

CAROLYN BUTLER-MADDEN

PATH TO PURPOSE



**HOW TO USE CAUSE MARKETING TO BUILD A
MORE MEANINGFUL AND PROFITABLE BRAND**

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This is an extract from the new book by Carolyn Butler-Madden, *Path to Purpose*. For more information about the book or to purchase a copy, please go to <https://www.carolynbutlermadden.com/path-to-purpose>

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*To Siena, Gany and Wilma.
For your patience, support and love
– thank you.*

PRAISE FOR *PATH TO PURPOSE*

Early in Carolyn Butler-Madden's *Path to Purpose*, the author reflects on a simple human truth: that we all want to contribute positively to this world. 'We just need to be shown a way that we can do it easily.' The book that follows is a refreshingly straightforward almanac of great value to any business seeking to align its strategy with its *raison d'être*, while making it easy for audiences to jump aboard.

Butler-Madden brings an astute and compelling perspective to why cause-driven business is good business, why ethics are an increasingly critical factor in corporate success and how businesses that engage authentically with audiences through shared values can build and accelerate their brands in the process.

The well-researched blend of international and Australian cases featured is impressive for the fact that despite the variety of causes pursued – diversity, gender equality, fair trade, cancer research, world hunger, refugee support and others – there are some universal principles at work behind purpose-driven businesses.

From Cricket Australia's Pink Test to Allstate's Purple Purse program, from Patagonia to Pampers, *Path to Purpose* reveals the galvanising energy of cause marketing. It also supports the proposition that brand-building actually becomes easier when purpose-driven, with so many willing audience participants motivated by the desire to participate.

To Marketing 101's hackneyed 'Seven Ps', Butler-Madden's book implies we must now add an eighth: Purpose – the most critical driver of corporate sustainability and success. As the author notes, 'Marketers need to think less about what their

brands can say about themselves, and more about what their brands can do for the world we live in.' Amen to that.

**David Redhill, Partner, Global Chief Marketing Officer,
Deloitte Consulting**

We live in a world craving meaningful connection that comes from meaningful communication. Carolyn Butler-Madden understands this better than most and that's what makes her exceptional book, *Path to Purpose*, so incredibly valuable for anyone wanting to build a powerful brand in the modern world.

**Andrew Griffiths, International Bestselling Author, Speaker,
Global Presenter, Media Commentator**

An ever-increasing number of brands are linking purchase to purpose. They are understanding that when their brand plays a more meaningful role in society it unites people towards their brands in a truly positive and profitable way. Brands that just 'say and pray' are the brands of the past. Brands that 'do' around a clearly defined purpose are the growth engines of the future.

David Fox, Chief Executive Officer, Ogilvy Group Australia

Path to Purpose is a great addition to the small library of books containing the insights professionals need to create initiatives that successfully do well by doing good. It's especially exciting to have access to its collection of Australian case studies. Bravo and thanks Carolyn Butler-Madden!

**David Hessekiel, Founder and President,
Cause Marketing Forum, Inc.**

I'm a believer in the power of local communities and social movements to change the world. Every now and again you get the chance to meet and work with people who you know are going to lead this change in a new and exciting direction.

Carolyn is not just a believer, she's out there leading the charge of an exciting movement where people and brands do well by doing good. This book is for anyone who believes that passion and authenticity don't just have a role, but should be centre-stage in business.

**Graham West, National President, St Vincent de Paul Society,
Honorary Fellow, Macquarie University and Not-For-Profit Consultant**

Carolyn's passion for purpose marketing shines through clearly in this text. She is not only a believer but an experienced practitioner in this area and has been able to share this passion in clearly laid out chapters with tips and hints and invaluable case studies. Through experience working with Carolyn I know that she puts these words into action in her work. This book is a must-read for modern marketers looking for authentic and enduring relationships with their customers.

**Mark Leathan, Product, Brand and Communication
Marketing Specialist**

We can transform our simple purchase act into a power of good by choosing a brand that leverages its marketing muscles and social media outreach to make a positive impact to social and environmental issues. This in turn creates more connections with the brand and more business. Winning brands will be the ones that can do good while doing well.

**Nada Dugas, Senior Communication Executive,
Public-Private Partnerships Builder**

I think that business leaders actually already know that purpose is an imperative. In my job though, I see them struggle constantly with the practicalities of implementing a purpose-led business strategy. *Path to Purpose* provides a valuable roadmap with real life examples. This book is just the right mix

of goosebumps and data to help businesses understand how leading world-change can also pay a handsome return.

**Steve Matthews, Corporate Partnerships and Philanthropy Manager,
Prostate Cancer Foundation of Australia**

Path to Purpose is a great book that is both educational and inspirational. Not only does it cover all the basics of cause marketing, but it shares many examples of the practice that are sure to inspire you. This slim book is a wonderful read and is packed with everything you need to change the world AND grow your business. I highly recommend it!

Joe Waters, Founder and Blogger, Selfish Giving

CONTENTS

Introduction **1**

PART 1: Doing well by doing good

- Chapter 1:* The power of purpose **11**
Chapter 2: Doing good is good for business **20**
Chapter 3: What is cause marketing? **28**
Chapter 4: The science behind cause marketing **33**
Chapter 5: 12 ways to approach cause marketing **38**

PART 2: Inspiration: brands that are changing the world

- Chapter 6:* Pampers **53**
Chapter 7: Shake Shack **62**
Chapter 8: Patagonia **67**
Chapter 9: REI **76**
Chapter 10: Mjau and Whiskas **85**
Chapter 11: Allstate **90**
Chapter 12: Dulux **93**
Chapter 13: Virgin Mobile **98**
Chapter 14: ANZ **106**
Chapter 15: Ben & Jerry's **112**
Chapter 16: Caltex **116**
Chapter 17: Airbnb **122**
Chapter 18: Zambrero **128**

PART 3: A six-step methodology to cause marketing

- Chapter 19:* Seven mistaken beliefs **135**
Chapter 20: Strategy – the foundations of success **142**
Chapter 21: Internal alignment and engagement **154**
Chapter 22: Marketing activation plan **161**
Chapter 23: Public relations **171**
Chapter 24: Leverage your partnerships **174**
Chapter 25: Evaluation **178**

PART 4: Make marketing great again

- Chapter 26:* Fortune favours the bold **185**
Chapter 27: Welcome to the club **190**
- An invitation to connect* **195**
Work with Carolyn Butler-Madden **196**

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*It's a great example of our belief
that even the smallest acts can change
our lives and make a difference in the
lives of people who need it most.*

INTRODUCTION

Have you ever had goosebumps listening to a speech? I have. In 2012, I was at a cause marketing conference in Chicago listening to Nada Dugas, a senior marketer from Procter & Gamble (P&G), talk about the Pampers Nappies 'one pack = one vaccine' campaign in partnership with UNICEF. It was an extraordinary moment and one that went onto change my view of the role that brands can have in society.

Dugas had been involved in the Pampers campaign from its very early days. She talked about the impact of the campaign. Back then, in 2012, the campaign had been running for six years and had helped to eradicate Maternal and Neonatal Tetanus (MNT) in eight countries by funding over 300 million vaccines and raising over US\$40 million in donations.

During her speech, Dugas highlighted that the campaign had been one of P&G's single most successful marketing campaigns globally, delivering exceptional volume and market share growth. She went on to say, with more conviction than I've heard from any marketer before or since, that P&G and Pampers would not stop in their efforts until MNT had been completely eradicated from the world. And they haven't. Today, in partnership with UNICEF, they are within a hair's breadth of achieving that outcome.

It's an incredible example of the power that brands can bring to the world today, creating much needed social impact and, in so doing, delivering the commercial outcomes that are essential to business profitability.

Pampers is just one really powerful example of a brand creating social impact and doing well as a result. There are plenty of others. There's a name for this marketing strategy. It's called cause marketing. To define it simply, it's when a brand aligns itself with a cause to drive social impact and create brand value. An authentic alignment between a brand and its selected cause partner allows the brand to develop a credible social purpose. This is then marketed in a way that enables the brand's customers, consumers, its company's employees and partners, and even the wider public, to become collaborators in creating social impact around that purpose.

Done well, it has the power to change the world.

Path to Purpose is a book written for 21st century CEOs and marketing leaders who want to build a more meaningful and purposeful brand that will thrive in a fast-changing, high demand environment.

So, let me declare my position and my credentials upfront. I have over 30 years' experience working on the agency side of marketing – first in London and then, for the last 20 years, in Australia. I have worked predominantly in below-the-line marketing and brand activation, i.e. unabashedly focusing on sales driving and engagement results. I'm particularly motivated by a desire to offer up creatively-driven solutions that deliver hardcore results. In other words, I'm not wed to being creative for the sake of creativity. For me, the end game is clear. It's about delivering tangible results.

As the marketing environment has changed over time, it's become harder to deliver those results and, like many in the industry, I've been operating in over-drive trying to figure out how to engage consumers in this new environment.

My own path to purpose came through direct experience. First, in delivering local community marketing programs for retail clients

and second, by delivering cause marketing campaigns for fast-moving consumer goods (FMCGs) and retail clients. It was through these direct experiences that I realised that here was a strategy that could enable brands to genuinely connect with consumers. The early results we generated were proof of the commercial benefits – improved sales and brand health. The social benefits were also obvious as we were able to fundraise and increase awareness of the cause and the work of the cause partner.

That's when a light switched on for me and I took myself off to Chicago to the aforementioned conference to find out more about this thing called cause marketing. That conference was an eye-opener. The sophistication with which companies were leveraging this strategy was astonishing and made me realise that, in this particular area of marketing, in Australia, we might as well be living in the Dark Ages.

What bewildered me though was this: the problems that a cause or purpose-led approach solve are just as relevant to the Australian market as they are to the US and the other countries' markets, which are active in cause marketing.

If you're responsible for the marketing of a consumer-facing brand, there's a high likelihood that you are dealing with one or all of the following challenges:

1. *Brand awareness and brand health.* In today's media-fractured environment, you recognise that you need a strategy that will cut through and seize the attention of consumers, that goes beyond pricing offers and other tactical initiatives. You also understand the absolute necessity for your brand to build trust with its customers.
2. *The number crunchers need you to deliver sales today.* That focus on short-term sales makes it incredibly hard to build a brand of substance, particularly if budgets are being cut year on year.

3. *Employee engagement.* Fast becoming recognised as a crucial part of the marketing mix, most CEOs and CMOs realise that a disengaged workforce will affect customer experience, making it increasingly harder to deliver a believable brand promise.

Cause marketing is rarely considered as a marketing solution to these problems because 'cause' sits in the realm of corporate social responsibility (CSR) and is seen as a cost to business as opposed to a business opportunity. There is also a distinct lack of awareness in Australia on its successful use as a strategic marketing platform.

When cause marketing is approached strategically and executed well, it doesn't just solve one or two of the three problems highlighted above, it can solve all three of them at the same time.

This takes me back to my question of why Australian marketers are so under-informed about this particular type of marketing. Are we really so different to other markets? I don't think so. The reason I've written this book is to address this lack of awareness directly and, in doing so, to highlight the successes of both global and local brands that have used cause marketing and/or a deeper purpose-led approach.

Speaking of purpose, you may be wondering about the relationship between brand purpose and cause marketing.

Purpose has had a lot of airtime recently in marketing circles. There's no lack of information on why a brand should consider a purpose-led strategy. Despite all the chatter, there appears to be some haziness surrounding the idea of just *how* to hit the 'go' button on purpose. Inevitably, building a brand purpose is seen as a big strategic play, which for some businesses, especially in Australia's risk-averse environment, is perhaps too big and too risky.

There are a number of ways you can build a purpose-led approach for your brand. This book focuses on just one: cause marketing. It makes the simple case that, in a world where trust is the new currency and authenticity is the value by which it's judged, actions speak far louder than any words possibly can.

Cause marketing is about what your brand *does* and, just as importantly, what it enables, rather than what it *says* it is. When you take a cause marketing approach, it doesn't have to mean a complete repositioning of your brand. A cause marketing campaign can be a credible and powerful first step on a path towards purpose. For brands that already have an established brand purpose, cause marketing can also be a strong way to bring your brand purpose to life.

This book also highlights the impact that Millennials are having in driving the change in what people now expect from businesses and brands. It explains the science behind cause marketing and also makes a powerful case for why doing good is good for business.

Perhaps most important is the inspiration within these pages. Fourteen case studies, more than half of which are from Australia, will inspire you and give you confidence in exploring how cause marketing can work for your brand.

The examples come from a variety of business categories. They demonstrate the versatility of the strategy and reinforce how powerful it can be when done well.



In a world where trust is the new currency and authenticity is the value by which it's judged, actions speak far louder than any words possibly can.

For those of you who want to understand how to go about developing a cause marketing approach for your brand, I share my six-step methodology. It's a common sense methodology developed from my own direct experience, as well as from deconstructing cause marketing campaigns from all over the world. This methodology will enable you to:

- create a program that strategically aligns with your brand and your business's key priorities
- get support and engagement across the business and with the company's leadership team
- develop a powerful marketing platform that builds year on year
- create powerful storytelling opportunities and unlock media value beyond your dollar investment
- avoid the pitfalls associated with poorly developed or constructed cause marketing campaigns.

Central, of course, to all of this is delivering genuine social impact. This is the driving force behind every successful cause marketing campaign. When people feel a part of something important and meaningful, the effort follows, regardless of whether you're a consumer, employee, a partner or a supplier.

My hope is that once you have read this book, you'll understand why cause marketing is growing so quickly and you'll understand the power of a brand standing and acting for something and attracting followers and collaborators.

A lovely mantra that is commonly used in cause marketing circles is 'doing well by doing good'. It neatly sums up what cause marketing offers brand marketers today. And when you know how, it's really not that hard.

HOW TO GET THE MOST OUT OF *PATH TO PURPOSE*

This book has been written so that if you're unfamiliar with cause marketing and you want to read it cover to cover, you can. If time isn't on your side, or you are already familiar with the subject, I've summarised the key points at the end of each chapter. You can start with these and dive in deeper to the chapters you want more information on.

The case studies and examples are the meat in the sandwich of this book.

There are 14 case studies and they range from one-off campaign-led activities to brands that have gone on to integrate a cause or purpose into the heart of what they stand for. The shining examples will be obvious to the reader, but I encourage you to read all of them with an open mind and recognise the value that each offers – not just in creating social impact but also in getting a brand started on a path towards purpose, given that getting started is usually the hardest part of the journey.

You may notice a little bit of repetition in these pages. This is deliberate in that it enables the reader who chooses not to read the book cover to cover to get as much value from it as possible.

PART 1

**DOING WELL
BY DOING GOOD**



CHAPTER 1

THE POWER OF PURPOSE

The Thankyou organisation is a social enterprise. You've probably heard of it. It's an Australian business with a product range including water, muesli, hand soap, body care products and, more recently, baby products. Its goal is to empower Australians and New Zealanders to make a difference in the world through making a simple choice within their everyday life – to purchase a brand that contributes to a good cause. Once all the costs of bringing Thankyou products to market are taken care of, every remaining cent funds life-changing projects in the developing world through partnerships with project-specific not-for-profit (NFP) organisations such as World Vision and the World Food Programme.

In their early days, Thankyou Water (as they were then known) had been unsuccessful in getting distribution through Coles and Woolworths. Their distribution was limited to 7-Eleven, Australia Post outlets and a network of independent supermarkets. Without the support of Coles and Woolworths, the opportunity for the organisation to fulfil its purpose was, at best, limited.

In 2013, the organisation launched a social media campaign to pressure Coles and Woolworths into stocking its range. It released a video calling on their supporters to upload videos and post comments to the Coles and Woolworths Facebook pages to show they'd buy the products if they were stocked. The Thankyou team already had a meeting scheduled with Coles, but this time they wanted to bring more than just a product to their presentation, they wanted to bring them an opportunity.

SUPPORTERS TAKE TO SOCIAL MEDIA TO CREATE OPPORTUNITY

Social media went mad. The Coles and Woolworths Facebook pages were inundated with messages and videos in the weeks leading up to the team's meeting with Coles. To support the social media campaign, the Thankyou team employed stunt tactics as helicopters flew huge banners over both retailers' head offices. An appearance on one of the main television network morning shows rounded the campaign out.

The campaign succeeded. In unleashing a torrent of public lobbying on Australia's grocery giants, Thankyou got the attention of both retailers' corporate management teams. Coles moved its scheduled meeting forward by a week and agreed to stock not only the brand's water products but also its newly launched muesli and body care range. A meeting with Woolworths ensued within the month and it too agreed to distribute the product range. Each of the retailers took 14 products from the range.

That was the breakthrough that Thankyou was looking for.

Since then, Thankyou has gone from strength to strength. In 2016, it launched into the highly competitive baby product category, as well as launching into New Zealand. It crowdfunded both of these next steps via the sale of a book about the Thankyou story. *Chapter One* was available for people to buy with the option

to pay any price they wanted. Their sales target was \$1.2 million. To instil a sense of urgency, a 28-day window was provided in which people were invited to buy the book. They smashed their target within the allotted time period by about \$200,000. The book is still available for purchase today and as at July 2017, over 96,000 books have been sold and over \$1.76 million raised.

Both of these campaigns from Thankyou are great examples of the power of purpose in unifying people behind a brand. While Thankyou is a social enterprise, it doesn't mean that traditional for-profit brands can't also benefit from an authentic purpose.

BRAND PURPOSE: START WITH 'WHY?'

As a subject, brand purpose has recently been getting more than its fair share of airtime in marketing circles. It isn't new of course but ever since Simon Sinek's TED Talk 'Start with Why' it has been highly topical. Simon Sinek simply highlighted what some brands have been doing for years – The Body Shop and Coca-Cola come to mind as very early champions of purpose, as well as Apple in more recent history.

What Sinek highlighted is that great brands sell much more than their products. Great brands have managed to understand the reason they exist beyond money and beyond product. It's a reason that never changes.

Some brands express their purpose as a mission. The semantics of the label are irrelevant. What's important is that a brand's purpose shines through and elevates it into rich emotional territory. This doesn't mean that the brand doesn't have to compete on functional benefits. Of course it does, but its purpose gives it that edge and a credibility that brands without purpose lack.

Here are some great examples of brands' purposes that will be familiar to most marketers.

Nike. 'To bring inspiration and innovation to every athlete in the world.'*

*If you have a body, you're an athlete.

Dove. 'Empower women to embrace their own beauty.'

Apple. 'To empower creative exploration and self-expression.'

Coca-Cola. 'To refresh the world... to inspire moments of optimism and happiness.'

Google. 'To organize the world's information and make it universally accessible and useful.'

Airbnb. 'To make people around the world feel like they could "belong anywhere."'

These examples show that not all brand purpose is related to causes or social responsibility. The power of any of these statements is in their value as higher order missions. They inspire people to dream. They invite people to step out of the ordinary and imagine the extraordinary. That's powerful stuff coming from a brand.

In order for purpose to be believable, there are two fundamental checkpoints that a brand needs to deliver on: credibility and authenticity. A purpose-led brand *has* to live up to its purpose. Its purpose becomes a guiding light in everything the brand does. It gives the brand immense focus and a long-term vision. It also provides a clear competitive edge against brands that focus primarily on product differentiation.

WHAT'S DRIVING THE MOVE TO PURPOSE-LED BRANDS?

If brand purpose isn't a new concept, why then is there so much buzz around it now? And why should marketers consider it as a strategy for their brand?

I believe a convergence of three key issues is forcing businesses, globally, to reassess their role in society.

1. Trust in corporations is rapidly declining

The 2017 Trust Barometer by global PR agency Edelman reports that trust is in crisis around the world and the results show that Australia is particularly affected. In 2016, only 52 per cent of Australians said they trusted business. A year later, that figure has fallen to 48 per cent.

Beyond the figures, everyday conversations and social media chatter highlight one striking common view – big business is greedy. Businesses don't care about their customers, their employees, their smaller business suppliers, the communities they impact, or the environment we depend on for life. They are driven by one thing and one thing only – profitability.

Whether you agree with this view of big business or not is irrelevant. The perception is there. It's deep. And it's going to be incredibly hard to shift.

2. Technology disruption: the age of the empowered consumer

Technology development has unleashed the era of consumer empowerment. People can now choose what information they receive and can filter content with controls that they've never had before. They can research and compare brands, products and services and make considered choices. They can publicly punish

brands that don't meet their expectations and they can champion those that exceed their expectations.

For many consumers, this empowerment is a novelty that they're wielding with glee. For a younger generation coming into the market, it's all they've ever known. That means from here, there's only one way to go – forward.



Brands now need to find ways to 'attract' people. They need to become magnets for people and tribes.

What this means is that brands now need to find ways to 'attract' people. They need to become magnets for people and tribes.

For marketers, it means we have to think differently. We can no longer simply create the messages about our products that we want our audience to hear. We have to listen, really listen and understand what it is they want to know, what's important to them, what inspires them and why they'll invest their time listening to what we have to say.

3. The perennial Millennial quest for 'purpose'

The Millennial's desire to seek purpose in their lives is well documented. This desire is magnified even further for Gen Z, so businesses that want to be relevant to these generations moving forward are going to need to address what is fast becoming the fifth 'P' of marketing – 'purpose'.

As a generation, Millennials have a vision of a fairer, more inclusive, happier, thriving society. And if the traditional bastions of the corporate world won't move towards this vision, then they will go and create it themselves, as the growth in social enterprise globally reflects.

Deloitte's 2017 global Millennial survey highlights some interesting data on Millennial attitudes and expectations of business:

- 76 per cent of Millennials now regard business as a force for positive social impact.
- 88 per cent of Millennials say business, in general, around the world is having a positive impact on the wider society in which it operates, which reflects an optimistic view towards business.

When you look more closely though, an interesting qualifier to this data emerges:

- Only 59 per cent of survey respondents believe multinational businesses have made a positive impact on the challenges that Millennials cited as their greatest concerns, e.g. economic and social progress, conflict, inequality, corruption, etc.

This figure is significantly below those who believe such organisations have the potential to make a positive impact (74 per cent). Overall, the impact gap stands at 15 points and is higher in mature markets (18 points) than in emerging markets (12 points).

This gap suggests that multinational businesses still have some way to go to address expectations of Millennials in society today.

Distrust of corporations, consumer empowerment and high expectations of Millennials are issues forcing businesses to consider their role in society.

Each one of these three issues alone is reason enough for businesses to reassess how they are contributing to society. The fact that all three of them are converging magnifies the need for businesses to consider what role they should play in society.

SYNCHRONICITY MEETS OPPORTUNITY

There's a lovely synchronicity around this whole subject of brand purpose, which has threaded its way through this chapter. So far, we have learned:

1. Society needs new ways to approach mounting problems.
2. People want business to do more to contribute positively to society. They have shown that they'll favour and support those businesses that step up.
3. Business needs to find new ways to market their brands. They need to attract people to their brands.

Purpose-led brands can change the world, attracting followers, supporters and collaborators along the way. Ultimately, a purpose-led approach builds strong, healthy and resilient brands. This is a win for society, a win for consumers and a win for business. That's the power of purpose for marketers today.

KEY POINTS

- Great brands sell much more than their product. They've managed to understand the reason they exist beyond money and beyond product.
- Not all brand purpose is related to causes or social responsibility. The power of brand purpose is in its value as a higher order mission – to inspire people to dream and imagine the extraordinary.
- Two fundamental checkpoints that a brand needs to deliver on for its brand purpose to be believable are credibility and authenticity.

- Purpose-led brands have immense focus and a long-term vision. Purpose provides a clear competitive edge against brands that focus on product differentiation.
- Three key issues forcing business to reassess its role in society and consider adopting a purpose-led strategy are as follows:
 1. Trust in corporations is rapidly declining.
 2. Technology disruption has created the age of the empowered consumer. Brands need to find ways to become magnets to people and tribes.
 3. Millennials have high expectations of business. Currently, there is a significant gap between what Millennials expect of multinational businesses and what they believe those businesses are delivering.