PURPOSE 2020

IGNITING

PURPOSE-LED GROWTH

KANTAR
THE **WHY** OF PURPOSE IS CLEAR

<table>
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<tr>
<th>Consumer Demand</th>
<th>Employee Preference</th>
<th>Financial Performance</th>
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<tbody>
<tr>
<td>84%</td>
<td>3X</td>
<td>6 Trillion</td>
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Brands recognized for high commitment to Purpose have grown at more than twice the rate of others.

**Brand Z 12 Year Brand Value Growth**

- **Low**: +70%
- **Medium**: +86%
- **High**: +175%

**Perceived Positive Impact**

Sampling of high purpose brands:
- Toyota
- GE
- Nike
- UPS
- Walmart
- Google

Source: Brand Z 2017
Purpose 2020 is the 3rd in our thought leadership series

MARKETING 2020
ORGANIZING FOR GROWTH

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

The biggest and most global marketing thought leadership initiative ever

INSIGHTS 2020
DRIVING CUSTOMER CENTRIC GROWTH

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

Deep-dive on Customer-Centricity

PURPOSE 2020
INSPIRING PURPOSE LED GROWTH

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

Deep-dive on Purpose-led growth
When it comes to Purpose, most marketers think they’ve got one, but…

76% of marketers believe their organization has a defined purpose.

10% of marketers say that this purpose goes beyond their product/service promise to include a societal commitment.

Source: Purpose 2020 2017
Despite or perhaps because of all the buzz, misrepresentation of Purpose is widespread.

**MISUNDERSTOOD**

“To become the number one automotive parts supplier”

Conflate mission and purpose: not just a business objective

**NON STRATEGIC**

“A bank planting trees to save the environment”

A noble cause that is disconnected from the brand’s equity/competencies or has disproportionally low impact

**ABUSED**

“Soft drink solving a racial protest”

Exploitation of a social issue without real commitment or intent to meaningfully address it.
PURPOSE:

The reason why the brand exists.
The impact you seek to have on people’s lives and the world they live in.
The challenge is the **HOW**

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

“My brand was founded to make money – hardly purposeful…”

“We have the purpose on paper… But now what?”
The Journey towards purpose-led growth has four stages…

- **Purpose as an Isolated Tactic**
- **Purpose as a Societal Brand Promise**
- **Purpose as an Aligned Company-Wide Strategy**
- **Purpose as a Business-Led Movement**

**Matter More**

**Impact More**
3 steep steps take Purpose from a tactic to a movement

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

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

**AMPLIFICATION**
- 3 DRIVERS
  - Role-modelling
  - Collaboration
  - Fuelling conversation

**PURPOSE AS AN ISOLATED TACTIC**

**PURPOSE AS A SOCIETAL BRAND PROMISE**

**PURPOSE AS AN ALIGNED COMPANY WIDE STRATEGY**

**PURPOSE AS A BUSINESS-LED MOVEMENT**

**MATTER MORE**

**IMPACT MORE**
ARTICULATION IS ABOUT DEFINING WHAT YOU STAND FOR AND THE ROLE YOU WANT TO PLAY IN THE WORLD.
ARTICULATING PURPOSE

Building Blocks

MEANINGFUL through societal tension

we accept
ARTICULATING PURPOSE

Building Blocks

MEANINGFUL
through societal tension & localisation

TRUE
to brand character & company
ARTICULATING PURPOSE

Building Blocks

MEANINGFUL through societal tension & localisation

TRUE to brand character & company

UNIQUE within the category
ARTICULATING PURPOSE

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UNIQUE
within the category

COHERENT
on company & brand-level
ARTICULATING PURPOSE

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within the category

COHERENT
on company & brand-level

BUSINESS-PROOF
for long-term growth & impact

Our 'Brands with Purpose', known as our Sustainable Living Brands, grew +50% faster than the rest of our brands last year.
Step 2

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**MATTER MORE**

**IMPACT MORE**
Infusion is key to ensuring impact
High performing brands and companies drive engagement within the organization

Everything we do is linked to a clear purpose

80% 32%

OVER-PERFORMERS UNDER-PERFORMERS

80% 32%

I am proud of my brand’s purpose
In our company we ensure that all employees are fully engaged with our brand purpose
We continuously engage our consumers and customers around our brand’s purpose

Under Perform Overperform

84 43 47

72 60 63

KANTAR
INFUSING PURPOSE

Key characteristics

LEADERSHIP-DRIVEN
underpin the priority and company wide impact

C-level is driving the Brand Purpose

85%

58%
INFUSING PURPOSE

Key characteristics

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

**CULTURE-LED**
engage the heart & the mind
INFUSING PURPOSE

Key characteristics

LEADERSHIP-DRIVEN
underpin the priority and company wide impact

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

360-EXECUTED
substantiate the Purpose
INFUSING PURPOSE

Key characteristics

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

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

**360-EXECUTED**
substantiate the purpose

**IMPACT-MEASURED**
demonstrate impact & learn

SALESFORCE CEO CLOSES PAY GAP
3 steep steps take Purpose from a tactic to a movement

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PURPOSE AS AN ALIGNED COMPANY WIDE STRATEGY

AMPLIFICATION
3 DRIVERS
  Role-modelling
  Collaboration
  Fuelling conversation

PURPOSE AS A BUSINESS-LED MOVEMENT

MATTER MORE

IMPACT MORE
Amplification is about going beyond the brand and the company…
AMPLIFYING PURPOSE

Key drivers

INSPIRATIONAL
Role-modelling
AMPLIFYING PURPOSE

Key drivers

INSPRATIONAL
Role-modelling

COLLABORATIVE
with game-changers

AIRBUS DEFENCE AND SPACE STARTS
A NEW ERA IN SPACE
WITH ONEWEB CONSTELLATION...

- TOTAL COVERAGE
  Internet to everyone, everywhere on Earth

- A REVOLUTION
  IN SATELLITE
  MANUFACTURING
  No one has ever built a satellite in one day... we will build several every day!

- GLOBAL LOW EARTH
  ORBIT CONSTELLATION
  Providing high-speed internet connectivity equivalent to terrestrial fiber-optic networks
AMPLIFYING PURPOSE

Key drivers

- **INSPIRATIONAL**
  - Role-modelling

- **COLLABORATION**
  - with game-changers

- **FUELLING**
  - The cultural conversation
Ultimately, brands that amplify seek to create a movement that will live on

Articulation – Take a Stand!

Infusion – Involve Everyone!

Amplification – Create a Movement!

DON’T BUY THIS JACKET

The President Stole Bears Ears National Monument

In a tragic move, the president just reduced the size of Bears Ears and Grand Staircase-Escalante National Monuments. Take the Trump administration to task.

SELECT AN ISSUE YOU WANT TO TAKE

PURPOSE 2020
IGNITING PURPOSE-LED GROWTH
Where are you on the journey?

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