

# FIT FOR PURPOSE 2011

An index of the 100 brands  
best-placed to put purpose into practice

**Welcome to  
Fit For Purpose 2016.**

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# Why purpose?

We're living in an ever-changing world where macro-trends, such as technology, consumer savvy and sustainability-becoming-mainstream, are influencing how brands behave.

We believe brands with purpose can make a bigger difference, but only if they go beyond worthy words to show how purpose translates into impact.

Brands with purpose invite people to be part of a movement. They bring employees, customers and investors on board, turning ambition into action. Ultimately, they create business success – and by fulfilling their purpose, they benefit individuals and society.

# What's a brand with purpose?

Brands with purpose use their unique position, expertise and capabilities to deliver on something that matters to individuals, society or the world.

## Individual

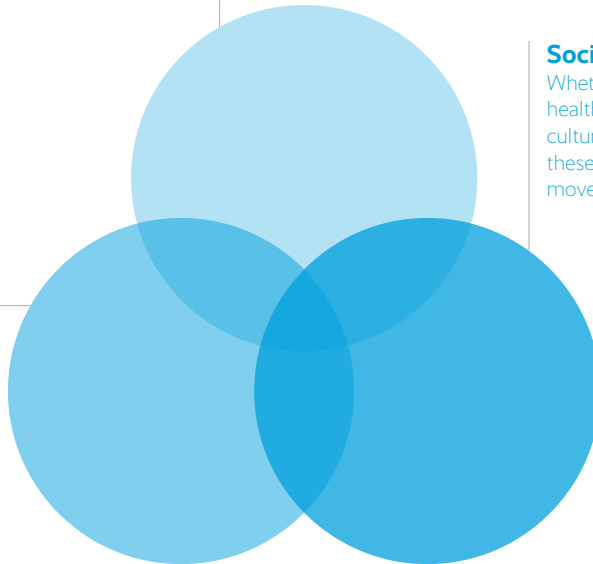
From wellbeing, to self-expression and fulfilment – whether that's inspiring athletes or providing everyday nutrition.

## Societal

Whether that's through healthcare, education, culture or financial progress, these brands help society move forward.

## Planet

These purposes strongly relate to environmental needs and resource stability, whether that's making sustainable living commonplace or providing energy for a sustainable future.



# 2016: The emergence of collective thinking



**Paulina Lezama**  
Head of Brand Strategy

**A global Head of Brand at one of our top 10 rankers last week made some interesting points. In particular, she stressed the importance of sitting down with others to exchange ideas and discuss how to rally leadership, employees and partners behind the idea of purpose.**

Her interest in collaboration confirmed to us that the mindset of today's leaders is changing and, consequently, reshaping business thinking in the 21st century. Our 2016 research confirms these views. This year's index is defined by one overarching concept: collective thinking.

Our research highlights this exciting cross-pollination of ideas. Brands are working together for a common goal. Start-ups are leveraging the big companies' reach for wider impact. Corporates are looking to start-ups for innovative business models and engaged cultures. The not-for-profit sector is partnering with corporates for wider change. Everyone is getting involved.

Management thinker and futurist Don Tapscott neatly sums this up as "the age of networked intelligence". Today's business leaders are empowered by access to collective intelligence but also driven to make a positive impact on the world. Organisations with purpose can make just such a lasting impact. It is no surprise that Unilever, ranked number one Fit For Purpose company for two years running, has developed the Unilever Foundry, a global platform for collaborating with innovative start-ups.

This year's report is our small contribution to this collective thinking.

We believe brands with purpose should hardwire it across their Communications, Performance and Behaviours. So, over the last couple of months, we've measured how well purpose is embedded across a company's business strategy, targets, KPIs, internal culture and external communications.

This report showcases the best examples of brands that have achieved this. Our aim is to celebrate those that are getting it right and to provide inspiration for those on the journey.

Whether you are just defining your purpose, or looking for improvement, you will find inspiration to take your purpose to the next level.



**In our second year of Fit For Purpose, we spotted some new trends across the top 100. The greatest? 83% are showing strong collaboration across the board – from competitors to peers to start-ups to employees to consumers.**

# The methodology: What we did

While it is important to have the right purpose in place, it's just as important to put it into action.

To understand who is doing this best, we assessed publicly available information across 27 global criteria, between May–June 2016.

We assessed over 180 brands from the FT 500 and the Eurofirst 100.

## **Our assessment criteria seek to understand the following:**

How many companies have a purpose statement?

- Which companies actively state they are here to provide wider value – beyond making a profit?

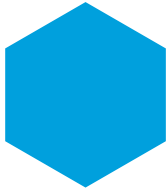
How many companies act on their purpose statement?

- Which companies claim to have made purpose intrinsic to their business, incorporating it into their people's everyday work, and measuring the outcomes of their activities?



# The criteria:

## What we assess

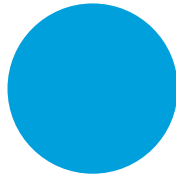


### Purpose and story

A great purpose and story is authentic, visionary and inspirational. It gives the brand focus and direction.

#### We review:

- Whether the purpose clearly addresses a human or world need
- How purpose is used within the brand story
- Whether the purpose is authentic and visionary.



### Communication

Using communication channels to engage your audience builds momentum and creates a movement – inspiring everyone to get involved and play their part.

#### We review:

- Whether purpose is clear within brand campaigns
- How prominent purpose is across the digital experience
- The extent to which purpose is apparent in company reports.

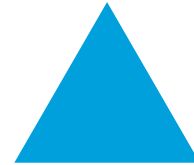


### Performance

Purpose needs to run deeper than just communications. It should be at the heart of the business, setting ambitions and monitoring progress.

#### We review:

- How deeply purpose is integrated into the business model and business strategy
- Whether there are clear targets and performance indicators connected to the purpose
- The extent to which purpose is ingrained within the brand's approach to sustainability.



### Behaviours

In a purposeful company, employees are engaged and keenly contribute to the achievement of purpose-related goals.

#### We review:

- Whether leadership champions purpose
- How purpose is integrated into the employee experience
- Whether the brand has purpose-related partnerships.

# THE INDEX

**The index of the top 100  
brands best-placed to put  
purpose into action.**

01

89.3%



02

87.7%



03

85.9%



04

79.0%



05

78.2%



06

77.8%



07

77.3%



08

75.6%



09

73.1%



10

71.3%



11

70.4%



12

70.0%



13

69.6%



14

69.5%



15

69.4%



16

69.3%



17

68.6%



18

68.3%



19

67.6%



20

67.1%



21

66.7%



22

66.6%



23

66.5%



24

66.4%



25

65.9%



26

65.7%



27

65.4%



28

65.2%



29

65.0%



30

64.7%



31

63.7%



32

63.6%



33

63.5%



34

63.4%



35

63.3%



36

63.2%



37

63.0%



38

62.0%



39

61.5%



40

61.4%



41

61.0%



42

60.8%



43

60.5%



44

60.3%



45

60.2%



46

60.1%

UNITEDHEALTH GROUP

47

59.9%



48

59.8%



49

58.7%



50

58.5%



51	58.4%	52	57.7%	53	57.5%	54	56.8%	55	56.5%
									
56	56.4%	57	56.2%	58	56.1%	59	56.0%	60	55.9%
									
61	55.8%	62	55.7%	63	55.5%	64	55.3%	65	54.8%
									
66	53.9%	67	53.8%	68	53.6%	69	53.4%	70	53.1%
									
71	53.0%	72	52.6%	73	52.5%	74	51.6%	75	51.5%
									

76

51.3%

GRUPE RENAULT

77

51.1%

Walmart 

78

49.9%



79

49.7%



80

49.6%

centrica

81

49.5%

IBM

82

49.4%



83

49.3%

vivendi

84

48.9%

HSBC 

85

48.6%

Telefonica

86

48.3%



87

47.9%

enel

88

47.7%

 Santander

89

46.7%

INDITEX

90

46.4%

 GILEAD

91

46.2%



92

45.8%



93

45.7%

 Experian

94

45.6%

AEGON

95

45.1%



96

44.7%

SONY

97

44.5%

LVMH

98

43.7%

The  
WALT DISNEY  
Company

99

43.4%

 AT&T

100

43.0%

unibail-rodamco

# The sectors at a glance

## Banking

Average sector score

48.5%

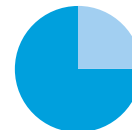


1. Lloyds Banking Group	87.7%
2. Standard Chartered	66.7%
3. Westpac	65.4%

## Financial services

Average sector score

45.2%



1. Aviva	63.2%
2. AXA	59.8%
3. Mastercard	52.5%

## Basic materials

Average sector score

48.4%



1. Syngenta	70.4%
2. BASF	69.3%
3. AkzoNobel	56.5%

## Oil and Gas

Average sector score

35.9%



1. Total	55.9%
2. Royal Dutch Shell	49.9%
3. BP	49.4%

## Consumer goods

Average sector score

54.7%



1. Unilever	89.3%
2. RB	77.3%
3. Nestlé	75.6%

## Healthcare

Average sector score

54.2%



1. Novo Nordisk	78.2%
2. Pfizer	73.1%
3. GSK	71.3%



**Industrials**

Average sector score

**51.4%**

1. Philips	85.9%
2. GE	69.5%
3. Schneider Electric	65.9%

**Retail**

Average sector score

**52.1%**

1. Marks & Spencer	69.4%
2. Ikea	66.5%
3. Kingfisher	63.3%

**Support services**

Average sector score

**50.2%**

1. Deloitte	68.6%
2. EY	61.4%
3. Experian	45.7%

**Utilities**

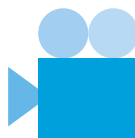
Average sector score

**52.4%**

1. SSE	66.4%
2. Iberdrola	55.7%
3. Centrica	49.6%

**Technology, Media and Telecoms**

Average sector score

**47.4%**

1. Pearson	77.8%
2. BT Group	70.0%
3. SAP	67.1%

**Real estate**

Average sector score

**61.0%**

1. British Land	79.0%
2. Unibail-Rodamco	43.0%

THE  
TOP  
FIVE

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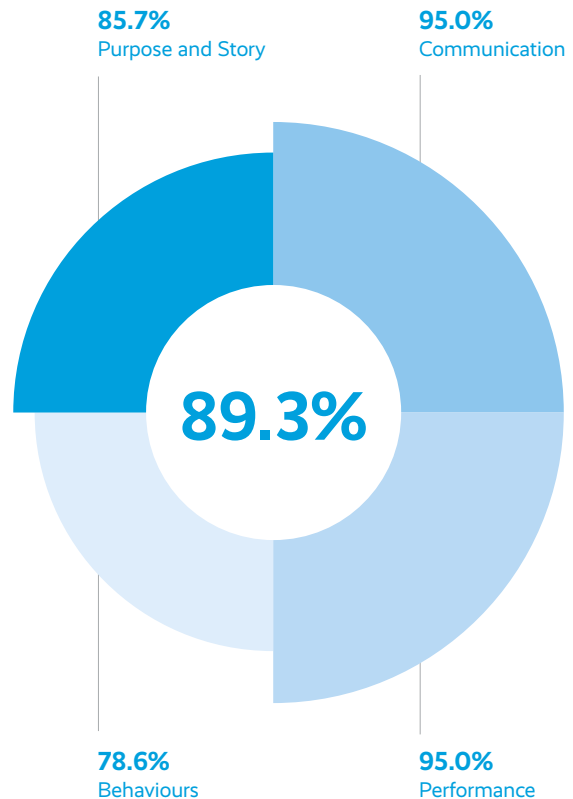
**Five very different businesses topped our ranking this year. The one thing they have in common? They're all collaborating. Whether they're working with start-ups or creating a movement with their consumers, they're teaming up to make a difference.**

# 01 Unilever

## Make sustainable living commonplace

As number one in our index, Unilever achieved high scores across the board. One of their particular strengths, however, is their power of communication.

While there are many great examples to choose from, one campaign really stands out. It is relevant, packs a punch and relies on partnerships. Together with charitable partner Hubbub and various industry partners, Unilever has launched 'A Joint Ambition for a Zero Food Waste Britain'. By outlining five key focus areas, the campaign aims to tackle the 4.2 million tonnes of avoidable food waste that UK households produce annually. It's all part of their purpose to 'make sustainable living commonplace'.





Unilever is working with its charitable partner Hubbub and various industry partners to lead a UK-wide movement encouraging people to value food and reduce food waste.

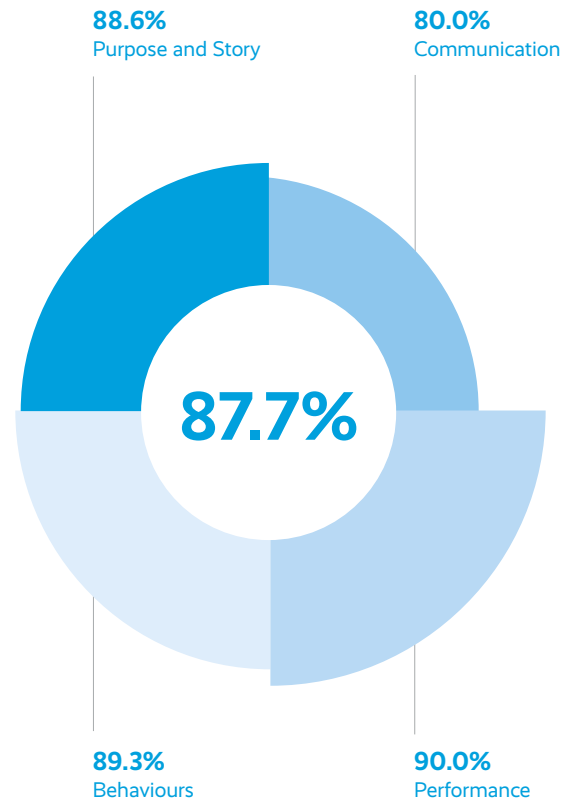
# 02

## Lloyds Banking Group

### Helping Britain Prosper

Lloyds Banking Group has moved up in our index from third to second place, in recognition of the growing power and prominence of its purpose.

The group now produces a dedicated report: the 'Helping Britain Prosper Plan'. It emphasises their commitment to this purpose and highlights the variety of ways in which they're pursuing it – from mortgage plans with clients to partnerships with schools and communities. Interestingly, this year Lloyds Banking Group has replaced its standard corporate responsibility report with an update of the 'Helping Britain Prosper Plan'. This demonstrates the group's ambition to integrate purpose across the business.





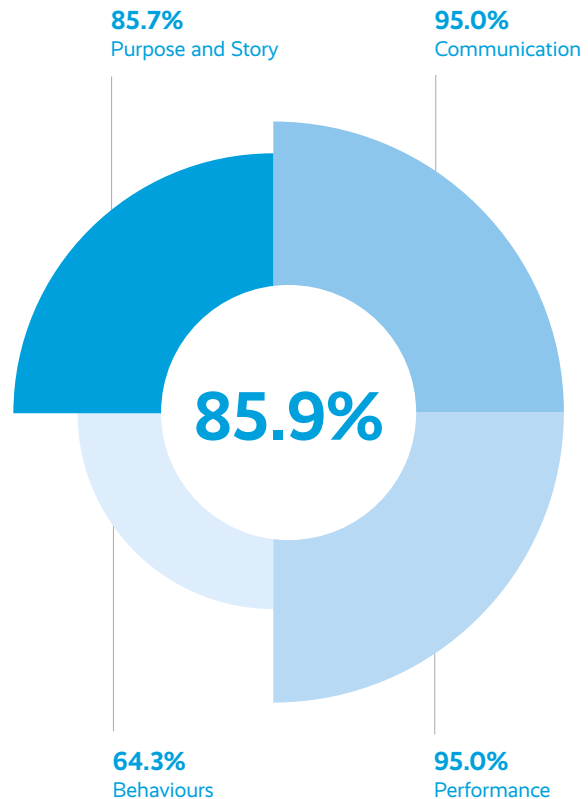
Lloyds Banking Group helps secure a primary school's breakfast club. By providing vital resources for the health and wellbeing of the children, it empowers the community and helps them prosper.

# 03 Philips

## We strive to make the world healthier and more sustainable through innovations

Another strong performer in our communication category, Philips is particularly good at using social media to bring their purpose to life.

Influential and engaging, their content is diverse and well-crafted, with particular strength in video. Building on the success of its '100 days of life-changing innovations' campaign, last year Philips produced the 'Breathless Choir'. This highly emotive short film uses narrative storytelling to show how Philips is improving the quality of people's lives through technology-enabled meaningful innovations. To date, the campaign content has received over 8.5 million views on YouTube. It also won the Grand Prix award in Pharma and two Gold Lions in the Health & Wellness category at Cannes in June 2016.







The Breathless Choir is made up of 18 people with severe breathing problems, aged between 12 and 92. They were brought together by Phillips in 2015.

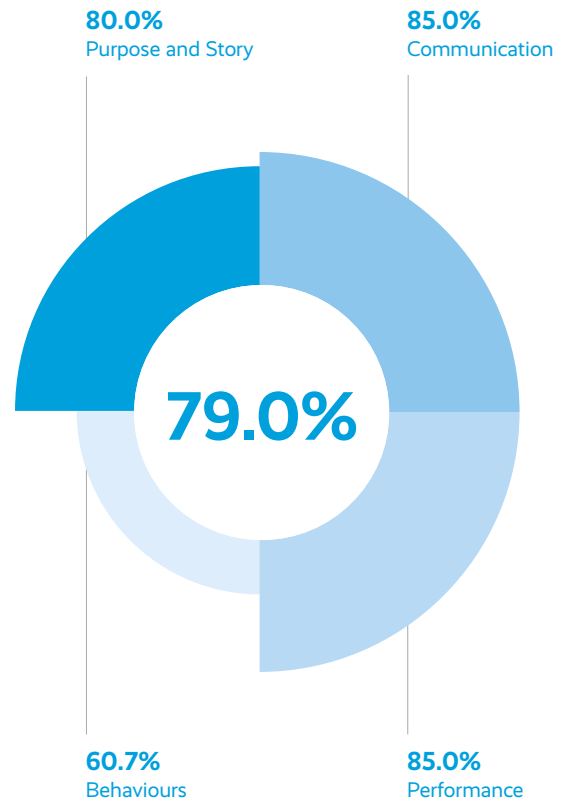
# 04

## British Land

### We create Places People Prefer

British Land exists to create places people want to be in. This means they create attractive and engaging real estate that is in tune with modern lifestyles and has a vibrancy of its own.

One of their strategic objectives is to get closer to their customers and other end users. Over the last four years, they've conducted 150,000 consumer surveys in order to gain a deeper insight into what people want from the spaces they create. By engaging with the people who live, work and play there, they can turn them into healthier, more productive and more enjoyable places for use by all.





Regent's Place was transformed by British Land into a place where people can meet, relax and be entertained by the regular events hosted in the plaza.

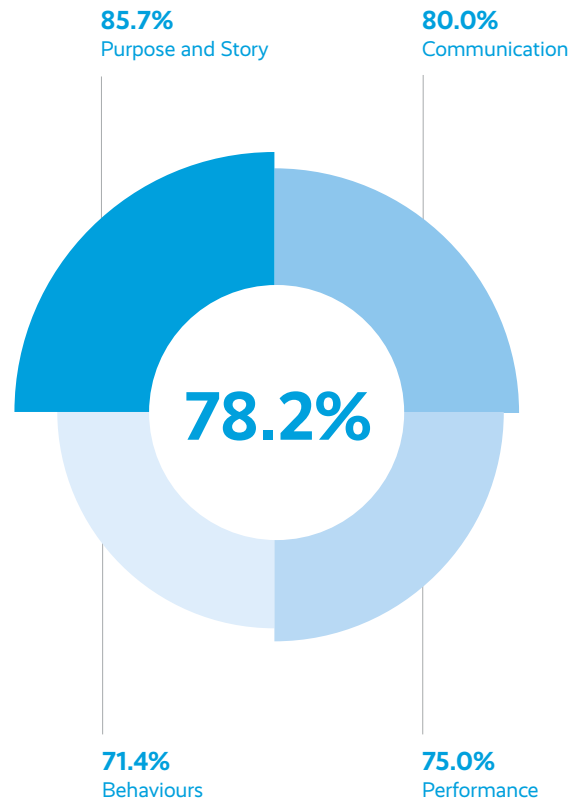
# 05

## Novo Nordisk

### Driving change to defeat diabetes and other serious chronic conditions

Novo Nordisk has focused relentlessly on defeating diabetes since they were founded almost 100 years ago.

Their purpose is embedded into the fabric of the business through its integration into the 'Novo Nordisk way'. This is a set of guiding principles that underpins all the decisions they make and provides a focus for the organisation. The Novo Nordisk way fosters a culture of purpose. It brings together every element of the organisation – from innovations to patient initiatives like Team Novo Nordisk – to help defeat diabetes, haemophilia and other serious chronic conditions.







Team Novo Nordisk is a global all-diabetes team of cyclists, triathletes and runners. It is spearheaded by the world's first all-diabetic professional cycling team.

THE  
EXPERT  
VIEW

**Becoming Fit For Purpose is about getting things right in four particular areas: the purpose itself, communications, behaviour and performance. How can you do this? Keep reading to hear more from our experts.**

# Purpose and Story



**Jennifer Pyne**  
Senior Brand Consultant

**Common rhetoric around purpose often positions it as a silver bullet. In one fell swoop it will make your business more creative, make you a more attractive employer and differentiate you from competitors, to the delight of your customers...**

And it's true. Purpose can help you achieve all of those things – so long as it's authentic, visionary and inspirational. However, over the last 24 months, I've read hundreds of brand purpose statements and it's surprising how few have really stuck in my mind.

It seems that businesses are so keen to get on the purpose bandwagon that purpose statements are being pumped out without any consideration of distinctiveness or authenticity.

The point about purpose is this: to be truly effective, it should highlight what is uniquely special about an organisation. Ideally this should be a combination of what they're good at, what they're passionate about and what the world needs.

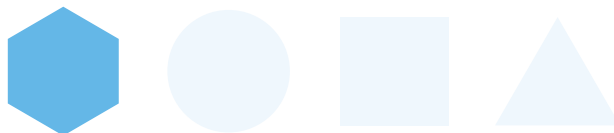
Our research shows that purpose statements most commonly use phrases such as 'making things better', 'improving lives' or 'creating value'. What they fail to offer is any inkling as to what makes the organisation distinctive and unique.

We know that crafting a purpose can be a long and painful journey. However, the right purpose is powerful, enduring and will have a positive impact on your business. So it's definitely worth the effort to get it right.





**I've read hundreds of brand purpose statements and it's surprising how few have really stuck in my mind.**



## **We like Pearson**

### **Changing lives through learning**

Companies often try to be all things to all people when crafting their purpose statement. However, Pearson's emphasises that its key relationship is with 'the Learner' – not as just another stakeholder, but as the essential cornerstone of their business.

Driven by the belief that a good education has the power to change a life, Pearson's targets are ambitious and powerful. As an example, Pearson wants to empower the lives of 200 million learners annually by 2025.

# Communications



**Cameron Gunn**  
Head of Customer Engagement

**Throughout our report we keep stating that brands need to walk the talk. Purpose must be more than worthy words, it must lead businesses if it's to have an impact and drive change.**

But what we probably haven't emphasised enough is the importance of actually talking about your purpose. Consulting your employees is certainly an essential first step. But talking to your customers, to your investors, to governments and even to potential partners is just as important.

RY's Fit For Purpose top rankers go even further – having meaningful conversations with their consumers as much as with start-ups and entrepreneurs. From Lloyds Banking Group's 'Helping Britain Prosper' plan to GE's storytelling campaigns to P&G's 'Ariel #SharetheLoad' movement – these brands aren't just creating incredibly engaging and inspiring communications, they are making people take notice.

Communications today should make it simple for anyone to know what you stand for, regardless of the complexity of your business (as BASF's 'We create chemistry' campaign shows).

It's about being brave enough to acknowledge that no brand has the final or only answer. As Pearson's Efficiency Programme shows rather neatly, it's all about setting goals and learning along the way to keep moving forward.

It's also about inviting everyone to take part as Unilever's 'Bright Futures' and Nike's 'Making Matters' have done over the last couple of years. These movements are redefining our behaviours and altering the status quo.

Ultimately, it's about working together to deliver answers for each one of us, our society and our planet.



**It's about inviting everybody to take part and create moments that redefine our behaviours.**



## **We like CVS Caremark**

### **Making healthcare fun**

CVS Caremark's social media channels do a great job of injecting fun into healthcare which, in turn, makes it more engaging.

The move to make their content more appealing using infographics and other types of visuals, along with simple and engaging videos, is very inspiring. By making healthcare more 'fun', they get people to listen more closely to what they have to say and thus take healthcare more seriously. It's a completely new attitude that is both more interactive and more engaging (the proof is in the comments sections, which speak for themselves!).

# Performance



**Brett Simnett**  
Investor Engagement Director

**What gets measured gets managed, or so the saying goes. So how well are companies measuring the delivery of their purpose and, in turn, using that measurement to drive performance?**

Unfortunately, for the second year in a row, the majority of our samples struggled in the Performance category. While this is probably the most challenging area to get right, it is key to the credibility of every purpose story to provide evidence of purpose in action.

So where are companies falling short? Too frequently, we see purpose statements that aren't backed by evidence of integration at a deeper level. Whether that's a failure to link purpose to the business strategy or a disconnect between purpose and the business model, what is lacking is a clear link between words and actions. How can business strategy, sustainability strategy, targets and goals all play a role in achieving purpose?

Not everyone is doing a bad job in performance. In fact, we're seeing lots of innovation in measurement and enhanced performance disclosure, particularly in Europe.

And there's more to come. The IIRC continues to champion innovation in the integrated reporting space, while the EU Non-Financial Reporting Directive will improve extra-financial disclosure within reporting. So we should see greater evidence of purpose displayed through performance in next year's sample.



**Too frequently, we see clearly stated purpose statements that aren't backed with evidence of integration at a deeper level.**



## **We like AB InBev**

### **Be brave enough to admit you're still learning**

No business is perfect. And communicating setbacks in performance can be tricky, especially when it's related to purpose. AB InBev really stands out because they're open to sharing the details of where and when they've not achieved their purpose and sustainability goals.

Throughout their Global Citizenship Report, they have sections dedicated to 'lessons learned', showing where they did not perform as well as they hoped. They're not alone. This is a trend we're seeing in other businesses too – at McDonald's and Lidl, for example. However, this is a brave step in the right direction for AB InBev's sustainability strategy and purpose measurement.

# Behaviours



**Michael Dunmore**  
Head of Employee Engagement

**There is growing evidence that purpose is an influential factor in the way prospective employees select an employer. Not surprisingly, more organisations are referencing purpose in their employee value propositions (EVP) to attract the right employees.**

However, a challenge for many organisations is to extend the purpose-infused promise of their EVP to the entire employee experience. This is not a new issue. The majority of employer brands only embed purpose in the attraction and recruitment processes, neglecting further stages in the employee experience.

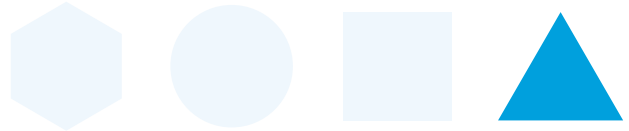
To overcome this challenge, an engaged employer needs to ensure purpose is 'activated' in the daily work and experience of employees.

This goes beyond simply communicating purpose. It means creating a direct relationship for employees between meaningful work and organisational purpose.

This is no easy feat. Purpose requires consistent, committed, resilient leadership and a deep embedding within the culture, systems and processes of the company.



**However, a challenge for many organisations is to extend the purpose-infused promise of their EVP to the entire employee experience.**



## **We like Standard Chartered**

### **A governance structure to infuse purpose**

Standard Chartered's Brand, Values and Conduct Committee stands out as best practice for sustainability committees. This is mainly because they have gone to great lengths to select not only a Chair for the Brand, Values and Conduct Committee but several specialists in the areas of sustainability. For instance, some members of the committee have extensive experience in geo-political relations and sustainability matters as well as international and governmental relations. And at a management level, they have a brand 'arm' as part of the committee dedicated to managing their communications on sustainability and their role in society.

THE  
STANDOUT  
SECTORS



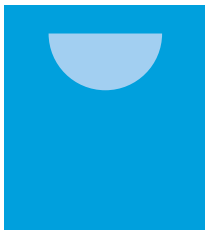
**Whatever your business, every sector has something you can learn from. Check out the following examples of innovators doing brilliant work in purpose across three leading sectors: Consumer goods, Healthcare and Banking.**

# Consumer goods

## Leading the pack

We expected brands in this sector to have strong scores across Purpose, Story and Communications, and indeed they have. Strong risers include RB (formerly Reckitt Benckiser), which has entered the top 10 after a successful repositioning begun in 2014. Other bright newcomers include Honda, Nike and Lego. As a result, this is the only sector that solidly performs above par across all criteria in our ranking.

What this means? That not only are these brands good at telling their story to the world and building movements through communications; they are also committed to making a difference and reporting on their progress – and their employees are central to it. Meanwhile, those brands that aren't going all the way are being found out – like Volkswagen Group, who fell out of the top 100 in a matter of months after the 2015 emission scandal.



## We like Nike

**Bring inspiration and innovation to every athlete\* in the world**

\*If you have a body, you are an athlete

Through its 'Better for it' campaign, Nike is using what it does best – tapping into powerful consumer insight for the greater good.

The campaign, which includes both print and digital content, acknowledges the female amateur athlete's struggle and insecurity during exercise. What's really great about the content is that it's real, it's raw, it's relatable and it creates an emotional connection with the viewer. Athletes struggle, but they can overcome it all through the inspiration and innovation brought to them by Nike. The success of the original campaign led to it being made into the eight-episode YouTube series: Margot vs Lily.



Nike's 'Better for it' campaign encourages women of all fitness levels to hit their own personal athletic goals.

# Healthcare

## **Intrinsically purposeful, but still some way to go**

Healthcare is interesting as a sector since these brands are purposeful by nature and can clearly make a difference in people's lives.

Yet, despite having three Healthcare brands in our top 10, once again, the sector as a whole falls short of its potential. The purpose statements across brands lack authenticity and depth – 'improving lives' seems the easy answer. As for measuring their progress and embedding it into behaviours, Healthcare brands (aside from a few cherry-picked examples) just aren't putting purpose into practice as well as we'd expect. Maybe next year.



## **We like Pfizer**

### **Applying science to discover therapies that significantly improve and extend lives**

As the world's largest research-based pharmaceutical company, Pfizer's purpose is ambitious and focuses on the improvement of lives.

The authenticity of their commitment stands out through their partnerships with a variety of stakeholders, including peers, researchers and non-governmental organisations. In this way, Pfizer is expanding its ability to deliver on its purpose. While there are many examples to choose from, one that demonstrates the breadth of multi-stakeholder partnerships is the Dementia Discovery Fund. Launched in 2015 and managed by SVLS Venture Partners, this initiative aims to boost investment in developing new treatments for dementia. It brings together Alzheimer's Research UK, the UK Government and six pharmaceutical companies: Pfizer, Biogen, GSK, Eli Lilly, Johnson & Johnson and Takeda.





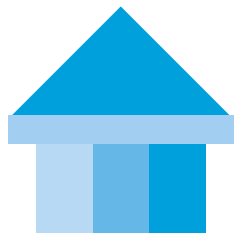
Pfizer has committed \$11.5 million in grants and programme investments to seven partners across Asia, Africa and Latin America since 2013.

# Banking

## Purpose as a key to rebuild trust

Banks and financial services have been heavily criticised over the last few years. Historically, the term conjures the idea of large bonuses, PPI scandals and a culture that emphasises profit over purpose.

However, the industry has realised the importance of shifting this perception – not just for the sake of its clients and customers, but because employee morale recently hit an all time low. Our assessment shows that the sector is well on the way to making this change. Leading banks across the world are putting purpose at the heart of their strategy while the sector as a whole is embracing purpose as a vehicle to rebuild trust across stakeholders. Trust indices show that it's working, though there's still much to be done – particularly in demonstrating that there's substance behind their purpose.



## We like Wells Fargo

### To help our customers succeed financially

Core values are central to living your purpose, yet too often they are just hollow statements. Wells Fargo stands out as best practice for their Vision and Values brochure, dedicated to explaining and reflecting on their five primary values:

1. People
2. Ethics
3. What's right for customers
4. Diversity and inclusion
5. Leadership

In this brochure they take us back to their founding principles and assess how they've done against them. They admit that, at times, they have lost their way but go on to reiterate their commitment to the core values they were built on. In an industry that has recently been under heavy scrutiny for its values, it's refreshing to see Wells Fargo bring values back into an open and authentic conversation.



# WELLS FARGO & CO.

Wells Fargo museums demonstrate its timeless strength as well as the enduring impact they've had on people, communities and a nation as a whole.

THE  
SMALL  
AND  
MIGHTY



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**For some organisations, collective thinking is what they're built on. It is their business. So, they might not be big enough to make our ranking, but they're disrupting business in society, finding a new way to do business as usual and trying out ideas that we can all learn from.**

# Change.org

## The world's platform for change

Change.org has a clear purpose: to empower everyone to be an agent of change. By democratising campaigning, change.org gives anyone with an internet connection a voice and a platform to shape the world around them.

Openness is one of the organisation's key founding values. It's why people trust their stories and petitions. Uncensored and unfiltered, these stories are shared, not just on their website, but through social media.

Openness is rarely taken seriously these days but change.org wants to empower everyone in the campaign and negotiation process by bringing everything into the open. And it's working! Big organisations are finally listening and responding directly, and openly, to the call.



**We're trying to change  
the balance of power  
between individuals  
and large organisations.**

**Ben Rattray**  
Change.org founder

# Ecotricity

## Changing the way electricity is made and used in Britain

Ecotricity is disrupting the UK's utilities sector. It is the world's first green electricity company and one of the pioneers in the green energy revolution.

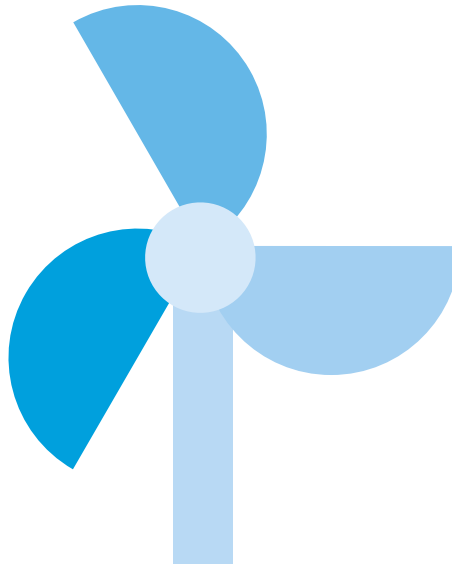
Ecotricity's uniqueness relies on a business model that uses all revenues generated from energy bills to fund new sources of green energy generation that put renewable energy back into the grid. They refer to this as turning 'bills into mills'.

As a result, they spend more on green energy than any other energy business in Britain – all in pursuit of their vision for a green Britain.



**We do (our work) in pursuit of our vision for a Green Britain – a place in which we all live more sustainable lives and where ethical business is the norm – pursuing outcomes other than profit. And we do it all with the support of our customers.**

**Dale Vince OBE**  
Ecotricity founder



# Patagonia

## Using business to inspire and implement solutions to the environmental crisis

Patagonia likes bold action. They launched a ‘Don’t Buy This Jacket’ campaign on Black Friday reminding consumers to think of the environmental impact of their purchases and ‘to cause no unnecessary harm’.

This commitment to sustainability was reinforced in 2014 when the business counter-intuitively announced the dissolution of their sustainability department, decentralising the company’s sustainability management. The view is that sustainability shouldn’t be departmentally-isolated. Rather, in the words of CEO Rick Ridgeway, it should “integrate innovative sustainable thinking, values and goals into every employee”.



**Good ideas spring from having a sense of where you want to go, of having a vision of the next level of products.**

**Yvon Chouinard**  
Patagonia founder



# Warby Parker

## Embedding purpose into business as usual

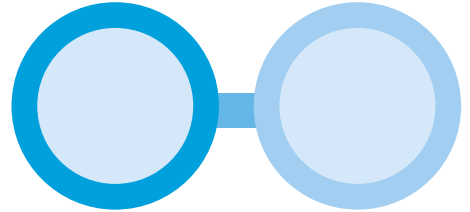
Warby Parker's purpose is "to offer designer eye wear at a revolutionary price, while leading the way for socially conscious business".

Essentially, the company is on a mission. They want to prove that you can offer amazing products and great customer service at scale, while creating an inspiring working environment with a social and environmental conscience.

Starting from within, they have a set of simple ground rules the company lives by:

- Treat customers the way we'd like to be treated
- Create an environment where people can think big, have fun and do good
- Get out there (No man is an island. Serving the community is in our DNA)
- Green is good

By living its purpose in everyday business activities, Warby Parker is proving that an engaging purpose doesn't have to be a world-changing idea. By starting with its team and customers Warby Parker is creating change where it matters most – much to the delight of its customers and employees.



**If you're claiming to be having a positive impact and not being transparent, you'll be found out, and it will be company-destroying: it will hurt your ability to build relationships with customers, and impede your ability to recruit and retain talent.**

Neil Blumenthal  
Co-founder and co-CEO

# TOMS

## **Purpose maximisation, going beyond selling products to selling an ideal**

TOMS embedded purpose right at the start of its business launch and has been building on it ever since. The company donates one pair of shoes to a child in need for every pair purchased.

As the business has grown, TOMS has adapted and strengthened its model: through the sale of its products, it now provides shoes, sight, water and safer birth services to people in need. It works with over 100 partners in 70+ countries to distribute its donations and has committed to manufacturing 1/3 of its 'Giving Shoes' in the regions where they're donated. TOMS' purpose has driven business growth, maximising its impact on the lives of people around the world.



**The 'why' of TOMS – using business to improve lives, is bigger than myself, the shoes we sell, or any future products we might launch.**

**Blake Mycoskie**  
TOMS founder



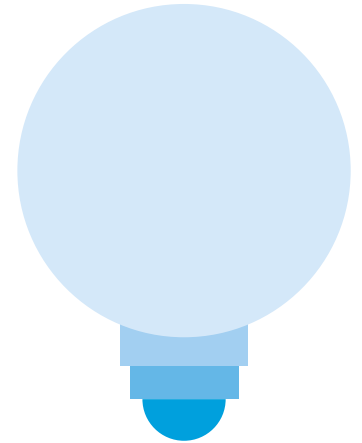
# Kickstarter

## For-profit and also for-good

A universal tension at the heart of purposeful brands is the desire to do good while also generating strong profits.

One brand that has mastered this balance is Kickstarter. The company's purpose is 'to help bring creative projects to life' using a crowd-sourced funding platform through which consumers can support various art projects. Though Kickstarter does take a flat 5% fee for every successful project, like the core patrons that support each project, it enables artists to maintain complete creative control.

This approach allows the company to generate a solid revenue stream while maintaining the purity of its purpose; a true feat for any organisation. In fact, Kickstarter was granted Benefit Corporation status in 2015, solidifying its role as a leader in purpose and profit.



**Kickstarter is excited to join a growing list of forward-thinking organisations that have taken the big step to become a Benefit Corporation. More and more voices are rejecting business as usual, and the pursuit of profit above all.**

**Yancey Strickler**  
Kickstarter co-founder/CEO

THE  
FUTURE  
OF  
PURPOSE



**This is just the beginning.  
As the world evolves and  
changes economically,  
socially and politically in the  
years to come, purpose will  
become even more central  
to how brands communicate,  
perform and behave.**

# Rethinking purpose in a post-truth world



**Ben Richards**  
Consulting Director

**On the bus to work an RY colleague recently overheard a group of friends discussing life. They covered politics quickly and disdainfully – ‘All the same, they don’t have a clue’ – but spent 20 minutes discussing the fine differences between H&M and Zara, rating the tools on their banking apps and speculating about the soundtrack for the 2016 John Lewis Christmas ad.**

## [It’s a good time to be a brand](#)

This little vignette highlights just how integral brands are to our lives and how seriously we take them. Loved or hated, brands are credible and worthy of serious discussion. Can this still be said of politics?

The result of the EU referendum has left the UK, and many nations around the world, in shock; fearful of its economic and political fallout and thunderstruck by the economic and social divisions it has highlighted. Everyone, seemingly, put their attention in the wrong place – and we’ve ended up somewhere that will likely benefit no-one.

## [Emotion vs Reason](#)

The referendum result was a reminder that you can’t win an emotional argument with rational answers. All of us living in Brandland should take note of this. In fact, Emotion vs Reason may be the defining meta-meme of this era of branding, with Emotion very much ahead at present. Consider the re-emergence of populism, of movements led by ‘charismatic’ leaders with easy answers to complicated problems. The EU referendum result was a victory for shallow, feel-good populism, and Trump is surely the ultimate populist.

## [Welcome to post-truth politics](#)

This is what some commentators have called a post-truth world – a world in which many people prefer fictions that make them feel good to truths that depress or confuse them.

In this context, it’s enlightening to assess the Brexit campaign or Trump as brand purposes – each making big, sweeping emotional promises. We want our country back! Independence Day! A different kind of politics! America is broke and only I can fix it! Regardless of your personal politics, these purposes have engaged and energised millions of people.

### As brand practitioners, we must take note

And it's against this backdrop that we publish our second Fit For Purpose index. While we've had lots of questions, we don't have all the answers yet – we're still trying to figure it out.

Here are a few that we've particularly grappled with; we'd love to hear from you if you'd like to share a point of view that can help us get closer to a conclusion.

### What's the purpose of purpose post-2016?

Is purpose the pathway to a better world, the catalyst that fuses sustainability and business strategies or the ethical itch that inspires you to go to work? We still think it can be all of these things – and a vital anchor for organisations in these turbulent times.

Unlike established brands, which generally view their purpose as a distinct entity, these new brands 'just do it'. Their purpose is simply the way they operate in a world where you cannot hide from the impact of your actions.



**Is purpose the pathway to a better world, the catalyst that fuses sustainability and business strategies? We think it can be.**

# Rethinking purpose in a post-truth world

## Is authenticity necessary any more?

We've argued consistently that purpose must be authentic; that it's more than worthy words. But what if post-truth consumers just want to feel good and turn away from brands that do good? Will the rise of populism see the decline of purpose?

Our current assessment is that authenticity still matters, because, as those friends on the bus demonstrated, consumers are more hard-nosed and rational about brand choices than ever. They may vote with their hearts but they shop with their heads.

## How can brands find their authentic purpose?

If authenticity still matters, how can organisations find their authentic purpose? We look to brands like The Body Shop and Ben & Jerry's, which have been purposeful for a long time. In every case their purpose evolves from their cultural and economic history. Marks & Spencer could become 'The world's most sustainable major retailer' because Plan A continues a journey that started over 100 years ago. And The Body Shop can aspire to 'Enrich, not Exploit' because Anita Roddick created it on this very premise.

This doesn't mean that only established brands can have authentic purpose. Sport England was effectively reformed seven years ago, but its 'This Girl Can' campaign ticks all the boxes as far as authenticity is concerned.

## What qualities drive purpose?

There are obviously brands that see purpose in a rather post-truth way – as a shortcut to a lift in sales. We think they'll be found out in the long run. Why? Because in the Age of the Audience, inauthentic, unprincipled brands are being 'outed' on social media every minute of every day.

Brands with an authentic purpose know this. They're realistic about what they can achieve. They report their progress honestly. They stick to their purpose through good and bad times. Some might even be called courageous. Take Pearson: there's a brand that's doggedly pursued the same purpose for years.

Another defining quality of today's standout brands with purpose is their strong commitment to inclusivity. They don't inhabit parallel universes from their stakeholders. Instead, they engage and involve employees, customers, investors and partners to achieve change.

### Can brands with purpose save the world?

This may seem a ridiculous question, but take a moment to think about it. Go and ask the friends on the bus. Who's best placed to save the planet – Walmart or Donald Trump? There is a serious point here too. Because if politicians remain entrenched in post-truth populism, continually making quick-fix promises to win elections, who else can take a long-term view? Perhaps brands with integrity and authentic purpose are best placed to lead the world to a more sustainable future? It won't be easy, and people will need convincing. But it's a view that I think is certainly worth exploring.



**Can brands with purpose save the world? This may seem a ridiculous question but think about it... It's a possibility worth exploring.**

# Contributors



**Michael Dunmore**  
Head of Employee  
Engagement



**Cameron Gunn**  
Head of Customer  
Engagement



**Matt Gibbs**  
Researcher



**Emily Jeffrey-Barrett**  
Design Director



**Daniel Jones**  
Consultant



**Paulina Lezama**  
Head of Brand Strategy



**Mike Oliver**  
Brand Engagement  
Director



**Jennifer Pyne**  
Senior Brand  
Consultant



**Ben Richards**  
Consulting Director



**Brett Simnett**  
Investor Engagement  
Director



**Finnian Sturdy**  
Designer

**We've shown you the brands  
that go above and beyond,  
using their purpose to create  
a better world.**

**If this inspires you to follow in  
their footsteps and you need  
a partner on your journey,  
then give us a call.**

**We're RY, a creative consultancy.  
We create standout communications  
that make a real impact.**

**We help multinationals, start-ups  
and private companies, as  
well as public bodies and even  
whole countries. We've been  
doing it for over 30 years now,  
determined to stand out ourselves  
as the most inspirational agency  
to work with, and for.**

24 Charlotte Road  
London EC2A 3PB  
T +44 (0)20 7033 0700

@RadleyYeldar  
hello@ry.com  
ry.com

