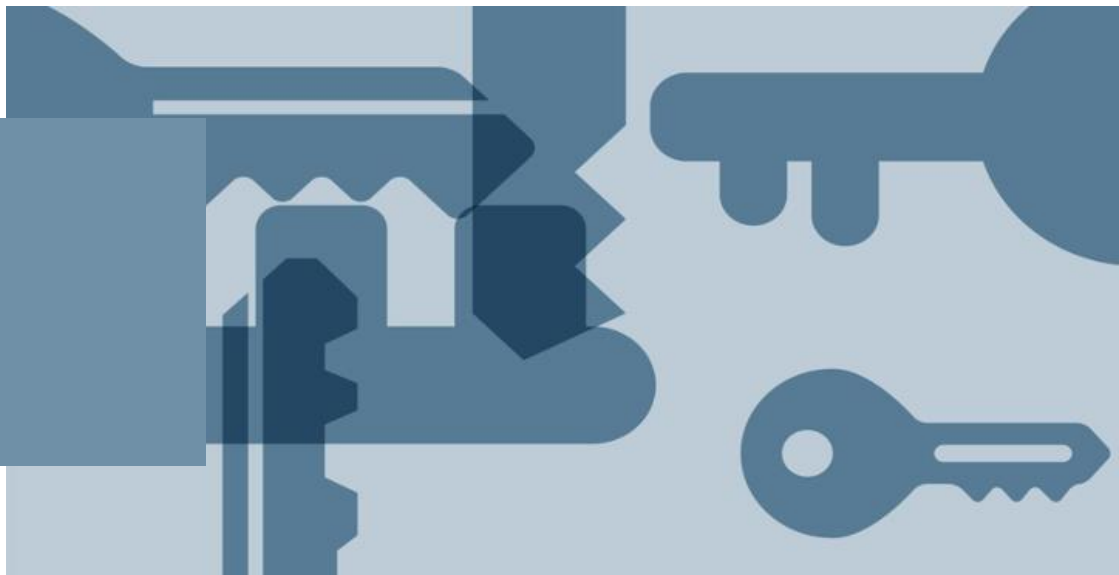


# Purpose

How to unlock its full potential...

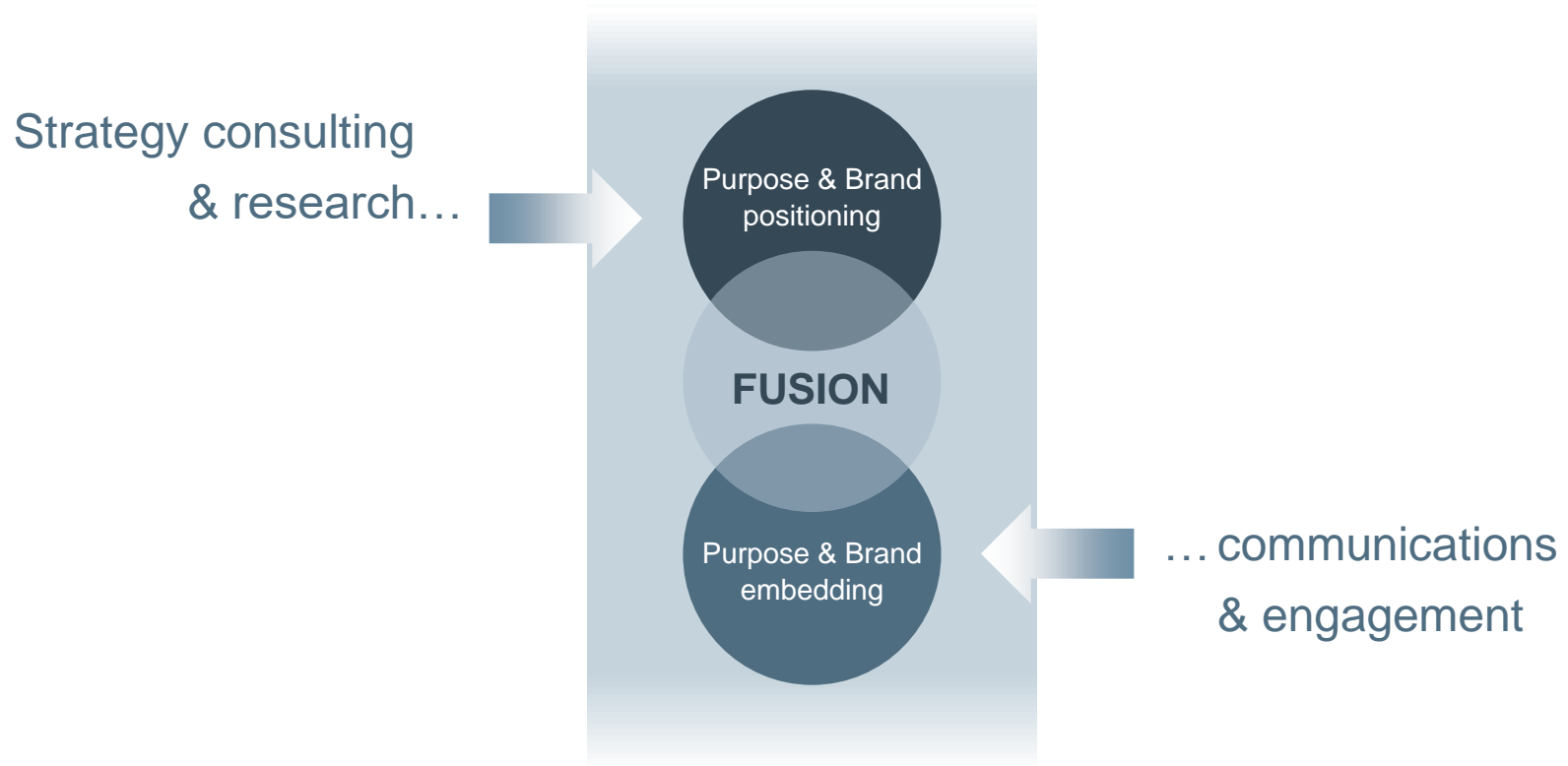
21<sup>st</sup> June 2023



# Agenda

- Purpose: what's all the noise about?
- Challenges & opportunities
- 'Picking the lock'
- Summary

# Helping companies manage change by fusing...



# Our clients: corporates / PLCs...



...plus mutuals, co-ops & member organisations



# Agenda

- Purpose: what's all the noise about?

# Purpose: why do we exist?

- *“Integral to corporate & business strategy... how values, beliefs & actions can have a meaningful, measurable & positive impact on the world in which companies operate”*

(Mars Group)



A major impact...

**73%** agreed that Purpose influenced  
the majority of their decision-making

**83%** have or want  
a Purpose statement

(BrandPIE: 2023)



A major impact...

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(BrandPIE: 2023)

**Purpose is “one of the most important  
issues to address in recent years”**

**Purpose**

## PRWeek Breaking News Bulletin



**Are we at the ‘tipping point’ for purpose-led campaigns? Cannes PR Lions president hopes so**

# A further step on the journey...



**1987:**  
“Sustainable development”

**1990 – 2000**  
“Triple Bottom Line”

**2000 – 2010**  
“Socially responsible investment”

**2010 – today**  
“Environmental, Social & Governance”

**2020 onwards:**  
“Values-based impact & measurement”

# Market need: Gen Z is ‘searching for truth’

Exhibit 1 Today's young people differ from yesterday's.

|             | B<br>Baby boomer<br>1940-59  | X<br>Gen X<br>1960-79   | Y (millennia)<br>1980-94   | Z<br>Gen Z<br>1995-2010   |
|-------------|--|---|--|---|
| Context     | <ul style="list-style-type: none"> <li>Postwar</li> <li>Dictatorship and repression in Brazil</li> </ul> | <ul style="list-style-type: none"> <li>Political transition</li> <li>Capitalism and meritocracy dominate</li> </ul> | <ul style="list-style-type: none"> <li>Globalization</li> <li>Economic stability</li> <li>Emergence of internet</li> </ul> | <ul style="list-style-type: none"> <li>Mobility and multiple realities</li> <li>Social networks</li> <li>Digital natives</li> </ul> |
| Behavior    | <ul style="list-style-type: none"> <li>Idealism</li> <li>Revolutionary</li> <li>Collectivist</li> </ul>  | <ul style="list-style-type: none"> <li>Materialistic</li> <li>Competitive</li> <li>Individualistic</li> </ul>       | <ul style="list-style-type: none"> <li>Globalist</li> <li>Questioning</li> <li>Oriented to self</li> </ul>                 | <ul style="list-style-type: none"> <li>Undefined ID</li> <li>"Communaholic"</li> <li>"Dialogue"</li> <li>Realistic</li> </ul>       |
| Consumption | <ul style="list-style-type: none"> <li>Ideology</li> <li>Vinyl and movies</li> </ul>                     | <ul style="list-style-type: none"> <li>Status</li> <li>Brands and cars</li> <li>Luxury articles</li> </ul>          | <ul style="list-style-type: none"> <li>Experience</li> <li>Festivals and travel</li> <li>Flagships</li> </ul>              | <ul style="list-style-type: none"> <li>Uniqueness</li> <li>Unimbed</li> <li>Ethical</li> </ul>                                      |

McKinsey&Company

Exhibit 2 The search for the truth is at the root of all Generation Z's behavior.



McKinsey&Company

*"In a transparent world, younger consumers don't distinguish between the ethics of a brand, the company that owns it, and its network of partners and suppliers."*

*The influence of Gen Z – the first generation of true digital natives – is now radiating outward, with **the search for truth** at the centre of its characteristic behaviour and consumption patterns"*

**"True Gen: Generation Z and its implications for companies"**  
McKinsey & Co



# Markets' expectations: broader deliverables

## ■ Investors

- “...shareholders are in the vanguard of the movement for purpose and certainly for ESG adoption”

## ■ Regulators

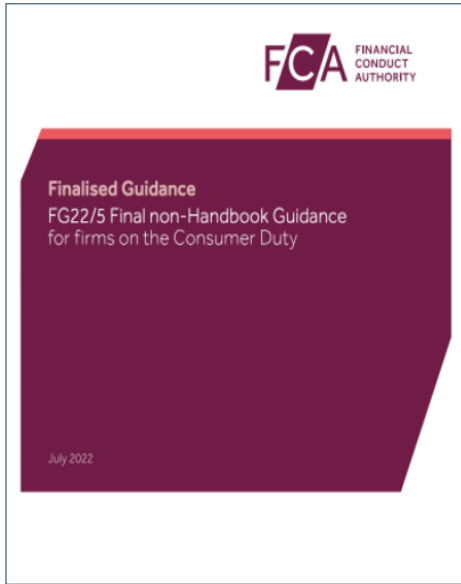
- e.g., EU Non-Financial Reporting Directive;  
US Securities & Exchange Commission

## ■ FRC UK Stewardship Code

- “...the responsible allocation, management and oversight of capital to create long-term value for clients and beneficiaries **leading to sustainable benefits for the economy, environment and society**”



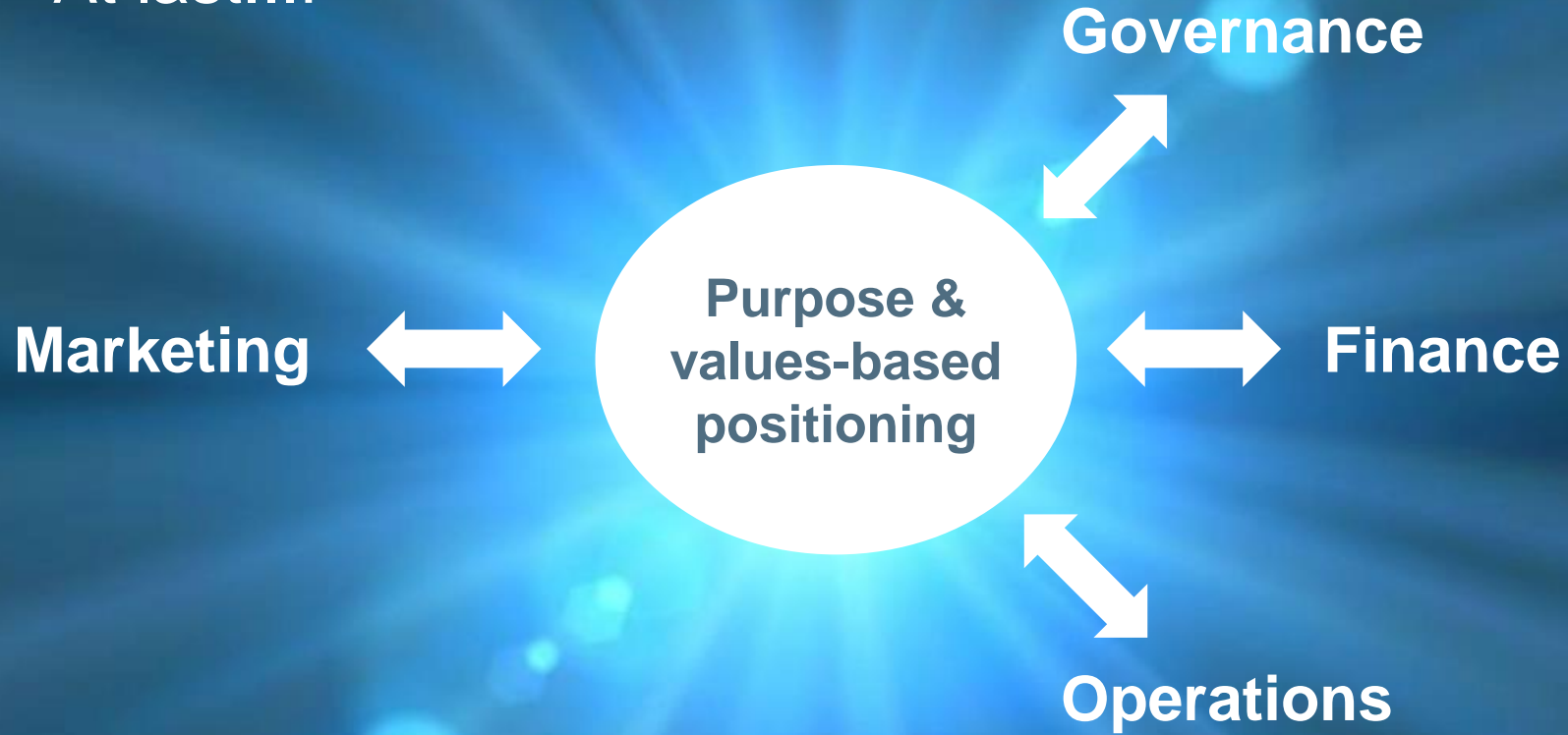
# Consumer Duty: playing to your strengths?



*“The higher standards of the Duty and the shift to focusing on consumer outcomes will require a significant change in many firms' culture.”*

***Firms should ensure that the interests of their customers are central to their culture and purpose and that this is embedded throughout the organisation”***

At last...!





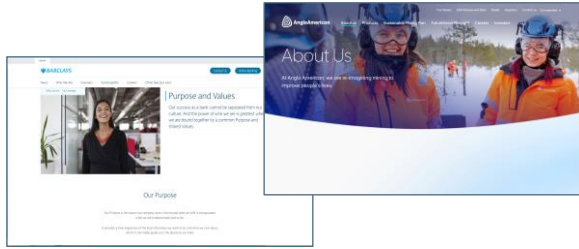


# AUTHENTICITY

Individuality Real accurate Ownab  
EFS TRANSPARENT COO  
Genuine INITIATIVE Honest  
reliable Values AUTHORATIV

# Agenda

- Purpose: what's all the noise about?
- **Challenges & opportunities**

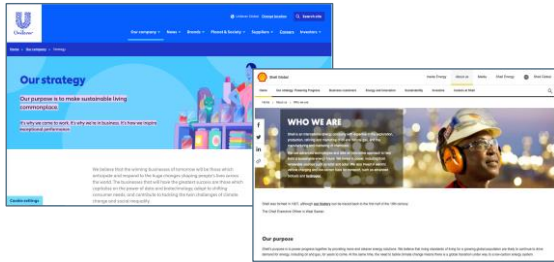


# To build great homes and create thriving communities

(Taylor Wimpey)

# Celebrating life, every day, everywhere

(Diageo)



# To add life to a lifetime of learning

(Pearson)

# To connect for a better future

(Vodafone)

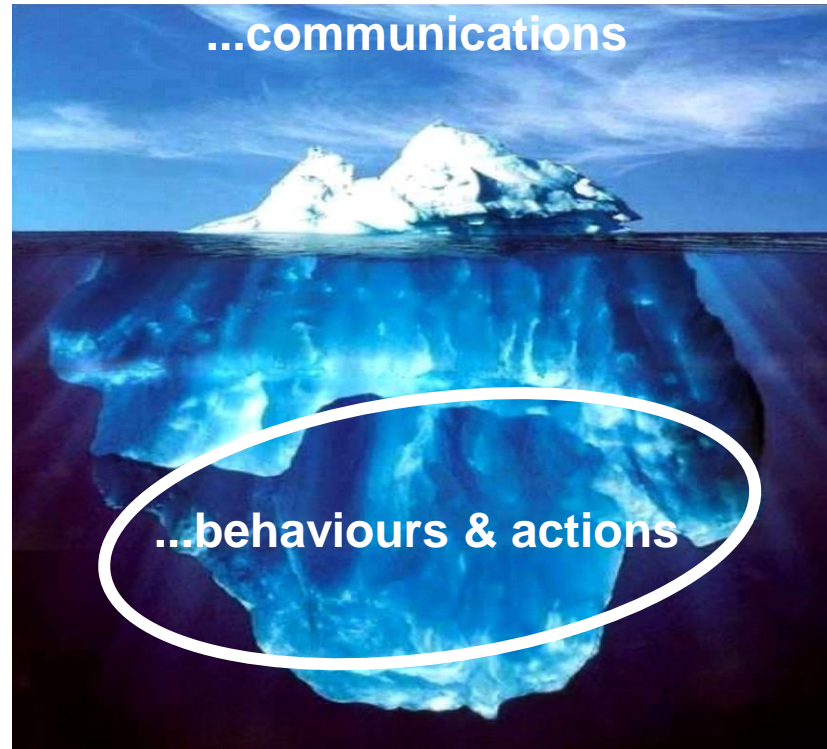


# Real PLC challenge: behaviours & actions

- *“Many companies are grappling with defining purpose and what an effective culture means...  
...with too many substituting slogans or marketing lines”*

(FRC: Annual Review of UK Corporate Governance Code 2020)

- Leaders overly relying on communications
- How embed Purpose & ‘make it happen’?






*“A values-based positioning...*


*...is in our DNA”*

# Purpose reflected in actions & behaviours...

- 
- **Customer / member well-being**
  - **Community orientation**
  - **Collaboration**
  - **Innovation**
  - **Longer-term perspective**
  - **Heritage**

# ...but with associated communications' challenges

- 
- Customer / member well-being
  - Community orientation
  - Collaboration
  - Innovation
  - Longer-term perspective
  - Heritage

- 
- Perception
    - Slow to adapt?
    - Old-fashioned?
    - Less commercially 'savvy'?
  - Understanding & appreciation
    - What *is* mutuality?
  - How be more effective?

# Awareness, understanding & appreciation?



the  
mutual  
way



in a mutual,  
everybody wins.



we will communicate  
with you openly  
and honestly.



we will treat you  
with respect  
and fairness.



we exist only  
to serve you.



# Agenda

- Purpose: what's all the noise about?
- Challenges & opportunities
- **'Picking the lock'**

# More effective Purpose communications: 1

- Understand what's working well... and not

# Research method: either or both...

**Quantitative**

*'The what?'*

Data & statistics

+

**Qualitative**

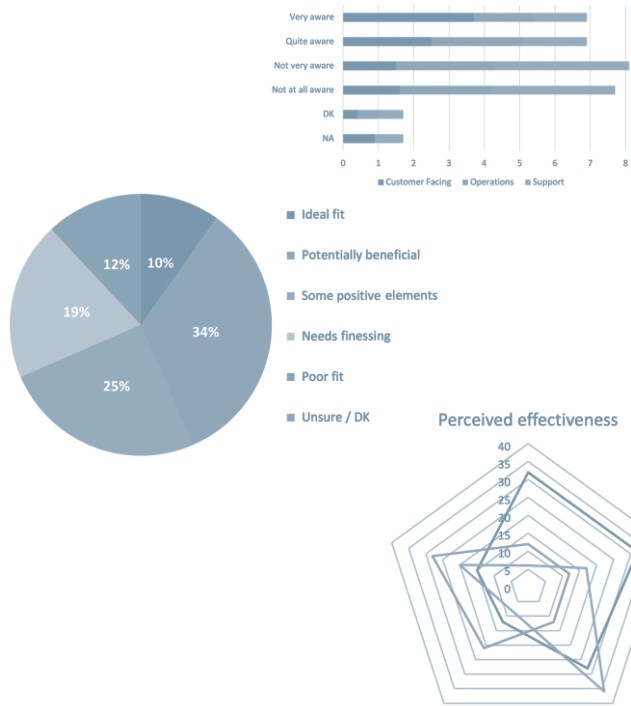
*'The why?'*

Opinions & insights

e.g. brand awareness  
understanding & appreciation  
favourability / preference / loyalty  
NPS

e.g. perceptions  
strengths & weaknesses  
value(s) attributes & associations  
competitive differentiation

# OnPurpose



# More effective Purpose communications: 2

- Understand what's working well... and not
- Define precisely your Purpose narrative: identify cut-through messages

# Purpose as integral part of a broader narrative





# More effective Purpose communications: 3

- Understand what's working well... and not
- Define precisely your Purpose narrative: identify cut-through messages
- Image matters: sometimes you need to be bold



# A clear Purpose; dated name & branding

## “Working for a world where every horse is treated with respect, compassion & understanding”



# Rebranding... built on past strengths



ILPH

before



WorldHorseWelfare

after



# Accurately reflecting ‘Why they exist’

- *“The new name communicates their broader role as well as international significance & impact”*
- *“The design was clearly more effective – contemporary, appealing, with the reassurance of evolution”*

(Extract: member qualitative research debrief)



**ILPH**



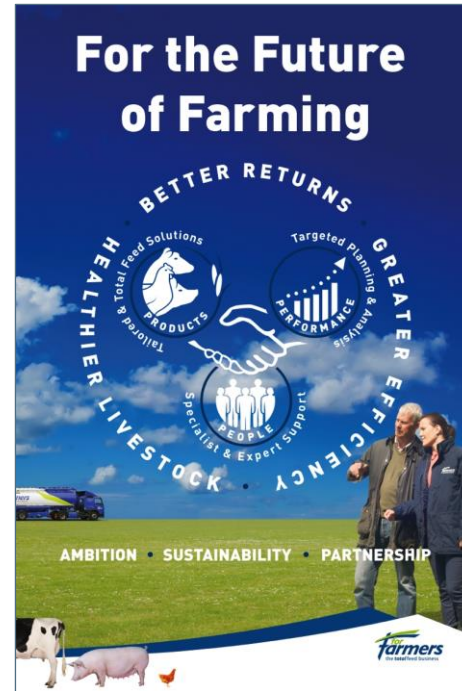
**WorldHorseWelfare**

# More effective Purpose communications: 4

- Understand what's working well... and not
- Define precisely your Purpose narrative: identify cut-through messages
- Image matters: sometimes you need to be bold
- Focus, consistency & coherence

# More purposeful expression...

From...



# ...expanding the concept across all 'touchpoints'



# Agenda

- Purpose: what's all the noise about?
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- 'Picking the lock'
- **Summary**



PURPOSE




**Purpose &  
values-based  
positioning**

**Market  
needs**

**Markets'  
expectations**



A landscape photograph of a paved road curving through green fields under a blue sky with white clouds. A large, semi-transparent white arrow points from the right towards the left, with the text 'Shareholder-driven' inside it.

**Shareholder-  
driven**

A semi-transparent white circle containing the text 'Purpose & values-based positioning'.

**Purpose &  
values-based  
positioning**

***“Walk  
the Talk”***

**Shareholder-  
driven**

**Purpose &  
values-based  
positioning**

***“Walk  
the Talk”***

**Shareholder-  
driven**

**Mutuality-  
driven**

**Purpose &  
values-based  
positioning**



***“Walk  
the Talk”***

**Shareholder-  
driven**

***“Talk  
the Walk”***

**Mutuality-  
driven**

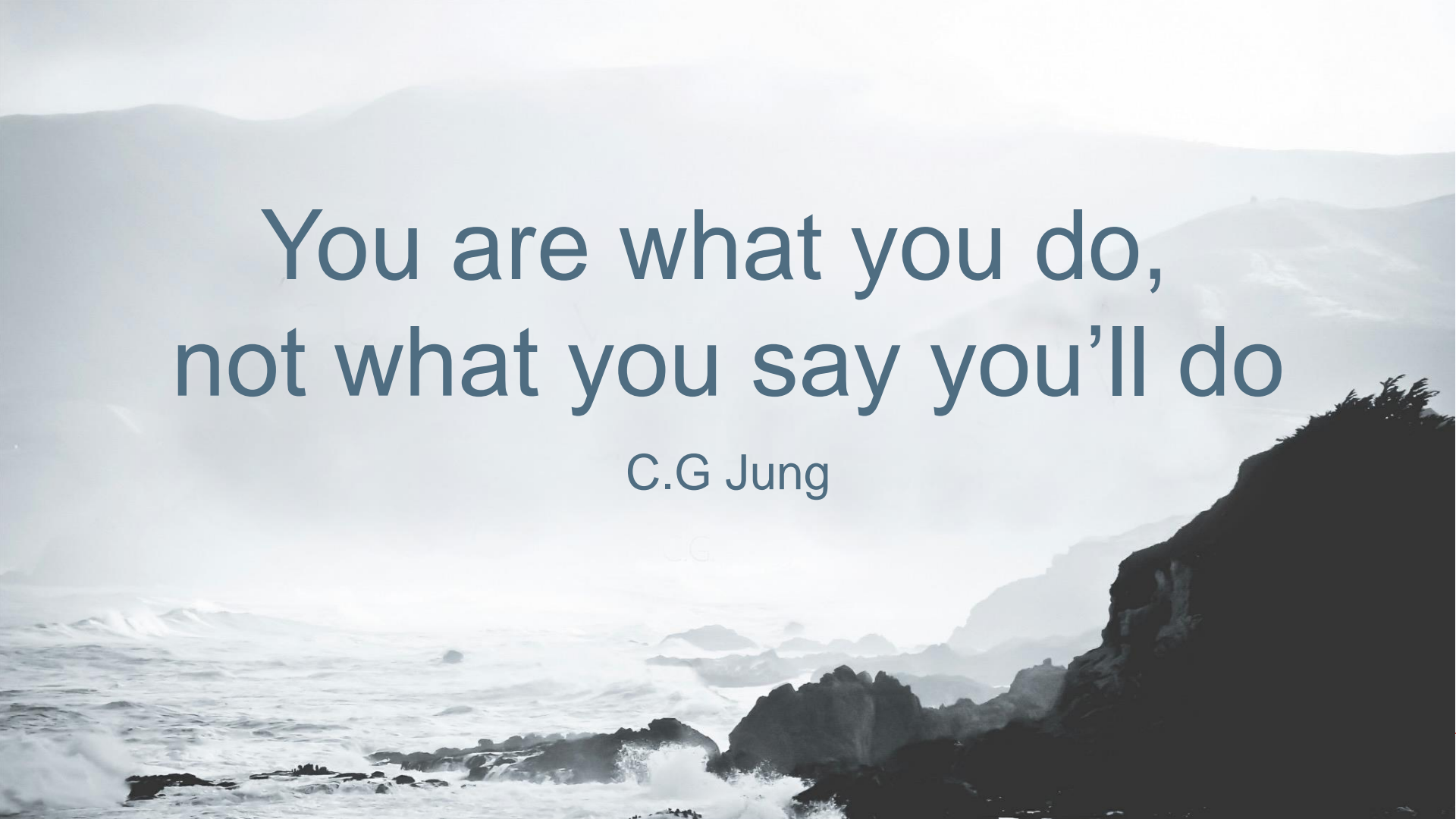
**Purpose &  
values-based  
positioning**





Doing justice...

...defined precisely  
...targeted accurately  
...expressed clearly,  
confidently & consistently

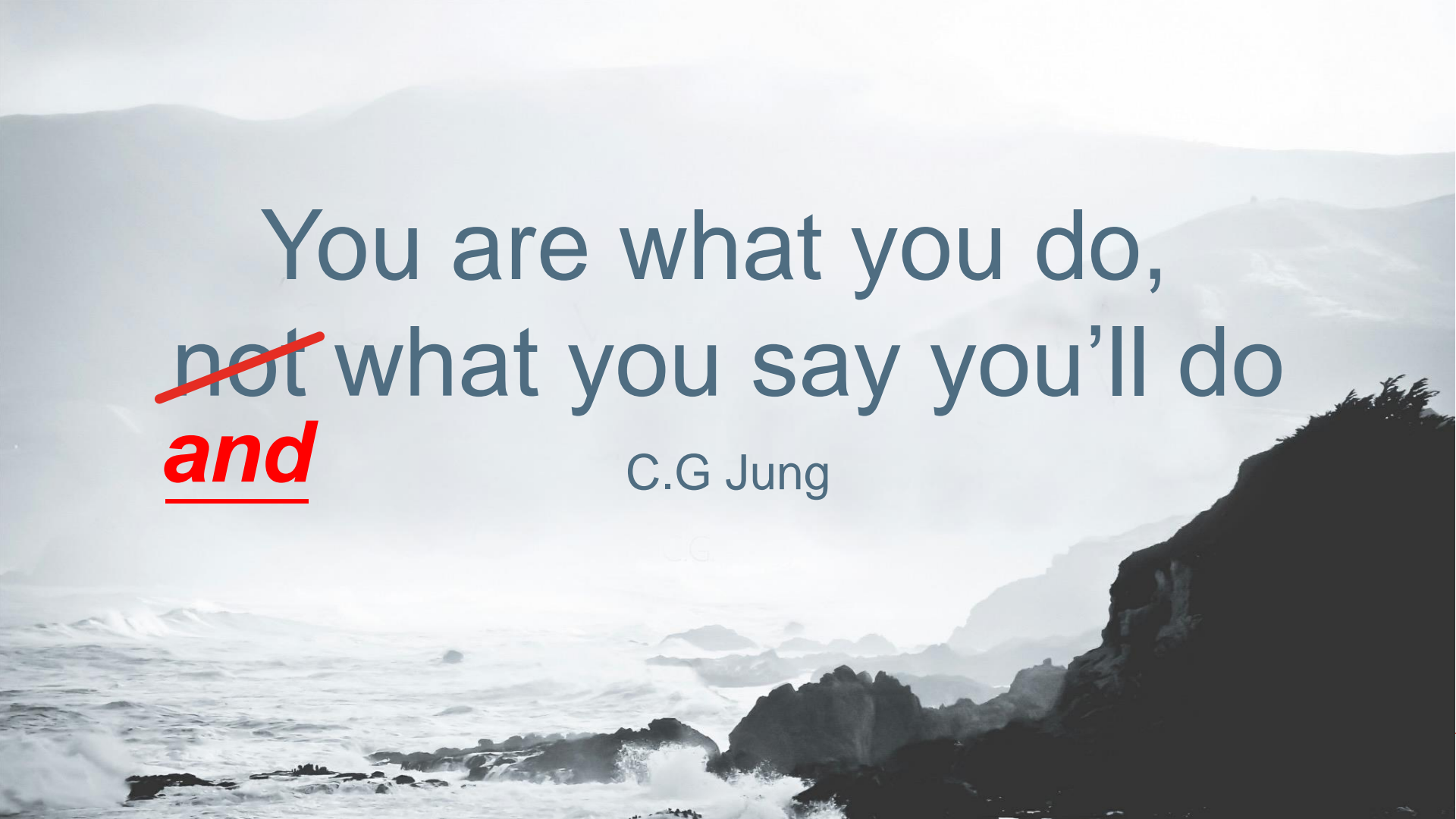


You are what you do,  
not what you say you'll do

C.G Jung

© C.G.





You are what you do,  
~~not~~ what you say you'll do  
and

C.G Jung

© C.G.



Thank you