



WELCOME!

Zoom Session 4: Reimagine – Aspirational Role of Business

CONNECT

New York
14-16 Jan /
Oxford
28-30 Jan



Personal
Connect



The Business
Case for
Humanized
Growth



Drivers of
Humanized
Growth



Leadership Role
of Marketing



Unleash: The da
Vinci Growth
Leader



Personal
Purpose



Impact
Planning

DEVELOP

Bi-weekly
Zoom
Feb – May



Ground –
Roots &
Heritage



Ground –
Stakeholders



Reimagine –
Utopian Market



Reimagine –
Aspirational
Role of Business

LAUNCH

Cannes
13 – 16 Jun

— Prereads

To help prepare and inspire you, please enjoy these optional prereads.



What is the purpose of your purpose?

(15 min read)

Despite its sudden elevation in corporate life, purpose remains a confusing topic. A primary cause of this confusion is that the word is used in three senses: Cause-based purposes (such as Patagonia's "in business to save our home planet"), Competence-based purposes (such as Mercedes's "First Move the World") and culture-based purposes (such as Zappos's "To Live and Deliver WOW") have different roles to play. The authors offer advice about identifying what sort of purpose will best suit your company without misrepresenting it. *Read the article [here](#).*



Should businesses take a stand on societal issues?

(23 min listen)

In this podcast from HBR, Harvard Business School senior lecturer Hubert Joly, who led the electronics retailer Best Buy for almost a decade, discusses examples of corporate leaders who had to determine whether and how to engage with humanitarian crises, geopolitical conflict, racial justice, climate change, and more. *Listen to the podcast [here](#).*



The story of Vinted

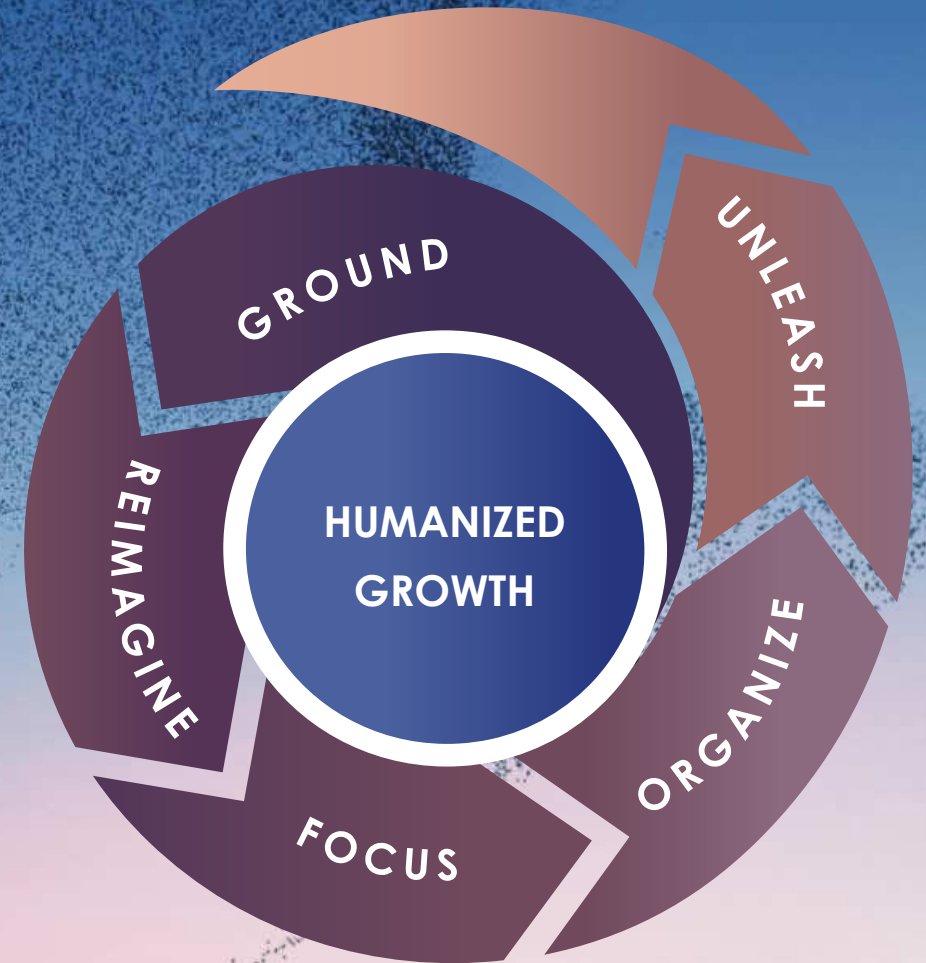
(5 min read)

This article from the Guardian shares the story of Vinted, how one woman sold her clothes – and created a billion-dollar company. It's a great example of a purposeful business, that does well by doing good. *Read about the rise of Vinted [here](#).*

Agenda

- 05** Intro
- 10** IRG Learning
- 30** Practitioner Learning
- 30** Breakout – Coach
- 10** Debrief & Close

Drivers of Humanized Growth



Drivers of Humanized Growth



WHY
this is important?

HOW
to do it?



PURPOSE 2020

INSPIRING

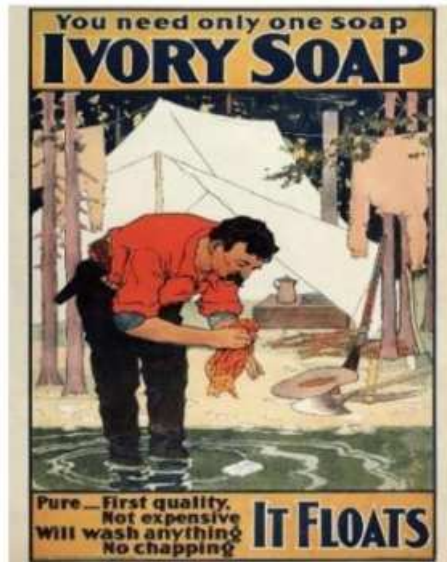
PURPOSE-LED GROWTH

KANTAR CONSULTING

The Evolution towards Purpose

Brand Positioning

The product benefits



Purposeful Positioning

The emotional benefits



Purpose

The positive impact in the world





Aspirational Role for the company

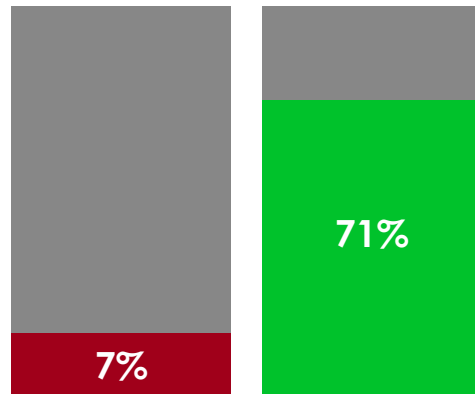


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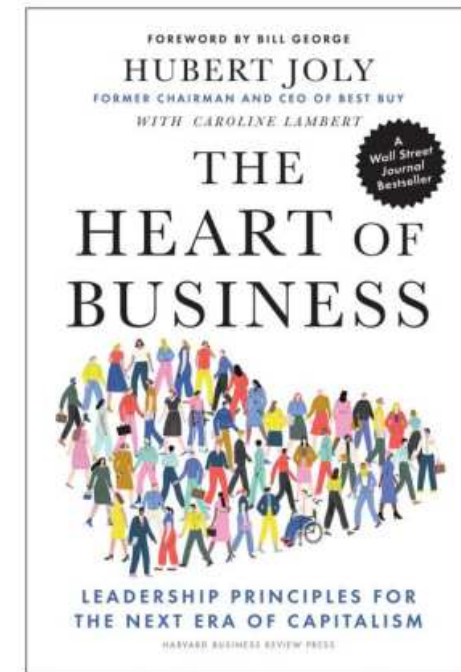
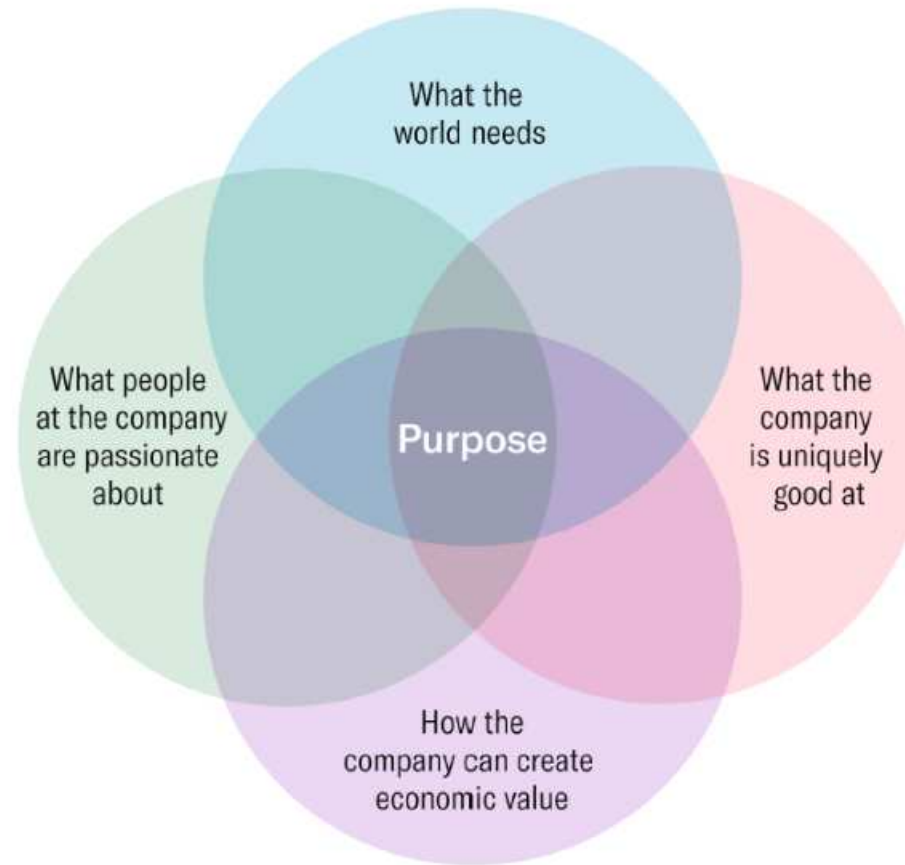
90%

I am proud of my
company's purpose

Purpose as strategic filter



In my company, the purpose guides all strategic decision-making



Purpose as value creation for all stakeholders



DELIVERING FOR A CLEANER, HEALTHIER WORLD



FOR A CLEANER, HEALTHIER WORLD: OUR 2030 AMBITIONS

Our strategy

Our purpose:
to protect, heal and nurture in the relentless pursuit of a cleaner, healthier world

Our fight:
to make access to the highest quality hygiene, wellness and nourishment a right, not a privilege

Our compass:
doing the right thing, always

Our DNA:
200 years of people-led, scientific innovation and social impact

Purpose-led brands

- 50%** of net revenue from more Sustainable Products by 2030
- 50%** reduction in our product carbon footprint by 2030 and water footprint by 2040
- 65%** reduction in chemical footprint by 2030
- 50%** reduction of virgin plastic in packaging by 2030

Healthier planet

- Carbon neutral** by 2040
- Water positive** in water stressed sites by 2030
- 65%** reduction in GHG emissions in operations by 2030
- 100%** renewable electricity by 2030

Fairer society

- An **inclusive** culture, where everybody is treated fairly and equally
- Our teams represent the **diverse places** where we work and the people we serve
- 50/50** gender balanced management at all levels by 2030

A cleaner healthier world through the power of our purpose-led brands

Reach half the world with brands that help people **live cleaner, healthier lives**

Engage 2bn people in our partnerships, programmes and campaigns

A lasting difference in communities through our **'Fight for Access Fund'** and our programmes

Working with our partners to help deliver the **UN Sustainable Development Goals**

Misunderstood, misused, abused

FINANCIAL TIMES

Has corporate purpose lost its purpose?

By mid-January some new year's resolutions will already have been broken. But bigger motivational issues remain. Have people returned to work with enthusiasm and commitment? Are colleagues looking for opportunities elsewhere?

Many have argued that if only businesses could be clearer about their purpose then employees would be encouraged, even inspired, to find meaning in their work. Companies have spent a lot of time and resource trying to describe their "purpose" internally and externally. But the return on that investment has been disappointing. It can be a concept that is hard to pin down. Perhaps purpose has lost its purpose.

Take Unilever, the consumer goods group long associated with putting purpose, including corporate responsibility goals, at the heart of its

The Aspirational Role



Harvard
Business
Review

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Business And Society

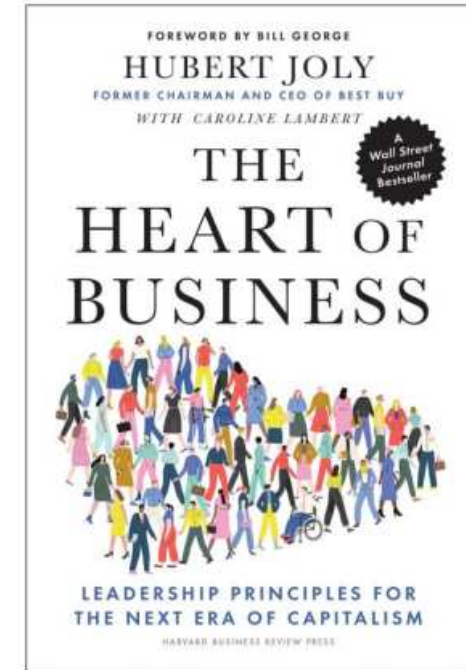
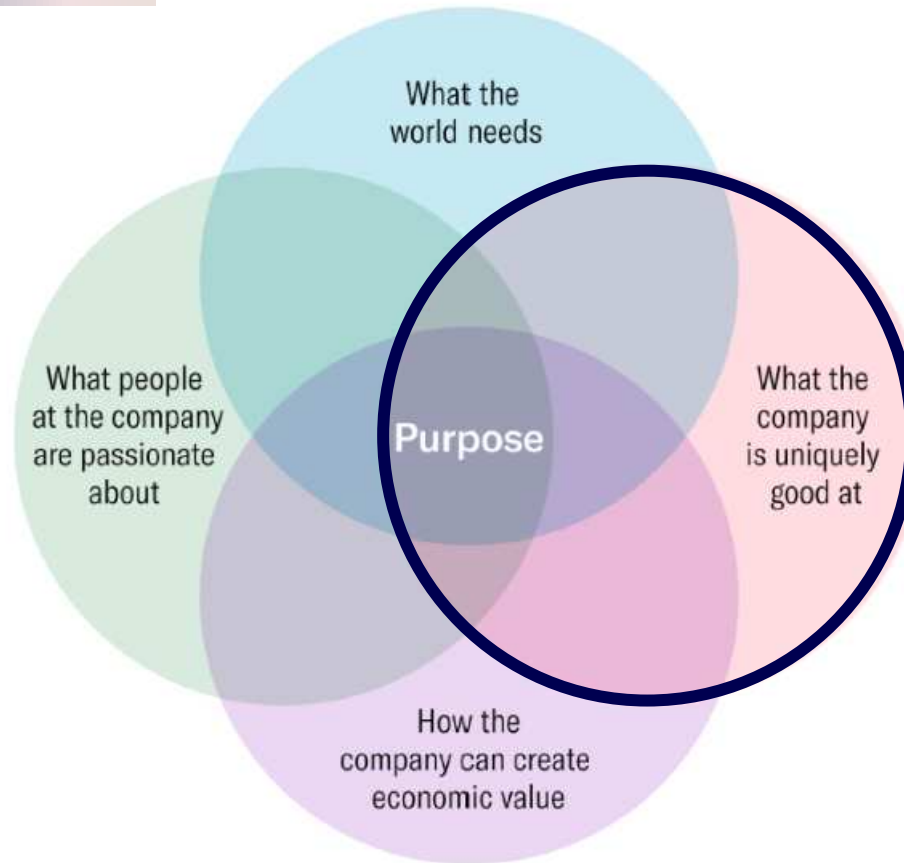
What Is the Purpose of Your Purpose?

Your why may not be what you think it is. by Jonathan Knowles, B. Tom Hunsaker, Hannah Grove, and Alison James

From the Magazine (March–April 2022)



Competency-based Purpose



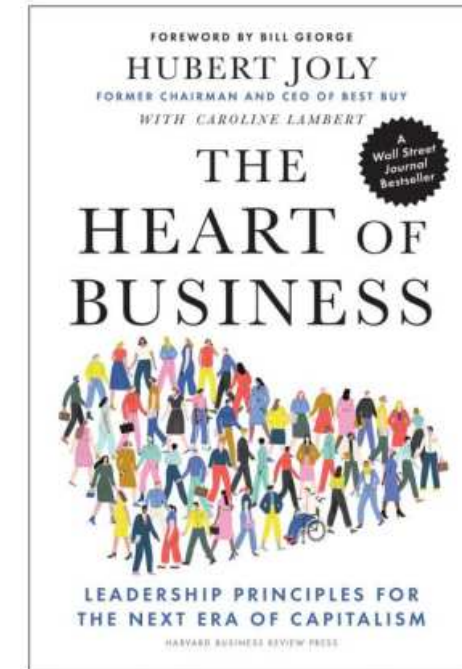
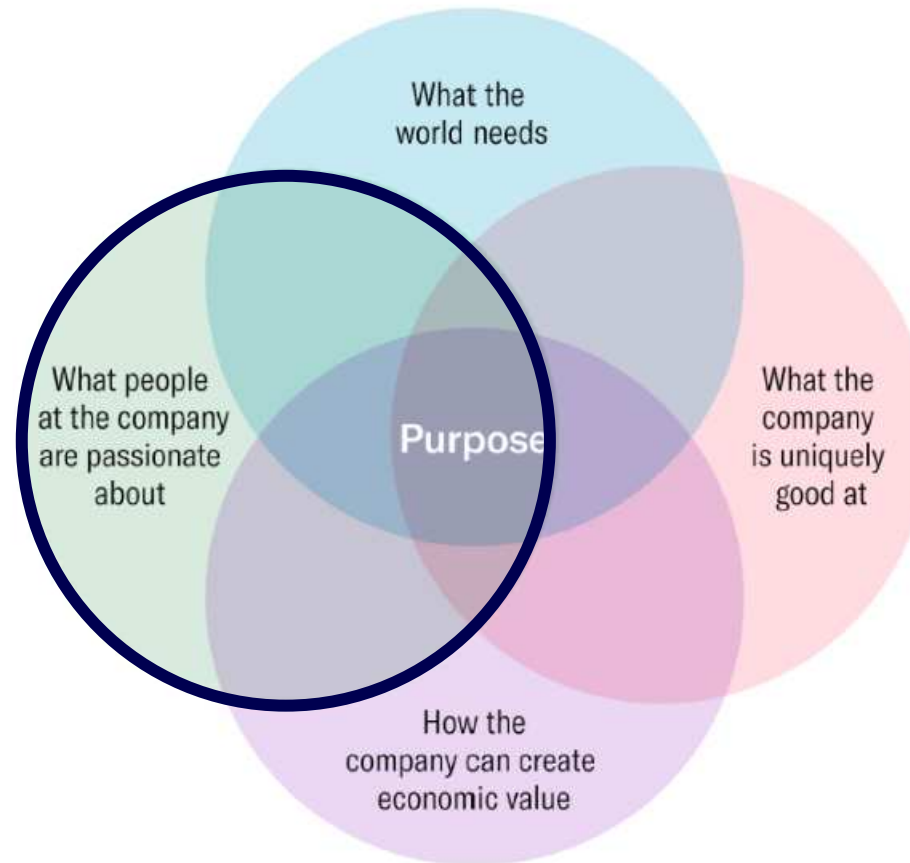
Competency- based Purpose



**YOUR SAFETY IS A
TOP PRIORITY.**



Culture-based Purpose



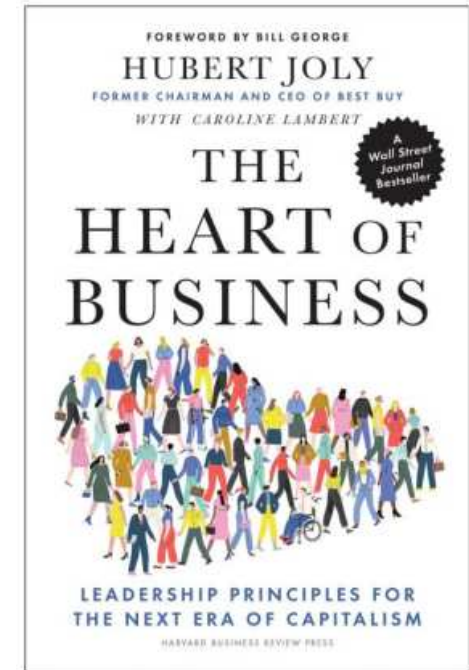
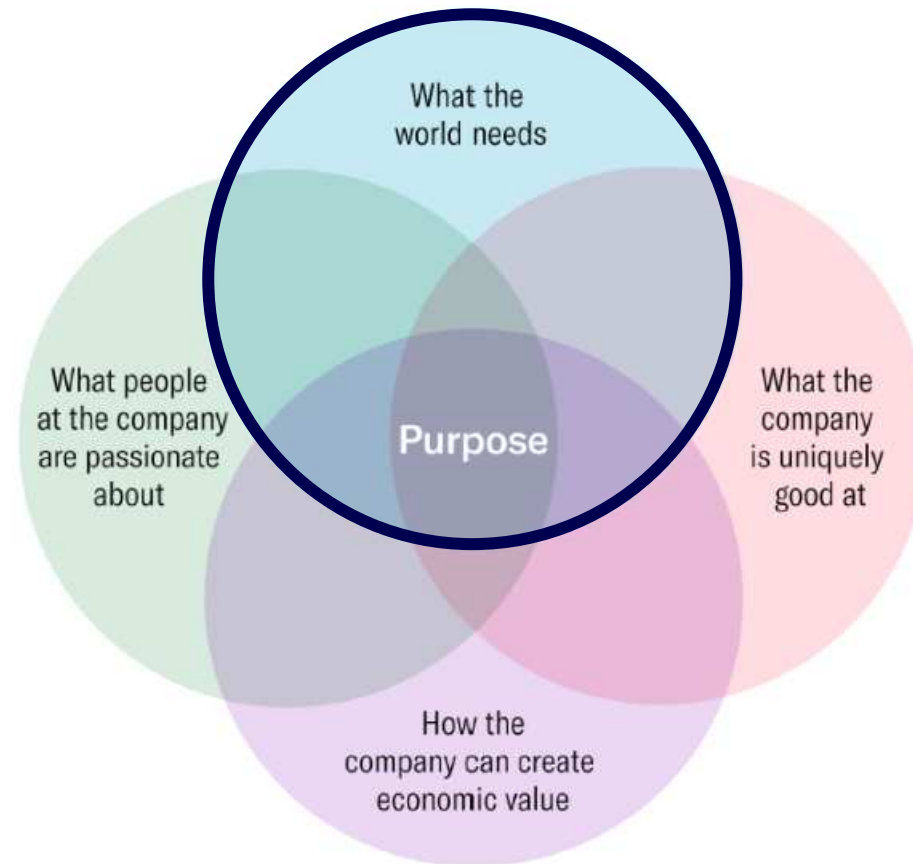
Culture-based Purpose



**The world
we want
tomorrow
starts with
how we do
business
today**
MARS



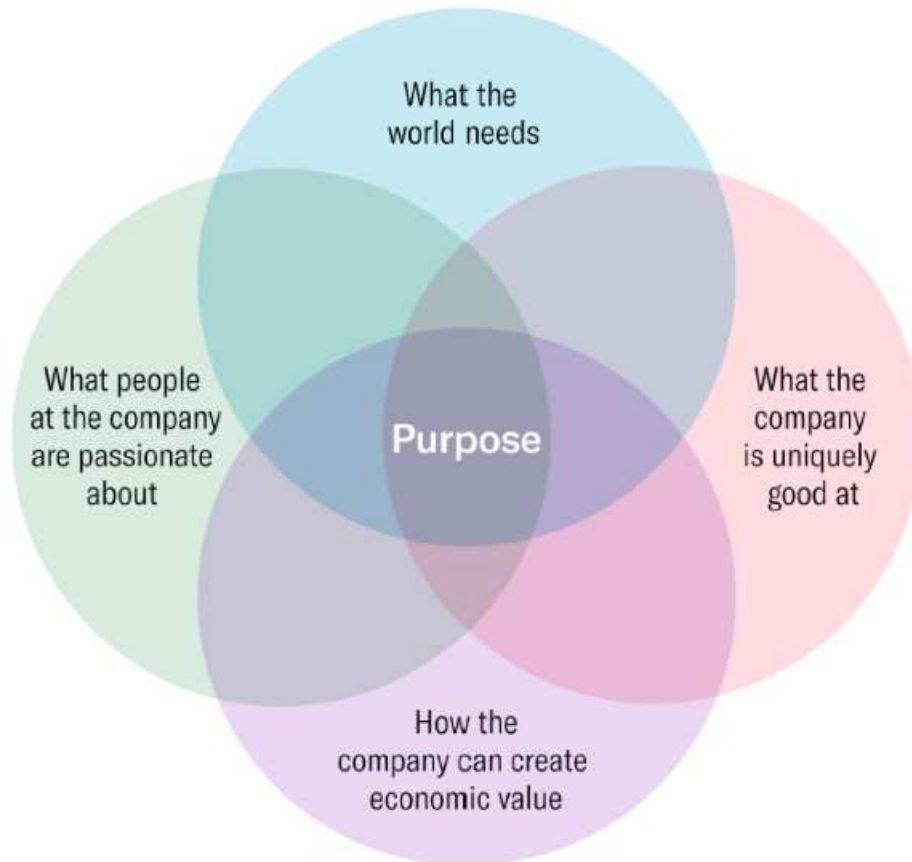
Cause-based Purpose



Cause-based Purpose



The Aspirational Role



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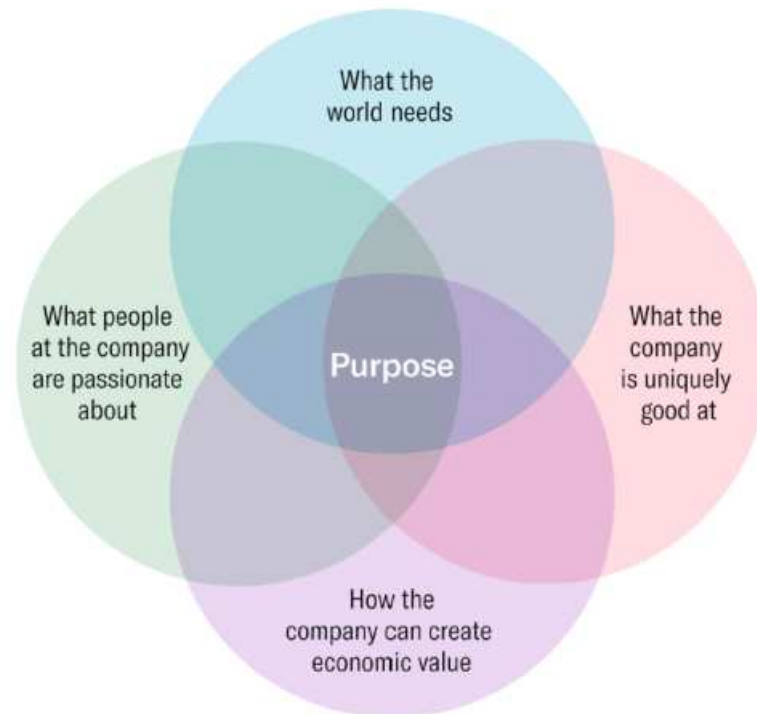
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How to do it?

Leadership Implications

Making strategic choices



Harvard
Business
Review

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Living it from within



Integrating it into Strategy

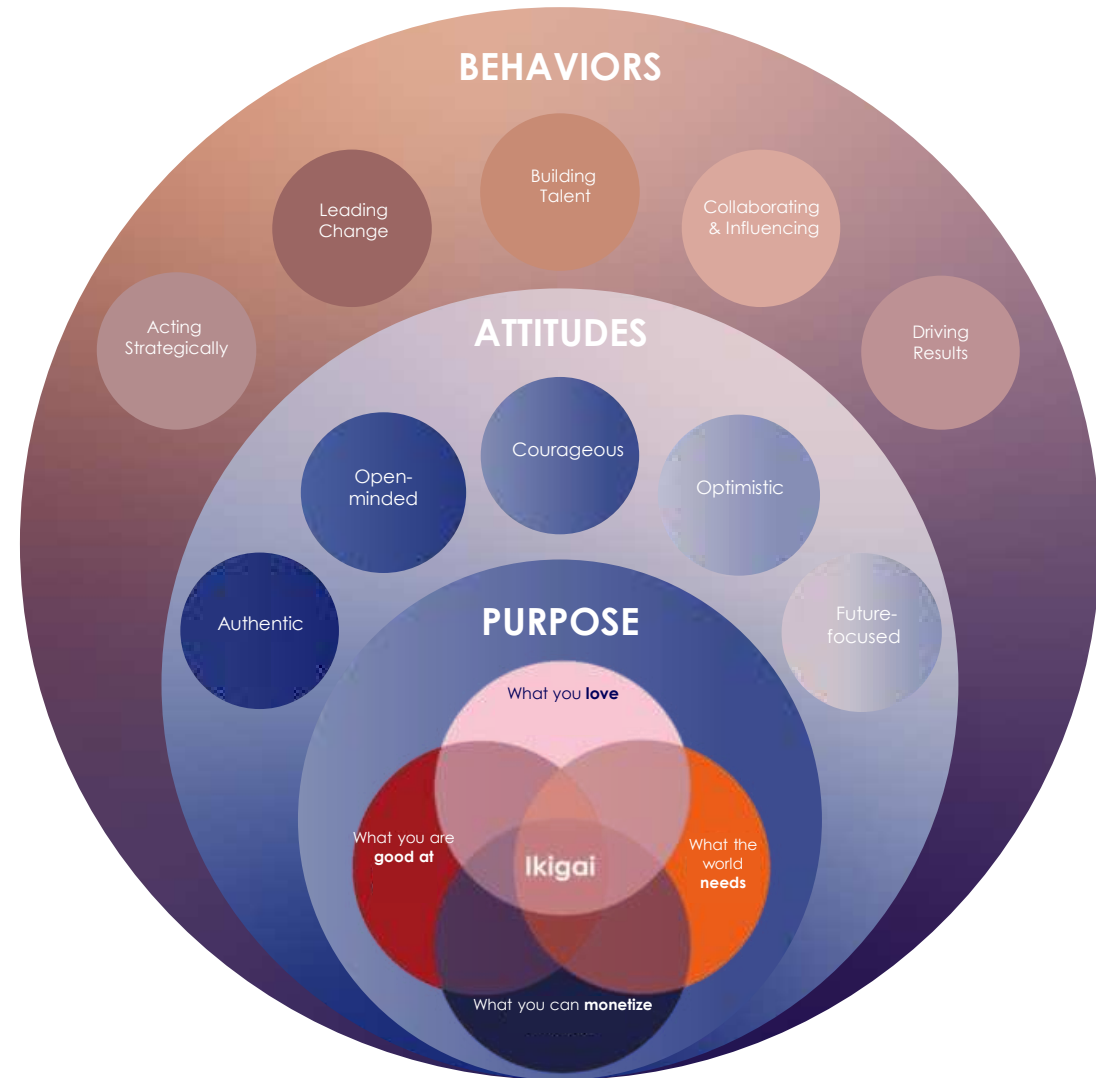


Purpose Embedding

1. Build Awareness
2. Build Belief
3. Make it Real
4. Form a coalition

SYPartners

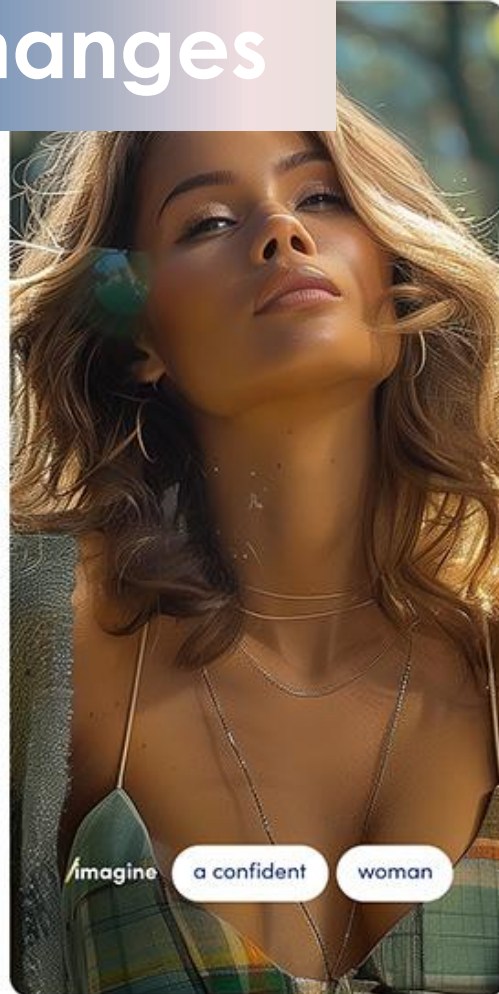
Lead by Example



SpencerStuart

THE B TEAM ▶

Reflect Culture Changes



What kind of
beauty do we
want AI to learn?

By 2025, 90% of online content is predicted
to be generated by Artificial Intelligence.
Dove will keep committed to real beauty.
Learn more at: Dove.com

Dove 
20 years **changing** beauty

*Artificial Intelligence has been used in this advertising for the
sole purpose of showing beauty bias in generative AI tools.

Alessandro Manfredi

Former CMO

Dove





Nicolas Maitret

Managing Partner

SYPartners

What's next?

Holistic Strategy

CONNECT

New York
14-16 Jan /
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28-30 Jan



Personal
Connect



The Business
Case for
Humanized
Growth



Drivers of
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Leadership Role
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Personal
Purpose



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Ground –
Roots &
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Ground –
Stakeholders



Reimagine –
Utopian Market



Reimagine –
Aspirational
Role of Business



**Focus –
Building Holistic
Strategy**
2 Apr

LAUNCH

Cannes
13 – 16 Jun

Jonathan Knowles





Cindy Tervoort

Former CMO Britvic

BRITVIC



Impact Plan



IRG Impact Plan

Purpose & Ambitions

FICTIONAL
EXAMPLE

Name: Amanda Klemm
Organization: Colgate

PERSONAL PURPOSE

Inspire positive change through leading by example

PERSONAL AMBITION

Develop more effective collaborations internally, with supply chain and innovation

BUSINESS AMBITION

Drive innovation and position my company as the industry leader in recycled packaging

SOCIETAL AMBITION

Reduce plastics in the environment

- **Key Take Outs**
- **Implications for your plan**