PURPOSE 2020

INSPIRING

PURPOSE-LED GROWTH
Kantar Added Value, Futures, Vermeer and Retail have joined forces to form Kantar Consulting
Businesses are more powerful than ever

Mexico: $260b
Shell: $272b

Argentina: $143b
General Motors: $152b

Portugal: $90b
Nestlé: $92b

Norway: $220b
Apple: $234b

UAE: $110b
Honda: $122b

Russia: $216b
BP: $226b

China: $2,426b
Top 10 combined: $2,897b

India: $236b
Volkswagen: $237b

Australia: $426b
Walmart: $482b

KANTAR CONSULTING
Businesses are more powerful than ever
Businesses are more powerful than ever

Twitter: 50m

Instagram: 75m
Increasingly, people expect companies to use this power responsibly

“I like brands that have a point of view and stand for something”

Source: KantarFutures, 2017 Global Monitor
Purposeful Positioning is a key value driver

Without a sense of purpose no company, either public or private, can achieve its full potential. It will ultimately lose the license to operate from key stakeholders.

Larry Fink, CEO BlackRock

12 years brand value growth - BrandZ

- Low: +70%
- Medium: +86%
- High: +175%
Today, employees want to do more than just sell cars. And today consumers want to buy more than just a car.

THE WHY OF PURPOSE IS CLEAR
But it is still a buzz word with a lot of criticism

MISUNDERSTOOD

“A bank planting trees to save the environment”

ABUSED

“Fast-food chain supporting deaf students education”

WRONGLY EXECUTED

“Soft drink solving a racial protest”
PURPOSE

Why you exist: the positive impact in people’s lives and the world they live in.
The challenges are the** WHAT** & the **HOW**

I’m in a category that simply cannot have a positive impact.

My brand was founded to make money – hardly purposeful…

We have the purpose on paper… But now what?
PURPOSE 2020
INSPIRING PURPOSE LED GROWTH
Purpose 2020 is the next deep-dive in our thought leadership

MARKETING 2020
ORGANIZING FOR GROWTH

What does it take to win?
How to organise strategy, structure and capability for growth?

The biggest and most global marketing thought leadership initiative ever

INSIGHTS 2020
DRIVING CUSTOMER CENTRIC GROWTH

What are the drivers of Customer Centricity?
How to build an Insights Engine?

Deep-dive on Customer-Centricity

PURPOSE 2020
INSPIRING PURPOSE LED GROWTH

What it means to be Purpose-led?
How to get there?

Deep-dive on Purpose-led growth
PROPRIETARY STUDIES

587 Stakeholder Interviews
20,626 Survey Respondents

SPECIFIC DEEP-DIVES

100 Company Deep-dives
AMA Member Survey

OUR EXPERIENCE

More than 200 Purpose projects worldwide

KANTAR CONSULTING
The Journey towards purpose-led growth has four stages…

**ARTICULATION**

- Meaningful
- True
- Unique
- Coherent
- Business-proof

**INFUSION**

- Leadership-driven
- Culture- & Strategy-led
- 360-executed
- Impact-measured

**AMPLIFICATION**

- Leadership-driven
- Culture- & Strategy-led
- 360-executed
- Impact-measured

**PURPOSE AS AN ISOLATED TACTIC**

**PURPOSE AS A SOCIETAL BRAND PROMISE**

**PURPOSE AS AN ALIGNED COMPANY WIDE STRATEGY**

**PURPOSE AS A BUSINESS-LED MOVEMENT**

**MATTER MORE**

**IMPACT MORE**
Articulation is about defining what you stand for and the role you want to play.

JOIN OUR FIGHT!

NO MORE BORING MEALS
DEFINING PURPOSE

Key criteria & challenges

MEANINGFUL
through societal tension & localisation
DEFINING PURPOSE

Key criteria & challenges

MEANINGFUL
through societal tension & localisation

TRUE
true to brand character & company

“Not being authentic and true to yourself is a very dangerous zone for a brand to be in”
DEFINING PURPOSE

Key criteria & challenges

MEANINGFUL
through societal tension & localisation

TRUE
to brand character & company

UNIQUE
within the category
DEFINING PURPOSE

Key criteria & challenges

MEANINGFUL
through societal tension & localisation

TRUE
to brand character & company

UNIQUE
within the category

COHERENT
on company & brand-level
DEFINING PURPOSE

Key criteria & challenges

MEANINGFUL
thru societal tension & localisation

TRUE
to brand character & company

UNIQUE
within the category

COHERENT
on company & brand-level

BUSINESS-PROOF
for long-term growth & impact

Double the growth and halve the footprint
The Journey towards purpose-led growth has four stages…

- **ARTICULATION**
  - 5 CRITERIA
    - Meaningful
    - True
    - Unique
    - Coherent
    - Business-proof

- **INFUSION**
  - 4 CHARACTERISTICS
    - Leadership-driven
    - Culture & Strategy-led
    - 360-executed
    - Impact-measured

- **AMPLIFICATION**
  - 4 CHARACTERISTICS
    - Leadership-driven
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- **PURPOSE AS A BUSINESS-LED MOVEMENT**
  - PURPOSE AS AN ALIGNED COMPANY WIDE STRATEGY
  - PURPOSE AS A SOCIETAL BRAND PROMISE
  - MATTER MORE
  - IMPACT MORE
Using NeedScope for Articulation of brand purpose

Don’t start with WHY

IDENTIFY NEEDSTATE
Identify optimum needstate based on category needs, opportunity sizing, current positioning and competition

DEVELOP POSITIONING
Develop ideal emotive platform as basis for positioning – using NeedScope Brand Builder

SELECT SOCIETAL ISSUE
Select best societal issue for the brand, using heritage and social tension

INTEGRATE BRAND PURPOSE
Develop into a fully integrated brand purpose that aligns with every element of the brand
NeedScope guides alignment of brand purpose

- Ensure you focus on something that is right for your brand – and consumers.
- Giving you credibility to talk about it – it is true to your brand personality.
- A well – chosen purpose feels intuitively right to consumers, no explanation needed.
- Brand purpose is not a substitute for powerful brand positioning – it’s just another expression of it.
How your brand activate your chosen purpose is critical

Empowering Women

- Addressing everyday sexism
  - Optimist

- Uniting women
  - Collaborator

- Protecting oppressed women
  - Guardian

- Challenge female stereotypes
  - Warrior

- Showcasing powerful women
  - Leader

- Supporting female education
  - Teacher

LINDEX

NEEDSCope®
LINDEX
How your brand activate your chosen purpose is critical

Empowering Women

- LINDEX
- Addressing everyday sexism
  - OPTIMIST
- Uniting women
  - COLLABORATOR
- Protecting oppressed women
  - GUARDIAN
- Challenge female stereotypes
  - WARRIOR
- Showcasing powerful women
  - LEADER
- Supporting female education
  - TEACHER

NEEDSCOPE®
Nike – stereotypes were made to be broken.
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**PURPOSE AS A BUSINESS-LED MOVEMENT**

**PURPOSE AS A SOCIETAL BRAND PROMISE**

**PURPOSE AS AN ISOLATED TACTIC**

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The Journey towards purpose-led growth has four stages...

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**Purpose as an Isolated Tactic**

**Infusion**
- 4 CHARACTERISTICS
  - Leadership-driven
  - Culture & Strategy-led
  - 360-executed
  - Impact-measured

**Purpose as a Societal Brand Promise**

**Amplification**
- 4 CHARACTERISTICS
  - Leadership-driven
  - Culture & Strategy-led
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  - Impact-measured

**Purpose as a Business-led Movement**

**Matter More**

**Impact More**
Infusing purpose touches everything...

Everything we do is linked to a clear purpose

How to do this?
INFUSING PURPOSE

Key characteristics

LEADERSHIP-DRIVEN
underpin the priority and company wide impact

Swedbank

C-level is driving the Brand Purpose

*Our Vision is that by 2020, nobody should be seriously injured or killed in a new Volvo car.*

Håkan Samuelsson, CEO, Volvo Cars

85%
58%
INFUSING PURPOSE

Key characteristics

LEADERSHIP-DRIVEN
underpin the priority and company wide impact

CULTURE- & STRATEGY-LED
engage the heart & the mind

Our culture is predominantly focused on a shared vision

91%
61%
INFUSING PURPOSE

Key characteristics

LEADERSHIP-DRIVEN
underpin the priority and
company wide impact

CULTURE- &
STRATEGY-LED
engage the heart & the mind

360-EXECUTED
substantiate the Purpose
INFUSING PURPOSE

Key characteristics

- **LEADERSHIP-DRIVEN**
  underpin the priority and company wide impact

- **CULTURE- & STRATEGY-LED**
  engage the heart & the mind

- **360-EXECUTED**
  substantiate the purpose

- **IMPACT-MEASURED**
  demonstrate impact & learn

Empowering people to stay a step ahead in life and in business.

Are we the most empowering bank?
Infusing is about mobilising and involving everyone, everytime, everywhere in everything
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**PURPOSE AS A BUSINESS-LED MOVEMENT**

**PURPOSE AS AN ALIGNED COMPANY-WIDE STRATEGY**

**PURPOSE AS A SOCIETAL BRAND PROMISE**

**PURPOSE AS AN ISOLATED TACTIC**

**MATTER MORE**

**IMPACT MORE**
AMPLIFYING PURPOSE

Key drivers

INSPIRATIONAL
Role-modelling
AMPLIFYING PURPOSE

Key drivers

- INSPIRATIONAL
  Role-modelling

- COLLABORATION
  with game-changers

“Anyone supporting our cause is welcome to join – suppliers, consumers, competitors”
AMPLIFYING PURPOSE

Key drivers

INSPIRATIONAL
Role-modelling

COLLABORATION
with game-changers

FUELLING
The cultural conversation

Only 4 out of 10 curly haired girls think their hair is beautiful

Do you like your hair? No...

1971

2013
Amplification is about creating a movement.
Brand Purpose is a buzz word with lots of confusion because it is often misunderstood, abused or wrongly executed

=> 5 criteria are identified for a world class articulation

Overperformers differentiate themselves by the ability to infuse it throughout the organisation

=> 4 characteristics have been showcased

The best in class Brands are able to rally their purpose beyond themselves

=> 3 drivers are enabling such an impact
The Journey towards becoming Purpose-led

ARTICULATION
- Meaningful
- True
- Unique
- Coherent
- Business-proof

CRITERIA
- 5 CRITERIA
- Corporate
- True
- True
- Business

CHARACTERISTICS
- Leadership-driven
- Culture-
- Strategy-led
- 360-executed
- Impact-measured

INFUSION

PURPOSE AS A SOCIETAL BRAND PROMISE

AMPLIFICATION
- 4 CHARACTERISTICS
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- Strategy-led
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PURPOSE AS A BUSINESS-LED MOVEMENT

IMPACT MORE

MATTER MORE
Final words

1. Aim high and keep your feet on the ground
2. Reverse the 80/20 – Infusion is key
3. Be a leader – brave, committed and persistent