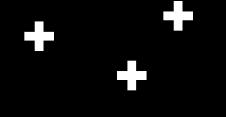
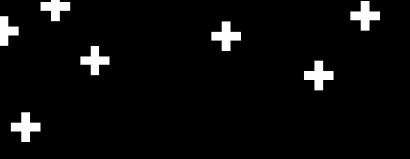
## A day in the life of your brand (in the near future)



#### Our Agenda

- 1 The State of Purpose Right Now
- <sup>2</sup> Pressure Testing Your Purpose
- <sup>3</sup> Proving Your Purpose
- 4 Final Exercise



Part 1

## State of Purpose '21







### 2/3 of consumers buy based on brand "values"



Ben & Jerry's enjoys price elasticity, frequency of use and word of mouth advantage.













#1 Selling Branded Ice Cream in 2020





#### Trust Gap







Reimagining Purpose and Sustainability for Credit Unions

### The topic of sustainability is evolving rapidly during COVID.

MPR NPR

#### WHO Declares Coronavirus Outbreak A Global Health ...

Several countries, including the U.S., have started to evacuate citizens from Wuhan because of concerns about the coronavirus. As NPR's Bill ... Jan 30, 2020



OP NPR

#### Coca-Cola, Delta And Other Companies Slam Georgia Voting

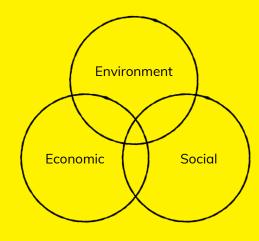
..

James Quincey, Coca-Cola CEO and chairman, expressed disappointment with the legislation's outcome in a statement Thursday and said the ...





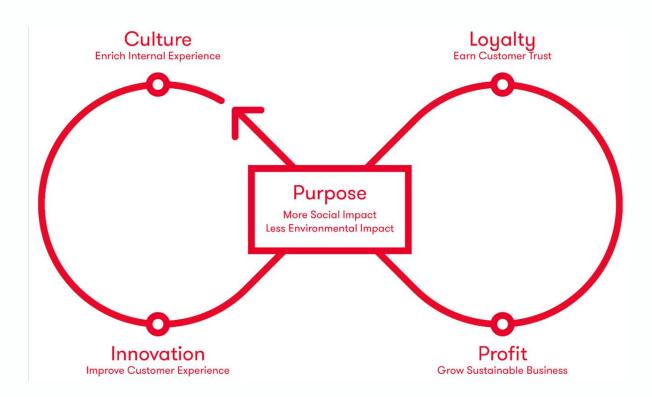
Pre-pandemic



Post-pandemic



## Purpose Profit Cycle







What the world needs?



What consumers need?

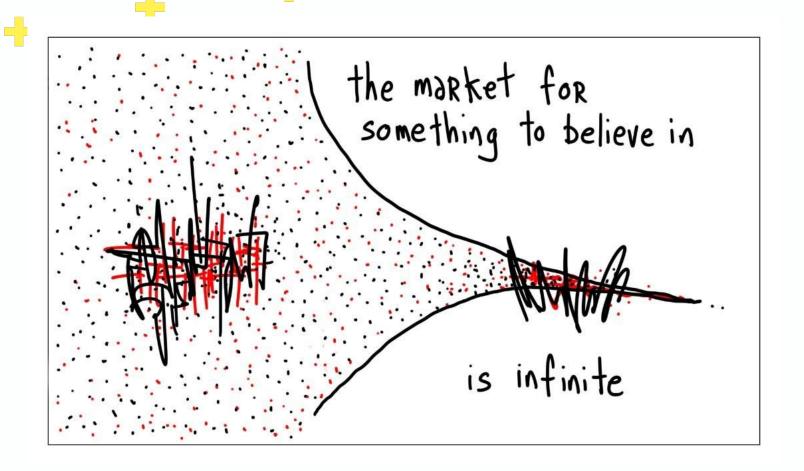
Reimagining Purpose and Sustainability for Credit Unions

### Brand Action









Pressure-Testing Purpose

Antoine de Saint - Exupery

If you want to build a ship, don't drum up people to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea.

Pressure-Testing Purpose

#### To inspire and develop the builders of tomorrow.

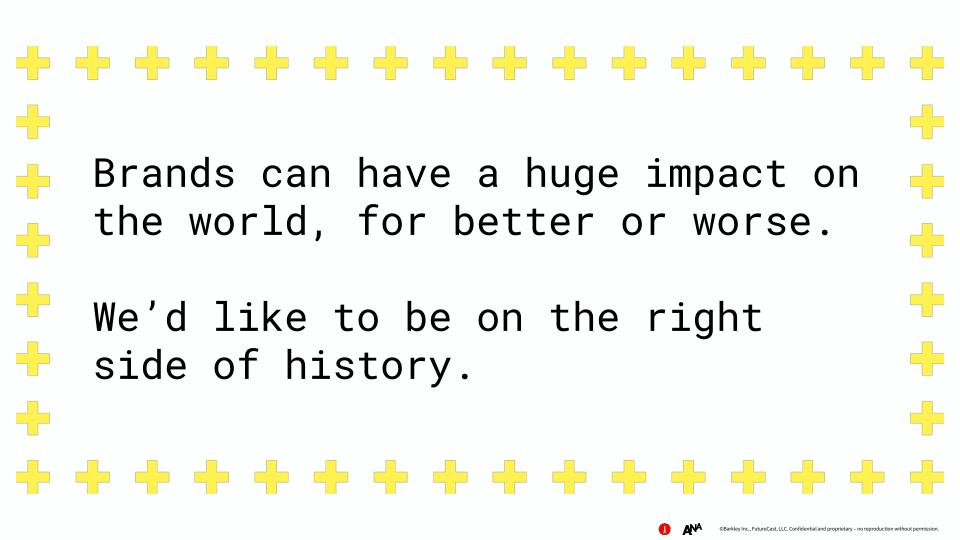


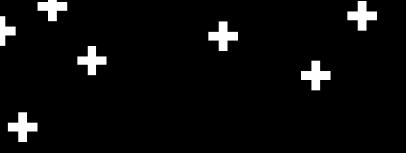


Pressure-Testing Purpose

**LEGO** 

## To inspire and develop the builders of tomorrow.

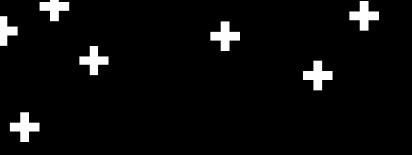




Part 2

## Pressure Testing Purpose





Part 2

### Pressure Testing Purpose

Paper Purpose vs. Actionable Purpose









**Purpose** 



**Purpose Activated** 



**Purpose** 







Purpose

**Activated** 

# 90% of executives understand the importance of purpose, but only 37% say their purpose is well articulated and understood by their employees

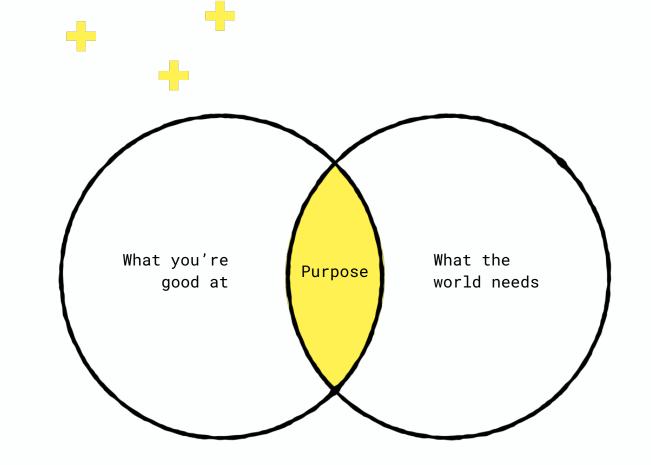
– The Business Case For Purpose, Harvard Business Review

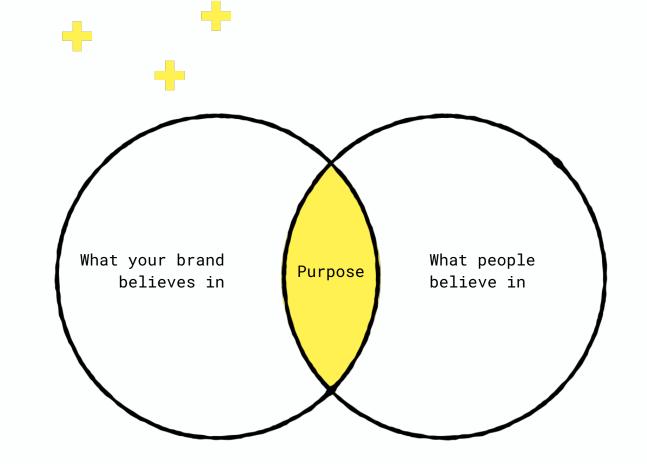
# Only 41% of employees agree that they know what their company stands for and what differentiates it.

- Gallup

## Two-thirds of consumers are buying based on shared brand values.







# What is an actionable purpose?

# What is an actionable purpose?

An idea that ignites hearts and minds of all your brand stakeholders

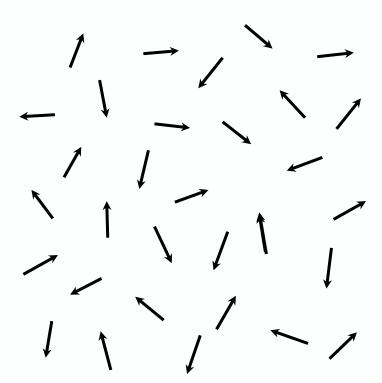
# What is an actionable purpose?

Making your brand's purpose real by living it, inside and out, creating your brand's biggest unfair advantage.

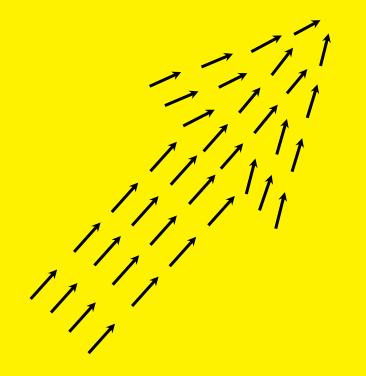
# What is an actionable purpose?

Purpose is the multiplier of energy

#### Purpose



#### Activated Purpose





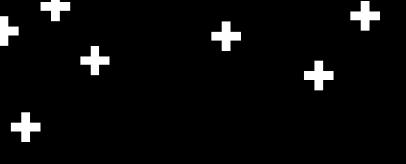
# Is it an actionable purpose?

#### Actionable Purpose Criteria

innovative	Does it work as a creative or innovation brief across the whole brand spectrum?
motivating	Does it motivate people to participate with your brand, inside and out?
longevity	Is it culturally relevant and nimble, designed for the long haul?







## When Purpose Fails

#### When purpose fails











**WOMEN GET PAID 20% LESS THAN** MEN FOR THE SAME WORK.

WE THINK THAT'S NUTS.







## Purpose Fails

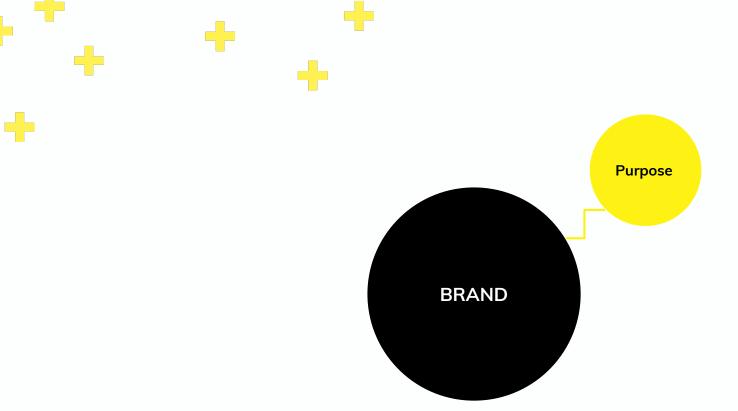
- No meaning to individual too much about brand ("hero not helper")
- Purpose washing
- Tone deaf
- No connection to brand
- No adoption, inside or out
- Poorly communicated
- Unfocused
- Change fatigue
- Mandate not movement











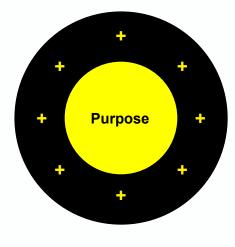




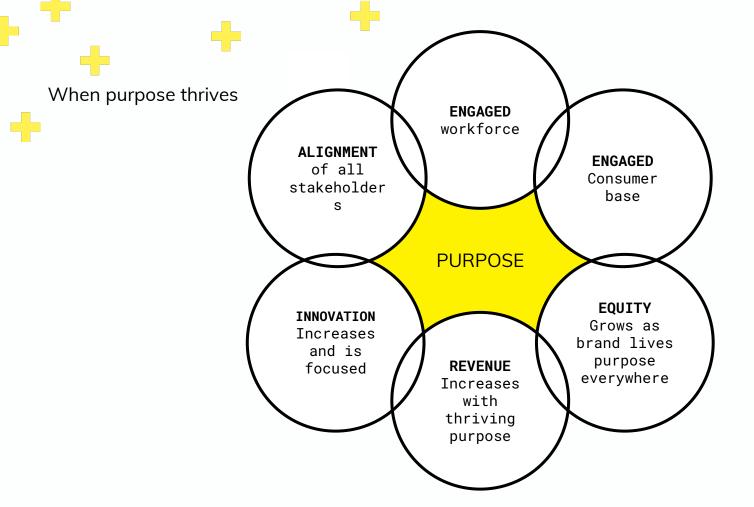








**BRAND** 

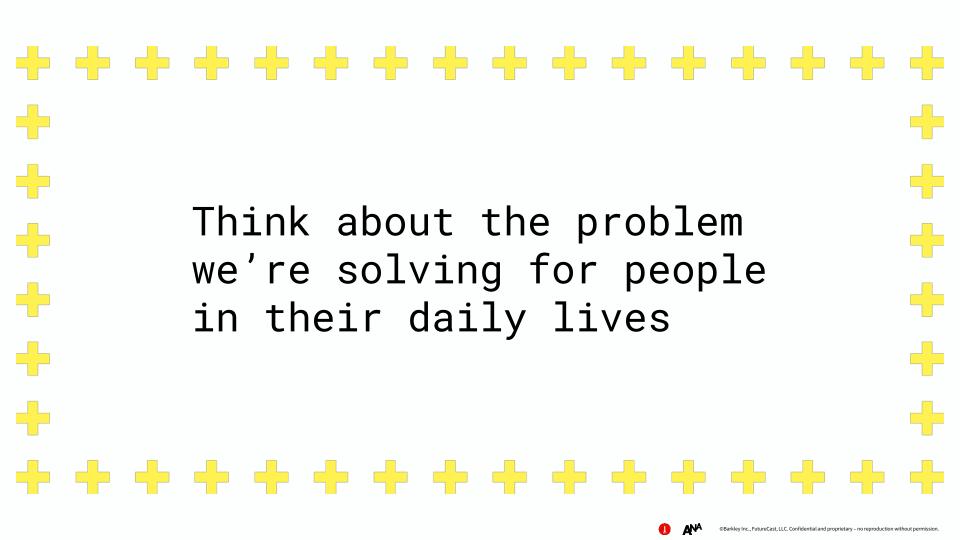




Modern consumers don't want to be a part of your story. They want you to be a part of theirs.











Pressure-Testing Purpose

#### Our purpose is to awaken a lifelong love of the outdoors for all





Pressure-Testing Purpose

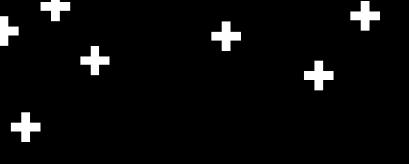
REI

#### Our purpose is to awaken a lifelong love of the outdoors for all





## An Actionable Purpose Audit for Your Brand



## True or False?



Our organization fulfills a deepseated need of our customers, not just their wants or desires



Our customers would be genuinely distraught if we ceased to exist



Our teams have a deep understanding of how our higher purpose translates into the tasks they do and the decisions they must make every day



We routinely encourage employees to make business decisions on their own when their initiatives are aligned with the company's purpose



## Our investments and research priorities reflect our purpose



## Our company prioritizes purpose over short-term profits



Our best employees would leave if we stopped being true to our purpose

+ + + + + +

We have a clear vision of how the world would look if we fulfill our purpose



Our organization is characterized by high levels of energy and creativity



We actively seek suppliers and other business partners who share a commitment to our purpose



## Our brand purpose is a reason why consumers choose us.



People and communities participate with our brand beyond purchasing.



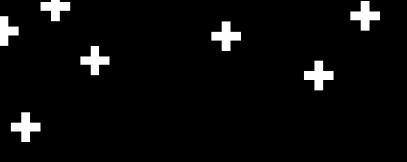
Our purpose inspires and drives innovation.



Our purpose helps you recruit talent.



How did you do?



### **5 Minute Break**

# Pressure Testing Purpose Getting From Why to How



# Building Blocks of Purpose



#### Building Blocks of Purpose

story	Brand origin and narrative	enemy	What or who are you against? Name them
connection	Products and services	change	Name the change you want to see in the world
participants	For all stakeholders	stand	Movement, enemies, dissatisfaction, nemesis
tone	Brand archetypes	proof	Inspiring meaningful action



# Brand Story

Go deep inside your origin story? Is there anything that can be brought to life in a bigger way?

Why was your brand founded? What problems or challenges existed? Can they be modernized for the future?

When was your brand at its best? What was different then?

How does your brand make people feel on your best day?

What are your greatest equities worth bringing to the future? What should you sacrifice?

Are there any original tenets or historical documents that can lead to an evolved purpose?





### Brand Connection

Is your purpose born from what you do or how you do it?

Does it make a clear connection to your products and services?

Do people get the soul of your brand through all of your actions?

Do your brand actions drive consistency or coherency or do they confuse?

Are you over-committing to actions that are worthwhile but don't build overall equity for your brand?

Can you use different parts of your journey to inspire new actions for other parts of your journey?

# Storytelling. Storydoing. Storyliving.



# **TODAY I HEARD TWEENS** DISCUSSING SUPPLY CHAINS



### Brand Participants

Does your purpose motivate your employees beyond their job description?

Does it inspire passionate communities of people outside to participate with your brand?

Does it inspire influencers to defend your brand?

Can you purpose inspire powerful partnerships with other like-minded organizations that go beyond products and services?

Does your purpose inspire people, inside and out, to actively co-create, create and advocate on your behalf?

Do you make it as easy as possible for people to "use" your brand?



### Brand Tone

Does your purpose inspire a verbal tone for your brand? Have you articulated it?

Does your purpose inspire a visual tone for your brand? Have you articulated it?

Have you identified a personification of your brand and/or an archetype?

Do you have internal mechanisms inside your brand to keep people aligned and inspired on your brand tone?

Does your brand tone feel true to your brand on its best day?

Can it actually inspire ideas across your entire brand?





#### Caregiver

Characterized by the unselfish concern and/or devotion to nurture and care for others.



#### Hero

Acts to redeem society by overcoming great odds by completing acts of strength, courage and goodness.



#### Magician

Driven to understand the fundamental laws of the universe in order to make dreams into a reality.



#### Citizen

Driven by a deeply instilled sense of personal integrity, fairness, equity and responsibility to the community.



#### Innocent

Pure, virtuous and faultless, free from the responsibility of having done anything hurtful or wrong.



#### Rebel

A force to be reckoned with, representing a voice that's had enough.



#### Creator

Possesses a passionate need for selfexpression, to be a cultural pioneer.



#### Jester

Seeks to lighten up the world by joyfully living in the moment.



#### Sage

Gently shares great wisdom with compassion to illuminate a path where mistakes are not repeated.



#### **Explorer**

Motivated by a powerful craving for new experiences.



#### Lover

Possesses an unbridled appreciation and affection for beauty, closeness and collaboration.

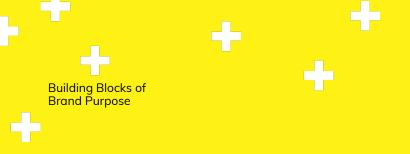


#### Sovereign

A model of proper behavior while exuding an untouchable quality of privilege and royalty.







## Brand Enemy

What are you against?

Can you pick a fight?

Have you identified your enemy or enemies? Hint: Not your competitors.

What is the villain in your brand story?



## Brand Change

What do you want to see change in the world that your purpose can help with?

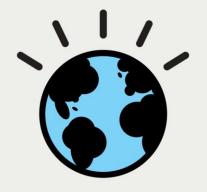
What does the world look like if your mission is successful?

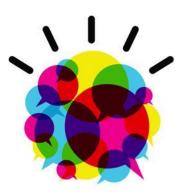
How do you want the world to be different?

Be clear about the change.

Rally your people based on a shared intention.

#### Let's build a smarter planet

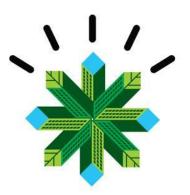




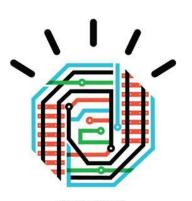
**Smarter Communication** 



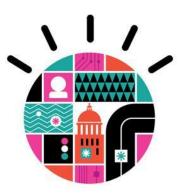
Smarter Work



Smarter Buildings



**Smarter Transit** 



Smarter Government



Smarter IT





## Brand Stand

Have you identified something wrong in the world that your brand can help with?

Has your brand determined the change it would like to see in the world?

Have you identified your enemy or enemies?

Has your brand determined what it will stand for in order to make change in the world?

Does your purpose feel more like a movement or a mandate?



+ + + + +

People don't believe in brands but they do believe in ideas.



## Brand Proof

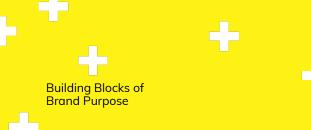
A brand action and overcommitment that serves to prove its purpose in a meaningful way, ultimately creating its own "media." Are your brand actions building equity and connecting to your purpose as often as possible.

Are you seizing opportunities along the brand journey to make every moment most special or more memorable, branding your way?

Is your purpose inspiring new products or services that will bring your purpose to life?

Are you practicing "strorydoing" as much or more as storytelling?

Can you create a catalyst that announces your brand purpose in a big way?



## Brand Proof

A brand action and overcommitment that serves to prove its purpose in a meaningful way, ultimately creating its own "media."



+ + + + +

# Pressure Testing Your Purpose

# + + +

# Pressure-Testing Purpose

```
Is it Heroic?
Is it Sticky?
Is it Inviting?
Is it Personal?
Is it Galvanizing?
Is it Evolving?
Is it Measurable?
```



# Activity #1 Wrestling the Statement











We	exist	to	what	
by		h	ow	
_	cause		why	
SO	_	imr	pact	







Make sustainable living commonplace



We are in the business to save our home planet



We create chemistry for a sustainable future



Nourishing families so they can flourish and thrive







Purpose statement

To produce delicious, kid-friendly dairy products for families around the world to enjoy.





Purpose statement

We exist to

produce delicious, kid-friendly, grass-fed dairy products

SO

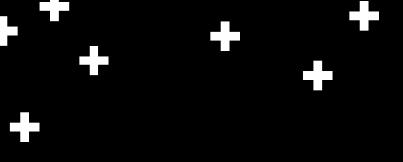
living up to strict organic standards

because

kids need easy, accessible and delicious ways to get their calcium and protein

more kids in the world can be well-fed and knowledgeable about their nutrition, eventually raising their own well-fed children





### 10 MINUTE BREAK





Purpose statement

Thoughtfully and nutritiously feed the future of the world

Pressure-**Testing** Purpose

> We exist to accelerate the planet's transition to sustainable energy.





Pressure-Testing Purpose

Tesla

### We exist to accelerate the planet's transition to sustainable energy.

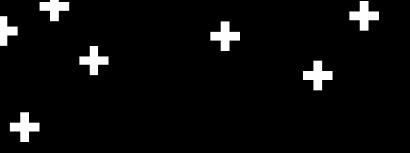


# NOTE:

- 1. How you communicate is an idea
- 2. When you communicate is an idea
- 3. Who communicates is an idea



The more the world knows your declared intention and sharp idea, the faster your story will grow.



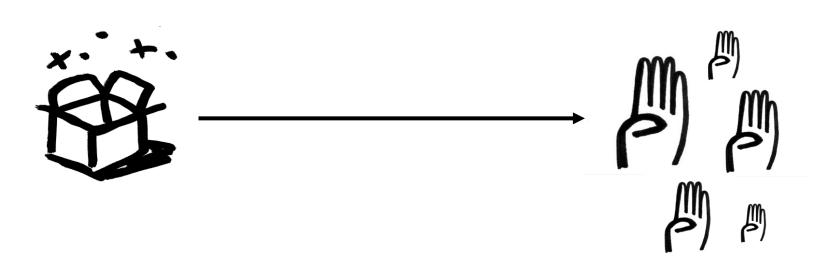
Part 3

# Proving Brand Purpose





# Activating Purpose Across The Whole Brand (inside and out)

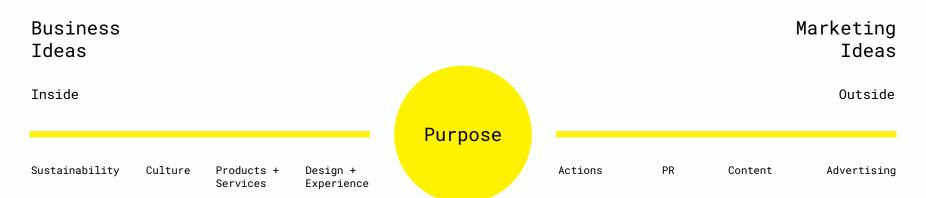


Brands People

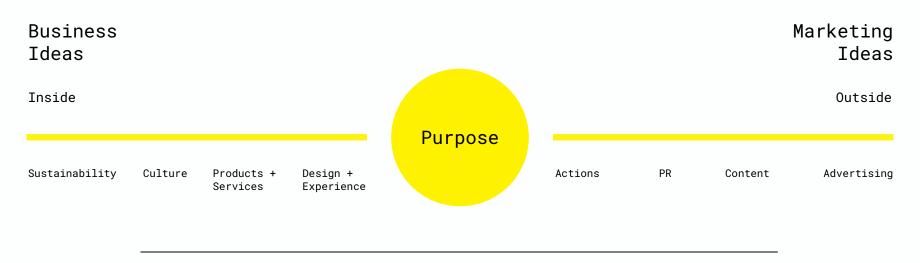


Brands People

## Whole Brand Spectrum

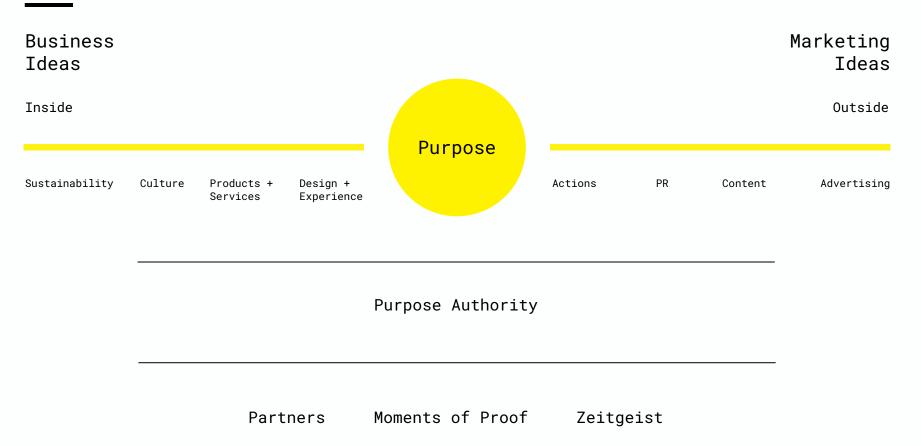


## Whole Brand Spectrum



Purpose Authority

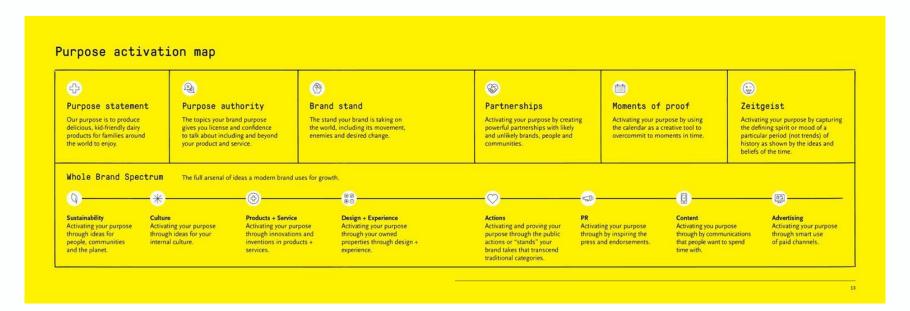
## Whole Brand Spectrum





# Proving Your Purpose:

Ideas worth marketing, sharing and talking about.





# Sustainability

Activating your purpose through ideas for people, communities and the planet.



#### Questions + Prompts

How might Green Nellie add good to the people and communities around them? In the world at-large?

How might Green Nellie advance their sustainability or regenerative activities in the environment?

How might Green Nellie share with the world their current and future efforts?

How might Green Nellie tackle the United Nations Sustainable Development Goals? Which ones should they focus on?

Looking at Sustainability through the Whole Brand Spectrum, how might Green Nellie affect their products and services, design and experience and the other idea areas across the spectrum?

How might they commit to DEI+B?







# Culture

Activating your purpose through ideas for your internal culture.



## Questions + Prompts

What internal rituals could Green Nellie add to bring their purpose to life?

What brand treasures could Green Nellie bring to life or create that would exemplify their purpose?

What internal initiatives could Green Nellie launch to rally, reward and inspire and create an internal cult?

What awards, celebrations, contests, etc. could Green Nellie create to live their purpose?

How might individuals be affected? How might the brand purpose inspire individual purpose? Team purpose?

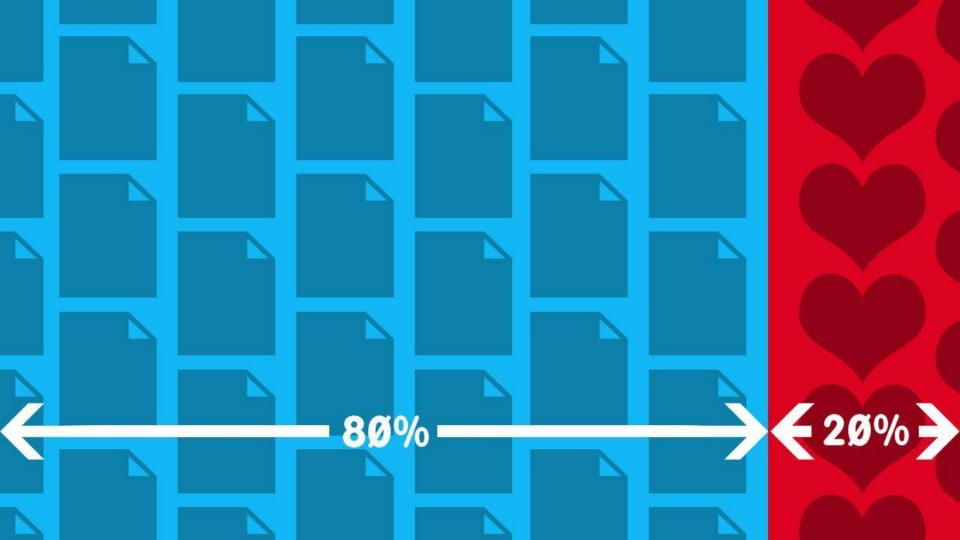
What would an internal rally campaign look like?

What hiring or training practices could they create?

What job titles or new roles could they create?

How might their organizational design be affected? Physical Design? Ways of Working?



















Thorps we made that have purpose. Things we show that have meaning. Thorps that we conside that we have made our own. Things that are notice that belong to us. Things of utility that have many use. Moreover that are worthy of remembrance. Gettings that stand apart Almors, tectures, sights, and small, that are the staff of memory. THEIR ARE THE THORPS THAT REQUIRE.









# Products + Services

Activating your purpose through innovations and inventions in products + services.



#### Questions + Prompts

How might purpose inspire innovation in products or services? Think ingredients, packaging, labeling or distribution?

How might purpose inspire a new innovation process?

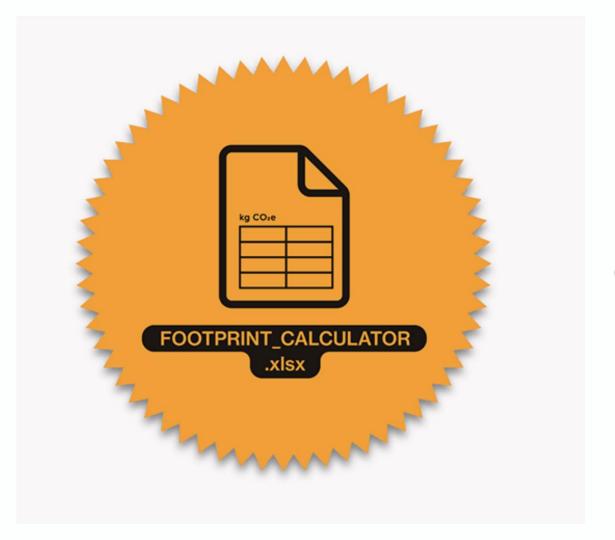
How might purpose inspire new markets and/or audiences?

How might purpose inspire new manufacturing, sourcing or other processes?

How might purpose lead to entirely new products, categories or services? How might purpose affect Green Nellie's business model or inspire a new or alternative one?



Watch Video



# allbirds



# Design + Experience

Activating your purpose through your owned properties through design and experience.









## Questions + Prompts

How might purpose affect Green Nellie's website?

How might purpose affect the customer journey for Green Nellie?

How might the experience in discovering, purchasing, enjoying and sharing be "branded" in a way that differentiates Green Nellie?

Look for unique behavior that can be amplified. Where can we add ritual to experiences to make them more memorable and special?

Create or identify a brand treasure – something that is beloved by brand enthusiasts – which can't be replicated by any other brand.

How might purpose inspire naming, graphic design or any other visual elements around the brand?

Where in the experience can purpose show up in the most impactful way? Retail, website, package, social channels, etc.?

This will do





# CARNITAS IS BACK

(REJOICE)

We're happy to resume serving Carnitas at THIS LOCATION—it's not back everywhere yet, so it's ok for you to feel slightly superior. Offering you our Responsibly Raised® ingredients is top priority, and we wouldn't do it any other way.

To see where we're serving carnitas check out: **chipotle.com/carnitas** 



# Actions

Activating and proving your purpose through the public actions or "stands" your brand takes that transcend traditional categories.



#### Questions + Prompts

What might Green Nellie sacrifice, get rid of or stop doing to live their purpose? Think CVS and tobacco or Chipotle and GMO free.

How might Green Nellie create an action that serves as a "catalyst" to inspire stakeholders.

How might Green Nellie publicly declare their future intentions, even if they are a long way from succeeding?

What might Green Nellie over-commit to in order to live their purpose? Think money, time, people or other resources. Think Amex and Small Business Saturday or REI and Black Friday.

Where, across the spectrum, could Green Nellie create an addition to anything they are doing? What could serve as "proof," creating its own media (word of mouth, social sharing, etc.)

- What is the brand's one-day holiday?
- What is the stand the brand wants to take against prevailing culture?
- What audience needs help right now?
- What is the first catalyst action to take?
- What taboo do you take on in a new way?





# **CVSquitsforgood**

Connect people to what's important in their lives through friendly, reliable, and low-cost air travel.







# PR

Activating your purpose by inspiring the press and endorsements.



## Questions + Prompts

What data do you have or need to get to create headlines?

What issue would get you in front of Congress as an expert?

What's a beautiful stat that our true believers can use as ammo to help the cause?

Who's the anti-influencer?

Who's the subject matter expert, not celebrity, to partner with?

Who are influencers, big and small, Green Nellie can partner with?

What sort of events can we create, partner with or hijack?

How might PR amplify physical or smaller experiences?

Is the brand missing a big public relations opportunity? Look for things the brand is doing that are "worthy of note" and relevant for an outside audience to hear. Is it a human story? A product story? An innovation story? Something else?





# Content

Activating your purpose through communications that people want to spend time with.



## Questions + Prompts

What are cultural moments on the horizon that will intersect red thread?

Who are some mutually beneficial partners? (brands, people, media)

What niche or indirect audience do you study and create for?

How might you make something amazing out of the "about" section on the website?

What ideas might purpose authority inspire that people would want to spend time with?

What's the most creative how-to or product demo your brand could do?

If you could send one email every consumer would read, what would it be?

What's a good beginning, middle, end story to tell?

What sort of thought leadership or white papers could Green Nellie create?

What about Books, Podcasts, Shows, Magazines?

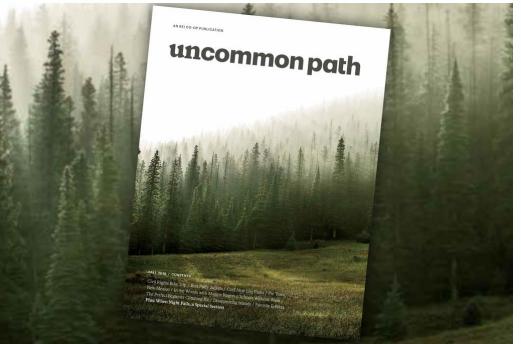
Videos, Films, Documentaries?

Editorial Partnerships? Research-as-an-idea?











We exist to help you enjoy the ride



#### Problem

Kick-start the potty training process. Help frantic parents feel less frantic. Prove there's no right or wrong way to potty train.

#### Solution

For 10 weeks we documented the potty training journeys of 6 families in all their dysfunctional glory. Those stories became centerpiece of PottyProject.com - the first unfiltered. unscripted online support system for potty training parents.

#### Results

In less than three months, Potty Project became a top online destination for potty-training parents, receiving 857,000 visits. During that time, approximately 900,000 new buyers came into the Pull-Ups business, 20.5% more than the same period in the prior year.



















# Advertising

Activating your purpose through smart use of paid channels.



#### Questions + Prompts

How might Green Nellie create "ideas worth advertising" vs. advertising ideas.

What sort of context-rich placement could Green Nellie create?

Could Green Nellie create public-facing recruitment advertising?

Is there anything about Green Nellie's story, process or overcommitments that would make for great advertising?

Could Green Nellie utilize real people or communities?

Where is the ideal place and time for this brand to show up?

Who is a mutually beneficial partner to help create an event?

How do you create a container for events – what's the tour?

What events are happening that this brand can hijack?

How timely, reactive or proactive could Green Nellie's advertising be?

- What data do you have or need to get to create headlines?
- What issue would get you in front of Congress as an expert?
- What's a beautiful stat that our true believers can use as ammo to help the cause?
- Who's the anti-influencer?
- Who's the subject matter expert, not celebrity, to partner with?











# Purpose Authority

The topics your brand purpose gives you license and confidence to talk about including and beyond your product and service.



## Questions + Prompts

Think of Green Nellie as a magazine. What would the contents of the magazine be?

Think of Green Nellie as a TV show or a documentary. What would it be about?

How might Green Nellie create kid-centric content?

What sort of research-as-content could Green Nellie create?

What sort of event or experiential event could Green Nellie create?

What would be the focus of Green Nellie's Instagram if they followed their purpose authority?

How might Green Nellie's brand authority inspire a new product or service?







Activating your purpose by creating powerful partnerships with likely and unlikely brands, people and communities.



## Questions + Prompts

How might Green Nellie partner with their competition?

How might Green Nellie partner with complementary brands?

**Editorial Partners?** 

Unorthodox Partners (cities, communities, institutions, states, NGOs, etc.)

Can Green Nellie create innovation in product based on partnerships?

Can Green Nellie create partnerships in the sustainability or regenerative efforts? Are there other players (brands, collaborators, cultural movements) this brand can partner with to make something exponentially better?

Any partnerships in content, advertising, experiential?

We're on a mission to prove that comfort, good design and sustainability don't have to be mutually exclusive.









Activating your purpose by using the calendar and the customer journey as a creative tool to overcommit to moments in time.



#### Questions + Prompts

Are there any existing events Green Nellie can take advantage of to bring their purpose to life?

Are there any moments on the calendar that Green Nellie can take advantage of to bring their purpose to life? Holidays? Seasons? Education? Days of the week? Time of day?

Are there any points along the customer journey that Green Nellie can over-commit to in order to prove their purpose in a big way. What would Chipotle do?

Are there any moments of friction across the journey that Green Nellie can over-commit to?

Are there other activities people enjoy that Green Nellie could use as a natural opportunity to bring their purpose to life?

Are there kid-specific moments during the year, month, season, day, morning, lunch, night, etc.

Think of before, during and after the Green Nellie experience. Also think of before/after. Is there a way for Green Nellie to find a moment worth spending more money, time or other resources?

Make it easy for people to turn what they eat and drink into personal moments of healthy joy without recklessly taxing the planet's resources in the process.













Activating your purpose by capturing the defining spirit or mood of a particular period (not trends) of history as shown by the ideas and beliefs of the time.



### Questions + Prompts

How might Green Nellie find opportunity in the current climate crisis environment?

Political environment?

Sustainability movement?

Regeneration movement?

Organic standards movement?

Transparency in manufacturing, ingredients, sourcing, etc.

Pros and cons of dairy?

Brand trust developments during COVID?

Social unrest and future of diversity, inclusion, equity and belonging?

Food manufacturing?

Nutrition and kid health in U.S. or globally and/or hyper local?











# Activity #2 Proving Your Purpose





Purpose statement

Thoughtfully and nutritiously feed the future of the world



# Final Assignment

Your Monday Morning Brief





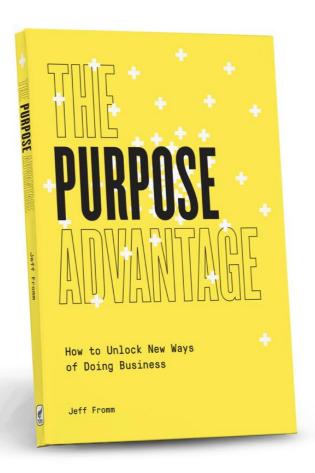
Using Brand Actions to Create
Emotional Connections with Consumers

**CREATE** an emotionally-charged and intentional purpose.

**PROVE** your purpose with relevant and connected actions across the whole brand.

**COMMUNICATE** with the urgency of a "movement not a mandate," with clarity and frequency, inside and out.

**MIND** the gap by measuring and optimizing at all times, keeping your purpose as sharp, energizing and actionable as possible.



Get your free digital copy of The Purpose Advantage at the link below:

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## Go forth.