- Defining and articulating a brand's purpose is an acknowledgement that it plays a bigger role outside its corporate agenda.

64

Percentage of consumers around the world who would make purchases based on what a company stands for, an increase of 13 points since 2017

— EDELMAN'S 2018 EARNED BRAND STUDY

What Other Leaders Are Saying



“Purpose is truly the North Star. It can be used to make any decision on a brand — who you partner with, what innovations you decide to pursue, where you sell. Some of our brands have been living by a brand purpose for years, and not surprisingly, they are the ones that are growing the fastest. Purpose can be perceived as a way to drive marketing, but to me it’s a way to drive your business.”

— BRAD HIRANAGA, Chief Brand Officer, North America at General Mills



“Brand purpose is critical because society at large and our consumers expect our brands to be responsible for their role within society and defining what is important. Without purpose, it’s hard to stand up and make yourself relevant in society.”

— DENIS SISON, Head of Marketing Excellence at Johnson & Johnson Consumer



“Nothing inspires people more than purpose and meaning. All humans are seeking it. As a brand, if you can emulate a human and bring out your meaning — your corporate soul — it resonates. And that’s the real power of marketing.”

— ALICIA HATCH, CMO at Deloitte Digital

The Process to Purpose: How an Organization Determines Its Role in Society

- The process of determining a company's purpose and role in society often involves looking into the past and the future.
- Understand and appreciate your brand's heritage and DNA. Then determine the role you want to play in consumers' lives.
- The past is a goldmine for defining a brand's true story, as well as illuminating its future North Star. Bring together people who have been around the longest and shaped the brand journey. Whether they are internal or from an agency, it really doesn't matter. What does matter is connecting with the truth.
- Arriving at true purpose cannot be forced. Looking to brand history and understanding a customer's difficulties, hopes, and dreams is often at the center. *What is it about the brand and its values that helps people or is relevant to people?*
- Many CMOs see this process as a personal mission to connect with employees and customers to better understand their perspectives on the company. This includes considering their views through the lens of a company or brand's founding mission.
- Making purpose relevant always starts with passion, which means listening to consumers and employees who are great repositories of brand information, instead of instituting a top-down mandate.
- Engage and listen: to stakeholders, about business objectives, about communications needs. For some this means surveys with external stakeholders, or one-to-one interviews by the communications team, or annual employee feedback about what they want to leave behind as a result of their work. This valuable feedback can serve as a blueprint for success.

- You have to walk in the shoes of your consumers and really feel the issues of their lives that connect to your brand.
- Purpose is different for each brand, and the process of best adopting it is different for every company culture. Framing and instituting purpose works well when it is marketing-led, but every function within an organization should know its role in communicating and embodying purpose.

Ensuring Purpose Is Authentic and Connects with Customers' Passions and Expectation

- In the digital era, authenticity is everything. As technology usage grows, it becomes increasingly important that brands create customer experiences that are personal and prioritize the importance of human connections. Purpose is the driving force behind this.
- A company's purpose-driven transformation must create an emotional connection with employees, while bringing a sense of truth, authenticity, and warmth across all touchpoints.
- Every function of the company that touches the brand needs to understand its purpose. Authenticity always has to be there. If you don't live it, people aren't motivated to work on it.
- We live at a time when people are searching for meaning. People want to join things, not merely transact with them. If a product isn't thoughtful, authentic to its ethos, compassionate, and honest, people can tell it's not genuine or it's working too hard to retrofit to these times.
- Putting purpose on a pedestal without demonstrating the actions and efforts to back it up is the fastest way to drive away potential brand advocates.
- The world faces a lot of challenges today, but no one brand can solve it all. Determine your role and use that as a North Star.

PROOF OF PURPOSE

MAGGI Gets Real

While MAGGI dominates the cooking aide category in the Middle East, it has become increasingly difficult to sustain differentiation. MAGGI needed to take the brand from the kitchen into the real world by addressing issues that Arab women face.

Through a terrific video series, a mix of older and younger women acted as ambassadors who traveled across the region meeting exceptional women who have overcome challenges to make a real change in their community. For example, in Morocco, Aisha el Channa campaigned passionately to change the perception of single moms, and in Jordan, Lina Khalifeh built self-confidence by teaching women self-defense.

MAGGI raised awareness about these issues and contributed to projects important to women, like building a new school in the poor village of Agouti in Morocco. The compelling video series is among the most watched on YouTube.

What's more, market share growth for the MAGGI bouillon was achieved in Saudi Arabia (7.5 percent increase), Kuwait (9.9 percent), and UAE (3.9 percent).



PROOF OF PURPOSE

Google Delivers Better Wishes

While Google has become a part of the daily lives of millions of Taiwanese people, the organization wanted to demonstrate how the brand was relevant to local culture. One of Taiwan's key national moments occurs annually on the last day of the Chinese New Year, when people make wishes by scribbling them on paper lanterns, igniting them, and launching them into the air. As beautiful as the lights are, they can be the cause of fires.

Google created a digital version of New Year's wishes called "Better Wishes," changing behaviors and increasing safety and environmental concerns. More than 2.2 million people visited the Better Wishes site from over 102 countries worldwide. Moreover:

- 225,000 people used the digital lanterns, surpassing previous Chinese New Year lantern records.
- 50 percent of people who typically sent traditional lanterns switched to digital lanterns, decreasing the custom's environmental footprint.

The Challenges to Overcome in Defining Purpose

- When a company is a decentralized organization, creating an umbrella statement of purpose can unify internal teams and external stakeholders.
- If purpose is connected to macro trends, it can help a brand demonstrate how it contributes to solving global challenges.
- A focus on purpose can help to increase not just *share of voice* but a far broader and more meaningful *share of life* with people who rely on the brand.
- Through the creation of relevant programs and expert information, purpose can enable communications to become a part of a company's overall value proposition.
- One of the interesting and often unexpected results of sourcing perspectives directly from customers and employees is uncovering the deep integration of the brand with the audiences it serves. This can be a key differentiator in the experience economy, and a healthy exercise for the brand in truly understanding how it's solving customer needs.

The Benefits of Being Purposeful

- Brand value today is a measure of experience, authenticity, clarity, and making a true difference in helping the world run better. This is also reflective of the industry as a whole, with purpose fast becoming the No. 1 driver of brand value.

PROOF OF PURPOSE

CSSN Stands Up to Bullies

Canada has one of the world's highest bullying rates, so the Canadian Safe School Network (CSSN) sought a way to raise awareness around this issue and its terrible online encroachment. To make its point, CSSN targeted key journalists, bloggers, and influencers with increasingly aggressive digital "bully" ad messages to demonstrate just how unrelenting and upsetting bullying can be.

The campaign worked, generating 23 million impressions, with those targeted seeing as many as 60 bully ads on a given day. Bloggers, influencers, and the press shared the work. Most importantly, donations to the CSSN increased by 37 percent from the previous year.

- The benefit of being a purposeful brand is the ability to connect to consumers and key stakeholders in a way that they expect and can relate to.
- Purpose is a key driver of value. That becomes a North Star to make goals achievable.
- The consumers of today are no longer passive receivers of goods and services; they play an active role in shaping products and industries. They are aware, conscious, and purpose-driven.
- Customers want to partner with companies that are doing good. However, doing good is also a powerful engagement point for employees. It can have an outsized impact on purchasing decisions, investment, and the types of top-tier talent a brand is looking to attract. Furthermore, it contributes to building a community of lifelong customers.

How Purpose and Doing Good Can Lead to Brand Growth

- Standing for something and working toward a goal is how a brand can stand out in an increasingly competitive landscape.
- Connecting with consumers on a deeper level through shared values will lead to more successful brand relationships and loyalty.
- Purpose pushes an organization to change in positive ways to continually ensure that connections with customers are meaningful and continually in sync with a brand ethos.
- Companies are no longer expected to do well; they are expected to do good, to contribute to a better world.

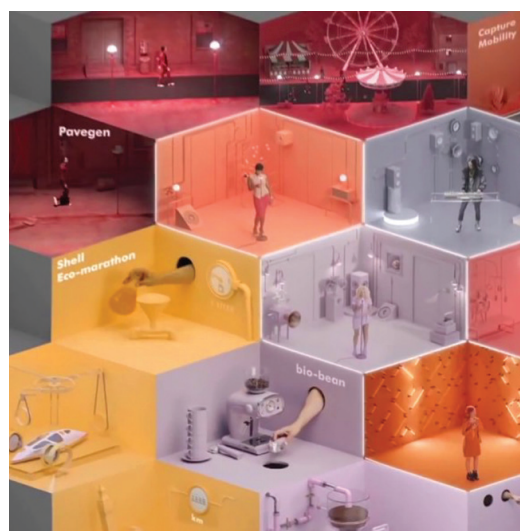
PROOF OF PURPOSE

Shell Breaks Through with Millennials

Shell is a modern company dedicated to addressing the world's future energy needs, but it's hard to convince millennials that it's anything but a "big oil" behemoth. It's also difficult to reach this next generation of business-decision-makers with traditional media.

Shell's multi-year #makethefuture initiative has led to innovations like Pavegen tiles, which use the kinetic energy of footsteps to generate electricity. Shell broke through to an audience who didn't trust it with a global millennial initiative that featured seven energy ideas, six international artists, five continents, and one purpose: a global collaboration to support cleaner energy.

Shell's reputation literally became re-energized. The millennial audience exposed to the campaign was 80 percent more likely to view the company as actively addressing future energy needs and more than three times as likely to feel this way compared to Shell's nearest competitors. In addition, a video from the campaign, titled "Best Day of My Life," was shared 4.1 million times, making it the ninth most-shared brand video in the world in 2018.





“We’ve long held data that shows if you invest in purpose, you’re able to attract better talent, retain the people you have, and drive sales. This is what millennials expect.”

— EMILY CALLAHAN,
Chief Marketing and Experience Officer
at St. Jude’s Children Research Hospital



{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 the 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, Ms. 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 ANA (Association of National Advertisers) makes a difference for individuals, brands, and the industry by driving growth, advancing the interests of marketers, and promoting and protecting the well-being of the marketing community. Founded in 1910, the ANA provides leadership that advances marketing excellence and shapes the future of the industry. The ANA's membership includes more than 1,850 companies and organizations with 20,000 brands that engage almost 100,000 industry professionals and collectively spend or support more than \$400 billion in marketing and advertising annually. The membership is comprised of more than 1,100 client-side marketers and more than 750 marketing solutions provider members, which include leading marketing data science and technology suppliers, ad agencies, law firms, consultants, and vendors. Further enriching the ecosystem is the work of the nonprofit ANA Educational Foundation (AEF), which has the mission of enhancing the understanding of advertising and marketing within the academic and marketing communities.



The ANA Center for Brand Purpose

The ANA Center for Brand Purpose, which launched 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 Masters Circle, the Global CMO Growth Council is a potent force for action on an international level. Focused on four global growth opportunities to lead the industry forward, the Council represents the collective agenda and voice of a growing community global marketing leaders.

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

COMING SOON: BRAND PURPOSE PLAYBOOKS 2 AND 3

Be sure to look for our next two CMO playbooks in the brand purpose series:

Driving Internal Buy-In for Brand Purpose

- Procuring C-suite buy-in: How to drive the process and get it funded and prioritized
- Getting employee buy-in: How to put the right processes, systems, and policies in place across functions and businesses
- Building a framework: How to make purpose a long-term business strategy with specific goals

Executing a Purpose Program and Measuring Success

- Spreading the word: How to effectively communicate brand purpose to target audiences across touchpoints
- Working with partners: How to promote purpose through partnerships with charities, agencies, and organizations focused on social responsibility
- Demonstrating value: How to measure success and drive purpose forward

