

How good
is your
brand
purpose?

“A Brand Purpose matters (if you get it right) because it can lift you up above your competition, not just at a marketing communications level but in the very activity of the organisation. It’s obviously not enough for your purpose to be to make money – that applies to almost every commercial org. A great, unique, truly believed-in purpose has the ability to transform a brand – consider Volvo, Dove, Persil and of course Apple.”

*Anthony Newman, Director of Brand, Marketing & Communications,
Cancer Research UK*

“The way we relate to brands has evolved. The transparency and real-time, community-driven interactions that social media and new technologies have enabled mean that it is more important than ever to make someone feel that they have a personal connection to your brand and Brand Purpose.”

Shannon Randall, Global Communications Change HR, Avantade

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“Brand Purpose matters because what you do is no longer enough. If it ever was. You need to show how you do it and why.”

Jane Clancey, Deputy Director, Marketing and Communications, Blue Cross

“People don’t make rational choices around brands. To make an emotional connection, they need something to buy into.”

Jane Cryer, Head of Brand, Stroke Association

“Consumers are looking to brands to do good and they are choosing the products they buy because of the purpose behind them. It’s how people will shop in years to come.”

Clare Burke, Head of Brand UK, Ecover and Method

Foreword

“80% of consumers want a company to take actions that both increase profits and improve the social conditions of the community in which it operates.”

Edelman Trust Barometer 2016

“76% of CEOs define business success by more than financial profit.”

PWC 19th Annual Global CEO Survey

We live in a global, hyper-connected world where the pace of business is fast. Transparency is expected. Disruption is everywhere. Competition is stiff. Collaboration is commonplace.

Successful businesses adapt continually to changes in the marketplace, economy, technology and culture. To survive, brands need to be agile. Aligning the dynamics of your brand makes strong business strategy, adhering to a compelling central idea.

Traditional sectors and brand categories are converging. People want to engage with – and work for – brands that make a positive social impact: Brands with Purpose.

Brands with Purpose are more successful in attracting customers, retaining talent and delivering financial results, as this book demonstrates.

Thank you for collaborating.

Dan Dufour, Brand Strategy Director, The Team

“The expectations of our customers are driving organisations in all sectors to crystalise why they exist and how they can do more than they have historically.”

Gabrielle Pezaro, Brand Manager, Hyde Group

“Brand Purpose means nothing unless it is wound into the very core of the business it serves.”

Dan Honer, Senior Account Manager, The Team

“Brand Purpose gives you a way to emotionally connect with your customers. Without it you run the risk of becoming irrelevant as tastes and trends change.”

Helen Jones, Head of Creative Services, Shelter



A Potted History of Branding

The power balance between brands and people has changed.

- **Religion:** In his book *Hegarty On Advertising*, John Hegarty argues that the Catholic Church is the greatest brand of all time. If brands are symbols of meaning with a loyal (or fanatical) following, one could argue that branding's origin lies in religion. This would make its emergence hard to pinpoint. But in today's volatile world, it warrants consideration.
- **Property:** Branding dates back to the ancient Egyptians and the need for people to mark their property with hallmarks, watermarks, signatures or by burning cattle – or even slaves.
- **Quality:** The Industrial Revolution brought mass production and new products. In the 1760s, marks were stamped on to pottery like Wedgwood. By the 1820s, they were printed on to packaging; and from the 1870s, trademarks such as Kellogg's were registered.
- **Products:** The mass media of the 20th century meant that we could use advertising to link products – and brands – with emotions, pleasure and self-image. In the 1960s, we entered the Mad Men era. Along came commercial brands as we know them, like Cadbury, Coca-Cola and Ford.
- **Companies:** Companies grew in power throughout the mid-20th century. Now, whole corporations could be branded to grow shareholder value, fuelled by Thatcher's and Reagan's drive for privatisation. This is when the practice of defining a company's purpose and bringing it to life with a corporate identity first started.

- **Boom and bust:** The rise of branding in the boom days wasn't destined to last forever. With recession in the early 1990s, people started to question the role of brands. Family favourite McDonald's was portrayed as an unhealthy fast food restaurant, and Nike's business practices in sweatshops were called into question. With the internet came greater transparency. The calamity caused by the financial crisis of 2008 left a sea of distrust of corporate brands in its wake.

- **Websites:** The way we engage with brands changed dramatically with the arrival of the internet at the end of the 20th century, and then again with the arrival of social media early in the 2000s. Today, people can connect, share, buy and create with each other more easily, which has meant that many sectors have been disrupted by the emergence of a new generation of brands built around a virtual community, like Airbnb and Uber.

Brands are now open, participatory and peer-driven. The World Economic Forum reports of a fourth Industrial Revolution, created by a fusion of technologies, that is blurring the lines between the physical, digital and biological spheres.

- **Movements:** With the rise of the internet, brands increasingly became social movements. Macmillan Cancer Relief rebranded to We are Macmillan Cancer Support in 2006, in one of the most successful transformations in the charity sector. Barack Obama's 2008 presidential campaign Yes We Can, and the Occupy movement against economic inequality in 2011 demonstrated the ability of campaign brands to unite like-minded people.

Campaigning website 38 Degrees and crowdfunder Kickstarter demonstrate the coming together of websites and social movements.

- Changing trust: The charity sector faced fierce media scrutiny in 2015 over its fundraising practices, resulting in a Parliamentary Inquiry and new regulation. There is no doubt that the third sector is currently suffering a crisis of trust: the Charity Commission reports that trust in charities is at a 10-year low. At the same time, the annual 2016 Edelman Trust Barometer reports that business has closed the trust gap. Of the four major institutions (government, charities, business and the media), it is business that has seen the largest increase in trust; the sector best able to keep pace with rapid change.

“Somewhere along the way, however, companies forgot to define their contribution. They began to focus too much on what they could take – cheaper inputs, higher prices, and weaker regulation – and lost sight of what they were giving. That sort of company becomes something to be despised. If, on the other hand, a chief executive can confidently outline exactly why society needs her company, she has every reason to expect success.”

John Browne, Connect

“Brand Purpose matters in business today because society has never had such a powerful voice and ability to tell brands what they expect of them.”

Mark Rose, Brand Communications, BP

“Transparency is key for charities. Clear Brand Purpose helps us communicate why we’re here and the difference we make.”

Charlotte Jackson, Head of Editorial and Creative Services, Parkinson's UK

“Brand Purpose provides the strength of the organisation. It tells your story, it helps to build your teams, and defines your culture.”

Marion McKay, Head of Brand, UK Trade and Investment

“Brand Purpose matters to give clarity, to inspire and to improve lives, both externally and from within.”

Suzie Rook, Head of Brand, English Heritage

“Brand Purpose matters because of choice and loyalty. Articulate what you do and why people should support you over 165,000 other charities and trust you to help them.”

Juliette Coopey, Senior Brand Manager, Alzheimer's Society

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The era of Brand Purpose

From 2010 to the present day, the market for Brands with Purpose has been maturing.

“I discovered a long time ago that if I focus on doing the right thing for the long term to improve the lives of consumers and customers all over the world, the business results will come.”

Paul Polman, Chief Executive Officer, Unilever

Unilever and a sustainable business model

The financial crisis fuelled debate about the role of business: was it for stakeholders, employees, customers or society at large?

A new era of brands began in April 2010. Richard Lambert, then Director-General of the Confederation of British Industry, questioned single-minded capitalism. And Paul Polman, Chief Executive Officer of consumer goods giant Unilever, criticised the City’s short-term focus on ‘shareholder value’. “I do not work for the shareholder; I work for the customer,” he told the Financial Times.

One of the first things Polman did after taking over at Unilever in 2009 was to stop quarterly reporting, and instead encourage investors to think about the fundamentals of the business with a long-term view.

He went on to launch the Sustainable Living Plan to demonstrate a new – good – way of doing business. This had the ambition of doubling sales, halving the multinational’s environmental footprint, sourcing all materials sustainably, and increasing its positive social impact by helping 1 billion people to improve their health and wellbeing by 2020.

The plan drew inspiration from the original British founder William Lever, who led a Victorian model of paternalistic business. Products like Sunlight soap delivered better hygiene, and decent housing was provided for workers in the purpose-built Port Sunlight village in 1888 – much like Cadbury’s garden village of Bournville from 1879.

Polman has led the way in delivering a business model broader than shareholder value, and dedicating a lot of time to persuading his peers of the benefits of a sustainable business model. In 2015, he was awarded the UN’s highest environmental accolade, the Champions of the Earth Award.

The B Team

Business leaders including Sir Richard Branson (Virgin), Oliver Bate (Allianz) and Arianna Huffington (The Huffington Post), among other senior executives, have denounced the traditional model of profit-led performance in favour of models that foster an authentic impact on communities.

Established in 2012, The B Team is a not-for-profit initiative formed by a global group of business leaders to catalyse a better way of doing business, for the wellbeing of people and the planet. Plan A – where business has been motivated primarily by profit – is no longer an option.

“Founded in the belief that the private sector can, and must, redefine both its responsibilities and its own terms of success, we are developing a ‘Plan B’ – for concerted, positive action that will ensure business becomes a driving force for social, environmental and economic benefit.”

B Corporations

In September 2015, UK businesses were able to register as B Corporations, breaking down traditional sector boundaries and brand categories.

The B Corp movement envisages a global economy that uses business as a force for good. A certified B Corporation is a purpose-driven business that creates benefit for all stakeholders, not just shareholders.

“We believe: That we must be the change we seek in the world. That all business ought to be conducted as if people and place mattered. That, through their products, practices, and profits, businesses should aspire to do no harm and benefit for all. To do so requires that we act with the understanding that we are each dependent upon another and thus responsible for each other and future generations.”

B Corp declaration

By voluntarily meeting higher standards of transparency, accountability, and performance, certified B Corps distinguish themselves by offering a positive vision of a better way to do business.

B Corp believes that Government and the not-for-profit sector are necessary but can't address society's challenges alone. Business, which they consider the most powerful man-made force on the planet, must therefore also create value for society. The movement potentially brings a tangible, scalable and market-based solution to the world's problems.

The Purpose Collaborative

With today's technology, no one is tied to a company or location, nor to a big agency. The top people in the purpose field are everywhere. At the same time, clients want to work with the most senior talent, and they want to develop trusted relationships that are flexible, smart and efficient.

The Purpose Collaborative was launched in November 2015, bringing together amazing talent from agencies, boutiques and subject matter experts, all dedicated to helping organisations and brands advance their purpose journey, with a focus on collaboration and sharing.

“It’s no longer ‘if’ companies will be involved with purpose; it’s now about the ‘how’. It’s taking purpose from being bolted on to built in to brand and business strategies.”

Carol Cone, Founder, The Purpose Collaborative

Sustainable Development Goals

The United Nation's Sustainable Development Goals (SDGs) came into effect in January 2016. They provide a 17-point plan to halt climate change, end poverty and fight injustice and inequality by 2030.

It's the biggest ever attempt to solve the world's woes. A plan that 193 governments have unanimously agreed, which will require greater collaboration across sectors, including business, as the new coalition to halve food waste, as Champions 12.3, demonstrates.

The SDGs also provide a great framework in helping a business to define its own purpose.

Common Ground

The world's six biggest advertising agencies (Havas, IPG, Omnicom, Publicis, Dentsu and WPP) have set aside their competitive differences to pledge their support for SDGs under the umbrella Common Ground.

Each agency will focus on a different goal and together provide a development fund to make the ideas a reality.

UN Secretary-General Ban Ki-moon has called on other industries to follow their example: "By putting aside their differences, these companies are also setting out a powerful example for others to follow."

Mission-led business review

In July 2016, the UK Government held an open consultation on mission-led businesses to encourage more of them and to help them to grow.

The UK is well recognised as having an advanced social investment market. The Government wants to build on that reputation by helping more businesses put social impact at their core to create value for society as a whole.

They want every entrepreneur to be able to establish a business that makes a profit and a social impact. And for consumers and companies to integrate mission-led businesses into their buying and investing patterns.

"The traditional roles of civil society and business are changing for the better. The social sector is becoming more business-like and businesses are keen to demonstrate their social impact."

Rob Wilson MP, Minister for Civil Society, Mission-led business review

“Brand Purpose matters because it is at the heart of what we do. It drives the business forward acting as a strategic tool for everything we work on, building trust and loyalty with our supporters.”

Rachel Behar, Anthony Nolan

“In the era of Brand Purpose, it is essential for charities to define clear and emotional brands that display impact and return. Without this, corporates will continue to harness the power of ethical and societal business objectives to make strides into traditional third sector territory.”

Al Scott, Brand Consultant

“Brand Purpose matters because it puts social growth ahead of, or on par with, finance, which can provide opportunities for collaboration across sectors with a social goal at the forefront.”

Karen Ogborn, Head of Performance and Strategy, Crimestoppers

“We are seeing a development in Marketing from CSR to Responsible Business. Brand Purpose can create an authentic link between how a business operates and how it communicates.”

Phil Wells, Corporate Advisor, Business in the Community

“Brand Purpose galvanises everyone – staff, stakeholders and customers – behind an ultimate aim.”

Carol Jones, Director, Communications, Marketing and Public Affairs, Hyde Group

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What is Brand Purpose?

What is Brand Purpose?

Brands with Purpose have gone mainstream because they have been proven to accelerate growth, combining business objectives with social impact.

According to the Oxford English Dictionary, Purpose is “the reason for which something is done or made or for which something exists”.

Your Brand Purpose is a short statement that describes why your organisation exists and the value you create for society: your aspirational reason for being beyond profits. It should connect with human values and demonstrate humanity in a transparent world.

When implemented correctly, it is placed at the heart of a business and brand strategy and is a filter for decision-making. It’s a tool that we use to ask ourselves whether our actions contribute or detract from delivering social value. It is therefore not corporate responsibility (CR) or corporate social responsibility (CSR), sustainability or cause-related marketing. Neither is it just a ‘signature programme’ or campaign.

Developing a strong, enduring brand requires a brand strategy and purpose upon which to direct culture and operations, products and services, communications and innovation. The brand strategy and purpose should run through every brand presence.

When a business acts on its Brand Purpose, it can build its corporate reputation, trust and loyalty, as well as inspire and engage employees and customers. When the external experience of a company aligns with its internal culture, the brand resonates authenticity.

In their book *Everybody's Business*, Jon Miller and Lucy Parker study companies that have been successful in doing positive things for the world. The book creates a framework that describes how business can create social value, which the authors call the 'prism', made up of Purpose, Products, Practices, Philanthropy and Point of View. They claim that using these strands can help identify the intentions and behaviour of a business more clearly.

“Whether you are inside or outside of a business, it is not about whether big business is good or bad, or who is to blame, or how we got here. It is about focussing on what needs to be done to improve society.”

everybodys-business.com

“For the corporate, Brand Purpose benefits the bottom line. For the consumer it makes them feel good. But ultimately the combination of a commercial brain with a charitable heart has the potential to do great stuff and to make a difference in the world.”

Kate Groves, Fundraising and Communications Director, National Osteoporosis Society

“Brand Purpose is about making things better, not just making better things. Doing what matters to your customers authentically.”

Ben Crowther, Global Brand Director, InterContinental Hotels Group

“Consumers are increasingly becoming far more discerning when it comes to choosing brands, buying into not just the business and brand but the values that make up that organisation.”

Victoria Warnes, Client Partner, The Team

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Why does Brand Purpose matter?

People are looking for brands to have a purpose beyond profit

- The Edelman Trust Barometer reports that 80% of consumers agree that a business must play a role in addressing societal issues. They want a company to take actions that both increase profits and improve the social conditions of the community in which it operates.
- The same number agree that CEOs should be visible in discussing societal issues.
- 67% say CEOs focus on short-term profit too much, and not enough on long-term impact (57%).
- 45% attribute business's contribution to the greater good as the reason their trust in business has grown.
- Despite the perceived importance of Purpose (40%), business leaders are currently seen as underperforming (25%) – a 15% gap between importance and delivery.
- A recent Nielsen global online survey found that 2 in 3 consumers will pay more for products and services from brands that are committed to making a positive social and environmental impact.
- A 2016 Havas Media study (Project Superbrand) reported that a majority of mainstream consumers and more than 3 in 4 'Prosumers' (consumers who influence the behaviour of others) say they prefer to buy from companies that share their personal values. Around the same percentage say they are more likely to buy from a company that is 'doing good'.

Millennials and Generation Z

The importance placed on Purpose increases by generation.

- Almost nine in 10 (87%) millennials (who reached young adulthood around the year 2000) believe the success of a business should be measured by more than just its financial impact. They hold business in high regard, with 76% maintaining that it has a positive impact on wider society.
- Millennials are undoubtedly values-driven: 73% consider a company's Brand Purpose when deciding whether to work there, and 56% would rule out working for a company based on its values.
- Generation Z (with birth years in the mid-1990s) is the most progressive generation to date. They care deeply about ethical consumption, and are set to change the world with their optimism and ambition.

Business impact

Brands with Purpose perform better

- There are now numerous pieces of research that demonstrate the business impact of Brands with Purpose.

Start With Why

- It would be remiss to write a book about Brand Purpose and not mention Simon Sinek. His book *Start With Why*, first published in 2011, has been influential in the Purpose revolution and his TED talk (and infamous golden circle) has undoubtedly been shown in many boardrooms globally.

- Sinek asks why some organisations are more inventive, pioneering and successful than others. The answer is that, when in business, it doesn't matter what you do but why you do it – which is essentially your Purpose. With inspirational leadership stories from Martin Luther King Jr. to the Wright Brothers, the book includes how Apple has become one of the most valuable brands in the world.

“Very few people or companies can clearly articulate WHY they do WHAT they do.

When I say WHY, I don't mean to make money – that's a result. By WHY I mean your purpose, cause or belief. WHY does your company exist? WHY do you get out of bed every morning? And WHY should anyone care?”

Simon Sinek, Start With Why

Grow

- Jim Stengel (former Global Marketing Officer of P&G) conducted a 10-year study involving 50,000 brands in his 2011 book *Grow*. He found that brands that centred their businesses on the ideal of improving people's lives resonate more with consumers and achieve growth three times higher than their competition.
- In addition, the top 50 businesses in the growth study would have been 400% more profitable than an investment in the S&P 500 (American stock market index) over the same 10 years.

- Some people have questioned the book's research methodology, while others question Stengel's definition of a 'brand ideal' based on five fundamental human values (eliciting joy, enabling connection, inspiring exploration, evoking pride and impacting society). But there is no doubt that his recipe for success is seductive.

“A brand ideal of improving people’s lives is the only sustainable way to recruit, unite and inspire all the people a business touches, from employees to customers. It is the only thing that enduringly connects the core beliefs of the people inside a business with the fundamental human values of the people the business serves.”

Jim Stengel, Grow

Connect

Drawing on his experience as former CEO of BP, with extra insight from McKinsey, John Browne studies the changing relationship between business and society. First published in 2015, *Connect* continues the growing debate on the role of big business in creating social value, through a combination of history, case studies and research.

Havas Media

- The 2015 Meaningful Brands Report from Havas Media reports that a ‘meaningful brand’ (brands that improve people’s quality of life and wellbeing) has a 46% higher ‘share of wallet’ – how much a person spends on a particular product – than a low-scoring brand. In addition, the top 25 meaningful brands outperform the stock market by 133%.

“The ability to connect with society is the new frontier of competitive advantage and profitability for those who are enlightened enough to go beyond philanthropy or Corporate Social Responsibility.”

John Browne, Connect

BrandZ Insights

- The annual BrandZ study conducted by Millward Brown combines consumers’ views and opinions on brands with data on financial performance. Analysis of the key brands in its Top 100 over the past decade shows that brands with a strong Purpose (which make consumers’ lives better) build better brand equity.

E.Y. Beacon Institute and Harvard Business School

- Research from the E.Y. Beacon Institute and Harvard Business School shows that companies that lead with Purpose are more likely to be profitable. 85% of Purpose-led companies have shown positive growth in the past three years, with 58% growing by more than 10%.

Employee engagement

“Brand Purpose is great for employee engagement, job satisfaction, attracting and retaining talent. Sadly two-thirds of us are dissatisfied with our jobs. Yet the 2016 Workforce Purpose Index by Imperative & LinkedIn reported that 73% of employees in businesses with a clear Brand Purpose are satisfied.”

Cliff Ettridge, Director, The Team

How Purpose can galvanise employees,

by Cliff Ettridge, Director, The Team

My first boss taught me the importance of Purpose. She was a determined woman, driven by a complex set of values, and yet she was often painted as being single-minded. She taught me that Purpose is multi-faceted. It's owned by the people that work with you and for you. It's not owned by the organisation, brand or plc.

The woman in question was Anita Roddick, famed for her stand on animal testing and latterly, the environment, sustainable business, fair trade and then domestic violence.

Long before Google trumpeted 'Don't be evil' as part of its corporate motto, firms like The Body Shop and Lush were creating business models dedicated to the pursuit of social and environmental change. That mantra attracted a great many customers and employees alike, and as an organising thought it meant the business stood out. Of course, none of this would have been possible if it had not been for the innovative products that sat behind The Body Shop. Skin and hair care treatments that originated from

exotic and rediscovered sources like Brazil nut and banana ensured there were great stories to tell. What's not to love?

But the value of a business's Purpose is truly brought into perspective and gets tested when it is attacked. It's at points like these that we discover how far the genuine purpose of an organisation lives in the hearts and minds of employees. In the early 1990s, journalist Jon Entine and Channel 4 programme *Dispatches* aimed a number of allegations at The Body Shop, all of which were subsequently found to be untrue. The claims focused on the cornerstone of the business, its animal testing policy. One would have expected many of the employees that had joined the business for this very reason to be up in arms, and they were, but I also observed other fervent protest from very different areas.

The Body Shop was, and still is, headquartered in Littlehampton, West Sussex. In the early 1990s, it was the biggest local business by far and Littlehampton was Anita Roddick's home town. For all her travel and wanderlust, she was a local girl at heart. She believed in local business, in the importance of local economies and in the pride and empowerment of local communities. When The Body Shop wanted to open its own soap factory, rather than outsource to suppliers it sought out a town similar to Littlehampton. It settled on Easterhouse in Glasgow. Like Littlehampton, it suffered from underinvestment and a lack of what we would today call social mobility. Where other businesses would refuse to open, The Body Shop saw that it could make a huge difference to the local economy.

All this meant much to the values of The Body Shop, but even more to its survival when under media attack. For many of the men and women working in the warehouses and on the production lines of the

company's Littlehampton factory, the animal testing policy and other campaigns meant only a little. Unless those campaigns were integral to an individual's own values, it would be hard for some workers to get too excited by the furor. But fight they did.

What those workers had seen – unseen by the public and media – was a genuine commitment to local communities and to job creation. For those on the production line, the purpose of the business went far deeper than that of a campaigning organisation. It was an organisation whose values system extended to every member of the community in which they worked. It was a business where the founders and leaders were well known and made themselves accessible. It was a business for whom the pursuit of social change meant connecting with people in a very real sense. It was one of the first businesses to attempt employee stock options, seeking to enfranchise as many employees as possible.

Don't pick a fight with an employee body that can see its company living its values every day. Don't pick a fight with any one member of the employee team – in the case of challenging The Body Shop's animal testing policy, the head of Supplier Audit, Rita Godfrey – not just because she was a formidable opponent, but also because she was known and loved around the company because of its culture of transparency and openness. Picking a fight risks an onslaught of counter-campaigning from employees. In this case, unstoppable and successful.

For employees, Purpose goes way beyond the grand and important claims, eg saving the planet; creating the best technology, etc. It affects every deed and action – the micro-elements of culture as well as the macro-actions delivered for customers. Purpose is everything. Purpose is lived every day.

“It’s not surprising that consumers are now looking to values and authenticity as differentiators for the brands and products they’re choosing. Working in brand communications in the non-profit sector, it’s our job to recognise this change and make sure we’re not only prepared with a Brand Purpose that looks good on paper but also that we’re operating in a transparent and collaborative way.”

Lucy Roberts, Brand Communications Lead, Dementia UK

“Business for good is the new way of doing business. It will no longer be acceptable to be any other way. Not only to consumers but to employers too.”

Josie Harfield, Head of Category Management, Ecover and Method

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Bringing Brand Purpose to life: Case Studies

Unilever

Unilever's Brand Purpose is to make sustainable living commonplace. This runs throughout the business and its corporate reporting, which reports on its business, environmental and social impact together. The Sustainable Living Plan outlines how the business will deliver its Purpose, including transforming its supply chain.

Its commitment to improving health and wellbeing has influenced its product portfolio and innovation. Many are familiar with Dove's campaign for real beauty to challenge stereotypes of female beauty. Its educational programme reached 7 million girls in the US through partnerships with Girl Scouts and Girl Guides, and sales increased from \$2.5 billion to \$4 billion over 10 years. But fewer people are aware of Lifebuoy's hygiene and hand-washing programme, Domestos's sanitation programme, or Vaseline's Healing Project to help people living in environmental crises or disasters. Even Lynx has been reinvented to challenge stereotypes of masculinity. It has also established Foundry Ideas, a global crowdsourcing platform that looks to solve sustainability issues.

Unilever is admittedly on a journey in deciding how many of its products should be or can be sustainable living brands, such as mayonnaise and shampoo. But the ones that have grown twice as fast, demonstrating consumers' growing desire for responsible consumption. CEO Paul Polman asserted that socially responsible brands accounted for half of its total growth in 2014.

Having a clear Purpose and values also had a positive impact on employee engagement and graduate recruitment and Unilever is now the third most popular brand on LinkedIn, behind tech giants Google and Apple.

“We know that consumers increasingly want brands with purpose – and that purpose delivers growth.”

Keith Weed, Chief Marketing Officer, Unilever

IBM

By 2008, the financial crisis had eroded the public's trust in big business. Many corporations were forced to answer questions about their operations and governance, many not addressing them from positions of authority or authenticity. IBM was one corporate brand that was quick to respond by rolling out its Smart Planet agenda with a theme that 'united the company's mission and marketing'.

Around the turn of the millennium, IBM's Purpose had become blurry. People no longer had a sense of the brand's identity, let alone its offering. In flux, the company had diversified from electronics to business-to-business software, data, analytics and consulting, leaving people confused about what it stood for and delivered.

IBM gained a new CEO in 2002; Sam Palmisano recognised that the company needed to innovate and define a unique Brand Purpose to differentiate itself. Palmisano turned to Senior Vice President, Marketing and Communications, Jon Iwata to clarify the brand and what it 'contributed to its clients, to technology, and to society'.

Smarter Planet is a promise – to create a smarter planet using technology-driven enterprise and is a vehicle for showcasing IBM's role in harnessing technology to contribute to global issues in healthcare, education, and environmental matters. The Purpose became a natural platform for the company to redefine itself from a computer manufacturer to a global services company.

Smarter Planet runs throughout the business and takes a holistic approach to articulating IBM's purpose, beliefs and behaviours. It became the corporate mission, an employee engagement tool, an engagement strategy and a tagline. A campaign consists of rich content to engage all stakeholders: customers, influencers, investors, and employees.

At the height of the financial crisis, Smarter Planet was a crucial way for IBM to connect with people as it articulated why the business mattered to the world. The Smarter Planet agenda highlights what IBM stands for and, in doing this, unites social impact and profit. Since the launch of Smarter Planet, IBM's brand has increased in value by almost \$20 billion, or around one-third.

“The one constant through nearly a century of change was the purpose of the company – what we believe, what we stand for. We believe that technology can improve business, society and the human condition.”

Jon Iwata, Senior Vice President, Marketing and Communication, IBM

Patagonia

In 1973, avid rock-climber Yvon Chouinard sought to redesign pitons – the spikes driven into rocks to support climbers – so as not to damage the rocks. This enabled him to preserve nature while simultaneously enjoying his sport.

Since Patagonia's humble beginnings, founder Chouinard has led the company to become a market leader with a cult following. He's successfully done so by resolutely committing to Patagonia's passionate mission: "To build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis."

Chouinard recognised that the commonality between Patagonia and its customers was their shared passion for the outdoors; he decided to capitalise on this special connection. He saw the piton redesign as a pivotal moment for Patagonia – it not only increased sales but also helped to preserve the environment. He decided that, from that point on, Patagonia would adopt a business model to reflect its wider goal of preserving the environment and minimising its environmental footprint. Patagonia wove its Purpose into its core business model, standing for much more than its bottom line.

The company legally committed to its sustainable vision by certifying as a B Corp. Although Patagonia had an existing environmental mission, the certification reinforces the priority it places on environmental initiatives. It delivers on its Purpose by maintaining and campaigning for sustainable supply chains, as well as initiating a series of progressive initiatives such as Worn Wear, where Patagonia produces only clothes of the highest quality, which it repairs or recycles when necessary. The Common Threads Initiative established a partnership between the brand and customers with the goal of reducing consumption; seemingly backwards for a retail company but in line with its values.

Patagonia doesn't operate like any other retailer: it transcends the notion of being a consumer brand and has become a movement. The brand's values are echoed throughout the campus and employee's work life. The company campus, a large plot of land along the California coast, allows for employee flexitime, under Chouinard's ethos of 'let my people go surfing'. Chouinard cites the fact that each and every employee cares about the mission and values as the reason why it is a successful company, and will be well into the future.

“Going back to a simpler life based on living by sufficiency rather than excess is not a step backward. Rather, returning to a simpler way allows us to regain our dignity, puts us in touch with the land, and makes us value human contact again.”

Yvon Chouinard, Patagonia Founder

TOMS Shoes

It all started in 2006 when entrepreneur Blake Mycoskie travelled to Argentina to become immersed in its culture and everyday life. He saw children living in villages and the challenges they faced without basic items such as shoes. He observed how shoes impacted children's health and access to education. Mycoskie returned to the US with a Purpose and an idea.

TOMS is not about a person (as the name might have you believe), nor a product but a promise. Mycoskie had no experience in retail or any contacts in the footwear industry; but he capitalised on the story and the concept behind his product. He quickly learned the story could sell the shoes for him; he had a natural marketing hook that galvanised customers.

Since the beginning, TOMS Shoes has been based on the one-for-one business model: for every pair of shoes sold, the company donates a pair to a child in need. Mycoskie's Purpose-based idea became a viable, even wildly successful for-profit company. What began as a start-up operating from his home in Venice, California, scaled up to a company with \$300 million in revenue. TOMS has proven that the one-for-one model is both financially stable and effective at both fulfilling the mission and attracting a following.

Mycoskie's small start-up gave employees a strong sense of purpose. The next challenge was to transfer this to the customer. An important part of keeping TOMS sustainable is ensuring that customers feel connected to the impact they're making through their purchases, and feeling a part of something beyond a transaction. TOMS didn't originate as a company with a mission: rather it started as a mission that transformed into a company.

Its *raison d'être* is to raise capital to fund the shoe drops for children in need; Mycoskie didn't want to start a charity that had to be dependent on donations – he wanted the company to be self-reliant on raising money to fulfil its mission. By sharing its story, the brand has been able to build an emotional connection with people and become a movement rather than just a business. This has helped TOMS extend its product offering to eyewear and coffee, furthering its philanthropic reach.

“I'm going deep on the idea that social entrepreneurship can be the future of business.”

Blake Mycoskie, Founder, TOMS Shoes

Parkinson's UK

In April 2016, the Guardian Voluntary Sector Network reported Parkinson's UK as one of the best charities in communicating its Purpose: To find a cure, and improve life for everyone affected by Parkinson's.

Established in 1969, things were looking bleak for the Parkinson's Disease Society in 2009. With support stagnating and fundraising hit by the UK recession, the charity decided it was time to refresh its brand.

Research with key audiences informed both the brand and corporate strategy, which were delivered in unison with a new Purpose and six strategic goals, including raising more than £110 million to meet the costs of delivering the ambitious plan.

Despite several charities having successfully rebranded, staff and supporters were sceptical of branding's worth. The passion found within charities means that resistance to change can be immense. Taking your audiences with you is essential to create a brand with a common sense of purpose, pride and commitment. The brand was created in collaboration throughout, reinvigorating the charity's culture with a new set of values.

As well as informing the corporate strategy, research agenda, support services and fundraising, the brand strategy informed the expression of the brand with a new name, strapline, visual identity and tone of voice, created by The Team.

Inspired by people's personal stories, their emotion, honesty and humour, Parkinson's UK was turned into a movement that everyone could be part of. This led to the creation of a bespoke stencil typeface, which gave customers and supporters a voice and a physical presence at the heart of the brand and identity.

Parkinson's UK was named charity of the year and won a Design Business Association Design Effectiveness Award in 2011. Following the overhaul, 97% of employees believed the charity had a clear vision for the future, compared to 40% before. 72% of local branches adopted the new brand within the first month, despite their initial concern. Income surpassed all expectations for its five-year growth plan, raising more than £122 million.

“Our new brand will allow the voice of people living with Parkinson’s to be heard much more clearly and make sure that everyone knows that, because we are here, no one has to face Parkinson’s alone.”

Steve Ford, Chief Executive, Parkinson's UK

“Brand Purpose matters because it’s an emotional thing, because it’s personal! How it makes you feel when you engage with a purpose-driven brand counts. It’s about what you do, not what you say. It starts with a company’s culture otherwise it’s meaningless. It’s about authentic behaviours.”

Chrissy Levett, Founder of Creative Conscience

“If you don’t have Brand Purpose today, you are less likely to be a sustainable business tomorrow.”

Amber Harrison, Director, CSR, Sita-Aero

“Brands have developed beyond the concept of a functional product. Purpose creates depth, connecting with the personal attributes and social currency.”

Lynda McCullagh, Head of Corporate Partnerships, RSPB



**Brand leaders
across sectors
have their say**

*Carol Cone,
Founder, Carol Cone On Purpose*

What is Brand Purpose?

While we think of Purpose as the aspirational reason for being beyond profits, what's exciting today are the many definitions that have emerged to identify, amplify and evolve Purpose.

Over the years, Purpose has been called by many names. In the 1980s it was cause marketing and philanthropy. By 1999, we created the term Cause Branding to describe companies like Avon, which had built a cause into its brand. Then as societal engagement began to penetrate product sourcing, use, employee and community welfare and the environment, we started to see terms such as CSR, triple bottom line, sustainability, doing well and doing good.

I really love the McKinsey description of an organisation's role in society:

“Companies that succeed in building a profitable relationship with the external world define themselves through what they contribute... generating long-term value for shareholders by delivering value to society as well.”

Then again, I always say, don't get stuck on the name. Understand the journey – goals, objectives, and rationale. Then engage with sincerity and a long-term commitment.

So today, we embrace the term 'purpose' because of its power to galvanise an organisation and its constituencies around a higher-order goal and mission, while benefiting people and society.

In its most powerful form, Purpose is the North Star for an organisation.

Why are more commercial brands now defining their Purpose beyond profit?

We live in a world of radical transparency and instant communications, rich in content yet poor in attention, with increasingly savvy citizens, employees and millennials demanding more, and sustainability moving from the fringe to daily life.

People expect brands and organisations to stand for something meaningful, and want to know more about how our products are sourced and made, what businesses do to minimise their impact, and how they make a positive difference in the world.

Against that backdrop, Purpose has become essential, moving towards the core of business and brand strategy.

Why does Brand Purpose matter in business today?

I love to say that Purpose makes an organisation or brand vital to people's lives. Purpose-driven brands win people's hearts and minds. They generate more loyalty, trust, love and respect than any other kind of brand.

Purpose also:

- Provides a lens for decision-making; it sharpens the focus for an organisation, and draws customers and talented people to a brand.
- Links and leverages the behaviours of all the people important to the future of the business.
- Creates an authentic culture that, once sustained, is impossible to replicate.
- Builds advocates and activists for the business and its brands.

*Dan Germain,
Group Head of Brand, Innocent*

Why are more commercial brands now defining their purpose beyond profit?

For two main reasons. Today's consumer grew up being educated about the effects of global warming, being sustainable, etc. So it's natural that they want to spend their money with businesses that have an agenda of decency, honesty and sustainability. The other reason is that it's impossible to hide as a business anymore. Bad businesses used to be able to pretend to be good, but the internet and social media now make that impossible.

What are customers looking for from the brands they engage with?

I think they want their brands to be open, honest and transparent. And often customers want their brands to be more than just a product or a service. They want it to have a story behind it – something that they can believe in. Or to have some inherent usefulness or purpose beyond the thing that they 'produce'.

What is Brand Purpose?

For me, it's your reason for existing. Great brands have a reason to be. Average brands don't know why they're here, and so don't really ever find a place in people's hearts.

Does it always have to deliver a social impact?

No. But it helps if you understand what people want from life, and most reasonable people want to live in a fairer world that isn't on the verge of extinction.

How do you bring Brand Purpose to life?

By hiring people who can help us really live it, rather than just writing something on the wall.

Whose responsibility is it to define it?

Our Purpose was inherent when we launched Innocent. As a group of friends, we believed that we could build a business with a Purpose and make a profit. After a few years, we realised that it wasn't good enough for it to be inherent, so we talked to everyone across the business, and worked out what our Purpose looked like when it was written down.

What role do values play in delivering it?

Values enable us to judge if we're hiring the right kind of people. While we're interviewing people, we're checking to see if they have the same values as we do at Innocent. Do they possess the right beliefs and spirit to join us on our mission? If they do, then they'll be able to deliver great work and amazing products, according to our Purpose. That all makes it sound a bit grander than it is, but at its most simple, you hire great people to make your business great.

Luke Whitcomb,

Marketing Director, English Heritage

How are traditional sectors and brand categories changing?

To a large extent, I think this depends on where you live in the world and the dependencies within and maturity of each economy. But unquestionably, a blurring seems to have occurred in the more mature economies, possibly more so in service-dominated economies.

Why do you think they are changing?

There are probably several contributory factors, including globalisation, societal and attitudinal changes – including life expectancy and aspirations – and the impact that new technology has had on the way that customers search for and buy products, and on the speed and quality of innovation within brands.

What is Brand Purpose?

The positive impact that a particular brand has on the lives of its target customers.

Does it always have to deliver a social impact?

Increasingly so, yes, because shared values are as important as functional benefits, especially so in cause-related marketing in the not-for-profit sector.

Why does Brand Purpose matter?

It's increasingly important to staff recruitment, engagement and retention and is being sought out by those now joining the workforce, for whom financial reward may no longer be what it once was.

This then impacts on the bottom line, where clarity and focus on maximising 'ownable' assets are everything.

How do you bring Brand Purpose to life?

Through customer stories shared internally and externally – and in our case, our employer brand has to harness these more effectively.

Whose responsibility is it to define it?

The board's, with the support of insight provided by the marketing function and input from staff, particularly those who have direct contact with customers.

What role do values play in delivering it?

For a charity like English Heritage, they are central because the key consumer transaction is all about identifying and harnessing shared values.

“This depends on where you live in the world and the maturity of each economy. Unquestionably a blurring has occurred driven by globalisation, societal and attitudinal changes, and the impact technology has had on the speed of innovation and the way consumers search and buy products.”

Luke Whitcomb, Marketing Director, English Heritage

*Vicky Browning,
ACEVO Chief Executive,
formerly CharityComms Director*

How are traditional sectors and brand categories changing?

Charities no longer have a monopoly on doing good. The lines are blurring between sectors. The delivery of social change, traditionally the heartland of charities, is now also in the sights of corporates, social enterprises and other hybrid entities – like public service mutuals, B Corps or community interest companies. In this context, charities need to work harder to articulate their specific cause, emphasise their authenticity and what they offer people in return for their support – to justify their unique role in society.

Why do you think they are changing?

People are now much more aware of how the brands they consume and engage with reflect on their own personal brands, self-image and the image they want to convey to others. Companies are keen to tap into this shift, while recognising that the profit motive alone is not always enough. In this digital age, there is also an increasing demand for people to feel more of a connection with the brands they choose.

What is Brand Purpose?

A brand's Purpose answers the question of why the organisation is here. It connects the people inside an organisation and their stakeholders (supporters and beneficiaries for a charity, customers and shareholders for a corporate) would like to see change in the world. It's the values the organisation holds and the positive difference it makes.

Does it always have to deliver a social impact?

A good Brand Purpose delivers a social impact, yes.

Why does Brand Purpose matter?

Because it's about positive change. All brands should be clear of their role in creating social value, from climate change and poverty to injustice and inequality.

How do you bring Brand Purpose to life?

Through identifying and living your Brand Purpose and values through all aspects of your organisation, from human resources and volunteering to all forms of public engagement, campaigns and fundraising.

Whose responsibility is it to define it?

Ultimately the CEO, but marketing communications should lead it, thanks to their key role of understanding audiences. The process needs to be done in

collaboration with stakeholders, from trustees and board members to staff and supporters, beneficiaries and customers.

What role do values play in delivering it?

Values play a central part. They should unite people from across the organisation from board level to the grassroots and guide their behaviour and decision-making; providing a guide to make sure people don't divert from their mission.

*Danny Homan,
Chief of Staff, Big Lottery Fund*

How are traditional sectors and brand categories changing?

If you look across society as a whole, it's clear that the old boundaries are shifting. The role the state plays in people's lives is changing, with other sectors taking a larger role in public service delivery. New business models like social enterprise are becoming established, with around 70,000 social enterprises in the UK worth around £24 billion. And we're seeing disruption from digital technology through the sharing economy with the likes of Airbnb and Uber.

The context of 'doing good' and social purpose has changed beyond recognition. We've experienced financial crisis, seen trust fail in a range of public institutions, and witnessed significant demographic shifts. Globalisation has changed the world we live in. And these are just some of the complexities that society has to navigate in considering how we 'do good' in future. To try and support that, we commissioned social researcher and journalist Sonia Sodha to write a short report to map the key questions we face and

provoke debate across sectors. We've got a dedicated microsite which hosts the continuing conversation at www.futureofdoinggood.org.uk

Why do you think they are changing?

Those big trends are changing what customers expect from brands. As the context shifts, so does the nature of demand and I think we're seeing increased expectation that for-profit brands go beyond the traditional CSR model. Increasingly, social purpose needs to be embedded in the business model and fundamentally part of the brand. Networks like B Corp are helping companies get peer and expert support to do this.

What is Brand Purpose?

Your Purpose sets out why you exist and your role in society. For us, that's to bring real improvements to communities, and lives of people most in need. Our vision for how we do that is 'People in the Lead' – using our grants to enable people and communities to determine and achieve that they want. We make around 12,000 grants a year, adding up to around £650 million on average, and our money comes from Good Causes proceeds from the sale of National Lottery tickets. That link to lottery players is a key part of our Brand Purpose; our mandate comes from the people who play – that's a real privilege and guides the approach we take to supporting communities.

Does it always have to deliver a social impact?

All companies and all sectors have a social impact, both positive and negative. For charity and civil society brands, social impact is absolutely core – but they don't have a monopoly, by any means. You can look back as far as Victorian businessmen like George Cadbury who tied their business activities with social reform to improve the living conditions of the people

who worked for them. What's probably different today is that the combining of profit with Purpose today is driven by changing customer expectations, rather than a sense of philanthropy.

Why does Brand Purpose matter?

Brand Purpose is good for business, as well as the people benefiting from social impact. It brings a range of opportunities – from living up to customer expectation (and building brand loyalty), to motivating staff, and sustaining the communities in which they operate to provide future labour and new customers. As an example, Timpson does some great work with offenders to build skills and employability. It's very successful in helping people to rehabilitate into society – but it also provides a very tangible business benefit in the form of a pool of highly committed and loyal workers.

For a non-profit organisation like the Big Lottery Fund, an increased awareness of Brand Purpose opens up great opportunities for collaboration between new partners and across sectors.

How do you bring Brand Purpose to life?

One of the key things we try to do is storytelling. The strength of our brand is actually the people and projects we fund and the amazing things they do. So, for us, bringing Brand Purpose to life is actually about providing a platform for others to tell their stories rather than simply telling our own narrative.

There's also a point around authenticity. Part of bringing Brand Purpose to life is actually about how important it is to the business in the first place. Is it a central part of everything you do? Is it a genuine consideration in every decision taken? CSR can sometimes feel very distinct from the business – a separate function added on rather than part of the lifeblood.

We're particularly interested in how we can harness technology to do more good. Can technology play the same disruptive role in doing good as it has in other areas of life, much like Kickstarter helps artists, musicians, filmmakers, designers and other creatives find the resources and support they need to make their ideas a reality?

Whose responsibility is it to define it?

Our vision, principles and strategic framework were defined by our senior leadership team in collaboration with our staff, partners and customers. That was a long process starting with wide consultation with the public and stakeholders (Your Voice Our Vision). That was followed by a process in which senior leaders convened three times to prototype our strategic framework, going back to wider teams in between each session to feed back and refine proposals. So ultimately there's a responsibility on senior leaders to express that purpose (and to hold the organisation to it), but it should reflect an inclusive, collaborative culture. That's another step in ensuring that purpose is absolutely embedded and owned across the whole organisation.

What role do values play in delivering it?

At Big Lottery Fund, we are guided by a set of principles: confidence, not control, simple processes, good judgements; the strengths people bring; a catalyst for others; shared direction, diverse approaches; using resources well. They provide a common language and set of expectations across our different portfolios in each country. Our structure means we can tailor what we do to local context, and make decisions closer to the people and communities we serve. Our strategic framework provides the common thread through all of that.

*Chris Jenkins,
European Sustainability Manager,
Ella's Kitchen*

How are traditional sectors and brand categories changing?

Over the past five years, we've seen debates about social impact and business purpose rocket to the top of the corporate agenda. Spurred on by a series of very public corporate scandals, consumers are increasingly demanding more from the brands they buy.

One thing is clear: this generation of consumers and prospective employees is demanding that brands are driven by a purpose beyond profit.

Far beyond the ubiquitous CSR bolt-on policy, businesses across all sectors are being forced to implement changes right at the heart of their brand strategy.

These shifting trends are having knock-on impacts on brand creation, communication and development across all industries – we have no doubt that they'll define the next century of business.

Why do you think they are changing?

These changes are being driven by consumers and employees alike.

According to research by Sage, young people overwhelmingly believe that the purpose of business is to benefit society, with a reported 50% claiming that they want to work for businesses with 'ethical practices'.

That is a staggering shift in mindset that's impacting businesses up and down the country. Young people increasingly want to work for Purpose-led businesses with a conscience.

We're seeing the same trends at Ella's Kitchen. We've experienced the increasing consumer demand for businesses with a social purpose at their core. We've found that consumers who believe and trust in the mission behind their favourite brands don't just remain loyal to the brand, but become ambassadors for it.

Today, there is no trade-off between profit and social purpose – in fact, we're living proof that brands with a Purpose at their core can also be financially successful.

These two forces will drive the idea of Brand Purpose into the mainstream, incentivising businesses to make fundamental changes at the heart of their business strategy.

What is Brand Purpose?

For us, our Brand Purpose and founding mission impacts and influences every part of our business, from marketing and recruitment to our choice of supplier or our employee benefit systems.

Brand Purpose is not just there to help consumers understand what your brand stands for, but to help your employees, partners or investors understand why you are here.

Ella's Kitchen was founded with a mission to improve children's lives through developing healthy relationships with food. It's vital to us that our whole team is engaged every day in fulfilling that mission in everything they do.

Does it always have to deliver a social impact?

We think the next few years will probably be characterised by a communal discussion about what Purpose means in business. With the increasing dominance of movements like B Corp, that definition might become more directly verifiable or

measurable. That Purpose might manifest itself as an environmental or social impact, but that specific Purpose is for each brand to decide on.

Why does Brand Purpose matter?

The Brand Purpose movement matters enormously. Previously, brands might have focused on individual standards like the Organic or Fairtrade certifications. The dawn of the Purpose-led business movement has empowered businesses to harness their total influence as a force for good around the globe.

Movements like B Corp are empowering a community of businesses across the globe to use their business as a force for social good. The combined impact of even those 1,850 businesses is huge – as this movement gains momentum, the potential is genuinely limitless.

How do you bring Brand Purpose to life?

In everything we do. When Ella's Kitchen became a B Corp we wrote into our articles of association a legally binding commitment to operate for the benefit of workers, communities and the environment in equal weight to shareholders.

That means, at every stage of our business strategy and decision-making, we take our founding mission into account, measuring the potential impact on employees, communities and the environment.

Practically, everything we do at Ella's is through a kids-first approach. This has heavily influenced the tone and focus of our external marketing as well as our company culture.

We also run individual campaigns across the business to power our founding Purpose. For example, our latest campaign, Veg for Victory, is focused on

raising awareness of the importance of vegetables in weaning and the benefit it can have on little ones' health long term.

Whose responsibility is it to define it?

Brand Purpose needs to come from within. Our founding mission and Brand Purpose came in part from the personal experiences of our founder as a parent himself.

What roles do values play in delivering it?

Defining and agreeing on a clear set of values with your team is crucial to understanding what you stand for as a brand, and how you're going to really live it.

Our business values are ideals that the whole team can relate to and invest in, and they're powered by our founding mission and child-first approach. As a business, we commit to being open, honest, imaginative, playful and genuine in everything we do.

Defining your team values is key to making your Brand Purpose work inside and out.

“Organisations that can show, through their own brand, that they can help their customers satisfy their own social objectives offer a unique opportunity to differentiate themselves from their competition.”

Ben Murphy, Associate Partner, Atos

“Brand Purpose is a tool to help project and expand the brand by means of creating the connection with the consumer who will not only sponsor the brand but who will be the voice of the brand.”

Renata Pereira Cardoso, Project Manager, Ecover and Method

“The purpose of business is to satisfy customer and shareholder needs profitably. A business with a Brand Purpose seeks to satisfy its customer and shareholder needs profitably and responsibly in a way that captures the aspirations and dreams of customers and colleagues, with clarity of direction for the benefit of all.”

Kevin MacKenzie, Managing Director, The Team

The Team

The Team has been in the business of creating brands that deliver a social impact for more than 30 years, from Comic Relief and Fire Kills to M&S Plan A. Our ambition has always been to deliver brands that create value for society.

Brand Strategy and Purpose

We give brands purpose and bring them to life, inside and out.

Brand on the inside

We believe that your brand can only be successful when every employee buys into why, how and what you do.

Brand on the outside

We create the experience that will ensure your customers remember your brand – in fact, they'll love it.

Ranked Number 5 for branding in the Design Week top 100 Consultancies, we believe in ideas and collaboration. That's why we're called The Team. Working together enables us to play to our strengths, to bring ideas to life. Ideas that create change for the better.

Ideas believed. Ideas delivered.

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