

Growth with Purpose

Leverage the purpose of your brand for growth

Event held: 06 October 2021

Venue: Landing 42

toluna   harris
interactive



Executive Summary

Thank you to everyone who attended our Growth with Purpose Event at Landing 42.

It was so nice to welcome CMOs and Heads of Insights from some of the best-known brands in the world. With exceptional keynote speakers, stimulating roundtable discussions, and the latest insights from our global consumer barometer, there was plenty to cover at the event.

Summaries of each presenter's deck can be accessed from individual links below.

▶ [View highlights reel](#)

Presentation overview

Frederic Charles Petit, CEO and Founder of Toluna, opened the session and set the scene by highlighting the critical market developments that we have identified through our global research and close partnerships with our clients.

- ▶ Consumer behaviour and attitudes are changing more rapidly than ever. Today, they expect to see the values they hold dear reflected by the brands they purchase.
- ▶ Businesses are looking to grow revenue through innovative new products and services. Specifically, we hear CMOs talk about NPD as their route to growth, and this must be based upon a clear understanding of consumer values.
- ▶ Our clients tell us of their growing need for rapid access to high-quality insights and understanding of consumers. This has never been more critical to business success.



“We founded the company with the mission that we wanted to revolutionize the way brands and people are engaging with one another, with the ultimate objective of transforming the market research industry into a mass market social experience; democratising research within the enterprise, but also within wider society - and using research for good.”

▶ [View presentation video](#)

Presentation overview

Christian Majgaard, former Global Head at Lego, flew in from Denmark and shared how Lego brings brand purpose to life. In his presentation, he gave examples of how to think outside the box, how to engage with different stakeholders throughout the organisation to activate brand purpose, and the ways in which Lego partners with external organisations (such as Hollywood) to bring their brand purpose to life in a multitude of ways. He shared eight critical considerations for brand purpose to guide your thinking:

- ▶ Diagnose through own open response
- ▶ Diagnose challenges and openings
- ▶ Consider who goes on stage
- ▶ Consider whom to impress
- ▶ Rethink stakeholder segmentation
- ▶ Consider distance from core in purpose and deed
- ▶ If you add, don't lose distinctiveness
- ▶ The art of serving opposing objectives "Innovation & Insight"



"We had this idea that we could stay as this classic brand forever - but we realised that was like sitting on the deck of the titanic. I was helped by the owner who was really driving vision and purpose here - and so we set a new vision that we wanted to be the World's strongest brand among families with children. We were far from that then - but we did it..."

▶ [View presentation video](#)

Presentation overview

Stefano Giolito, Senior Advisor of Purpose-led Brand Strategy and Sustainability at Reckitt noted that brand purpose isn't just a nice idea from a commercial angle – it can be brought to life through brand activation. Engaging your consumers in your brand purpose makes it possible to drive positive change within society – and on your bottom line. His mantra that you can do well by doing good highlighted that brand purpose is no longer a corporate check box – it's an imperative!

Stefano highlighted that it is clear that consumers want brands to have purpose – all incomes and all ages are buying on value and purpose: “Every time you spend money you are casting a vote for the kind of world you want.” Understanding consumers and what matters to them is core to success – from desk research to asking them directly.

There are four pillars to approaching this:

- ▶ Anchor the brand purpose in Sustainable Development Goals (they are the closest thing to a business plan for the planet with common language)
- ▶ Do or do not do – there is no try (It needs to be authentic, relevant and done at scale)
- ▶ Measure what you treasure (to inform the strategy, done across Profit, People, Planet and impact focused, not just about reach)
- ▶ Embed it into your core processes (splice it into your business, not have it as a wrapper or separate initiative)

Stefano showcased Finish dish washer tablets as an example of how they had done this at Reckitt.



“Remember to play the music and not the notes – keep true to the bigger purpose that you give to yourself and inspire others. Purpose for me is the fundamental belief that you can do well by doing good. It’s as simple as that. And it’s not just the right thing to do, or the honourable thing to do – it’s the profitable thing to do.”

▶ [View presentation video](#)

Presentation overview

Lucia Juliano, our Head of CPG research, shared hot-off-the-press consumer insights from the latest wave (17) of our Global Consumer Barometer. This most recent wave included a specific focus on brand purpose and what this means from a consumer perspective. The survey is based on over 13,000 interviews across the globe spanning each continent and 15 markets.

- ▶ [View latest Global Consumer Barometer](#)
- ▶ [Access all previous Global Consumer Barometer waves](#)

“64% of global consumers would switch to brands that actively support social issues that are important to them”.

“85% of global consumers go out of their way to engage with brands that align with their values”.

“53% have stopped supporting brands that don't align with their values”.



“We can see that the majority of consumers feel strongly about making socially responsible choices – they feel empowered to make decisions that align with their personal values and this also gives them a personal sense of satisfaction and comfort that they are playing their part...”

- ▶ [View presentation video](#)

Themes from Discussion Tables

The roundtable discussions brought our clients and experts together to share their experiences and explore four key topics:

- ▶ How do we infuse brand purpose into new product development?
- ▶ How do you measure the impact (to the world and to the business) of brand purpose?
- ▶ Key challenges with implementing brand purpose
- ▶ What five questions would you ask your customers to determine if your brand purpose is delivering?

Below are the key takeaways from the tables:

How do we infuse brand purpose into new product development?

It's important to understand where you can infuse it and where you can't. New product development is often driven by commercial considerations like unmet consumer needs or competitor launches, so you need to balance that against purpose. Likewise, you need to be mindful of how this affects your parent brand or other sub-brands so as to avoid misalignment. To accomplish this, it's helpful to have a senior stakeholder to own these efforts.

You have to explain to all the brand and marketing leaders *“why it's good for the company and the brand.”*

There was good discussion around how to partner with the wider organisation – which teams, stakeholders to involve and who owns the overall direction and 'sign-off' on whether things are on-track and relevant.

“As you influence your consumers you also have to influence inside the organisation.”

The table also discussed how much to communicate around the topic both internally and externally. It's difficult to gauge how much is enough – as not enough seems like you're not doing enough, too much opens big brands up to criticism because it's often perceived as not enough.

From a research perspective, it's critical to test concepts from the outset. This enables you to build your story—both internally and externally—about why it's important, why it will resonate with consumers, and why it's good for your brand. From there, communicating that proposition to consumers becomes natural. It helps to have a framework and to measure what stage you are at.

How do you measure the impact (to the world and to the business) of brand purpose?

It is a topic that can be measured across many different areas in the business and should not be limited to brand health or brand tracking programmes.

When new products or services are developed, it's key to check that they're aligned and fit with your brand purpose. It's also crucial to communicate in an authentic manner—reflecting your brand purpose and positioning statements. Often, brand health programmes need to be updated to ensure they cover these new and important elements.

In addition to understanding what they think, it is also critical to understand what customers do (i.e. compare claimed versus actual behaviours). Being mindful that the most outspoken consumers are not the majority, what do they really think? From a brand perspective, it's also important to understand and make goals against what you believe is an achievable impact. It's easier to aim lower and over deliver rather than aim high and fail. Purpose isn't exclusive to marketing efforts, either. If you care for your consumers, it has to permeate through your own employee base and extend to things such as the suppliers you build relationships with.

Here are four key considerations that our roundtable outlined:

- Focus:** You need to have a dedicated team that is focused on purpose in their day-to-day roles. For example, Reckitt has a team, as well as a framework by which they measure the specific impact of brand efforts against UN Sustainable Development Goals. For Finish, they measured the litres of water saved through dishwasher tablet use.
- Alignment:** It is vital to get agreement on the success criteria/KPIs at the outset. Think along the lines of how an investor might measure impact (i.e. share price, level of awareness, level of engagement).
- Start somewhere:** Have a starting point for your KPIs. It does not need to be perfect, but you need to have a baseline to measure progress against. You should target low and aim to build not target high and aim to fail.
- Employee engagement:** Remember to include metrics that capture employee feedback and engagement with your brand purpose. If they haven't bought in, why should anyone else?

What five questions would you ask your customers to determine if your brand purpose is delivering to consumers?

A very interesting discussion began by revolving around two main themes. The first: is it more important to understand what consumers care about, or is it more important to have clarity on what the business's purpose is? The first question arose from something Christian Majgaard said over lunch: if you want to really understand if your brand purpose is delivering to consumers, you need to understand what matters to them impartially—rather than when directly linked to questions about your purpose. Only then can you truly see if your brand purpose matters. The second theme centered on the true way for brands to deliver on their purpose to consumers. If a business was clear on its purpose and infused it in all activities, would that be enough?

Some other key points were raised before the group aimed to synthesize it down into five questions:

- ▶ Purpose should cost you money. If you aren't spending to achieve it, is it really your purpose?
- ▶ How would the consumer be aware of your purpose?
- ▶ Ownership and distinctiveness of your brand versus another brand is important to assess.

The 5 questions finally agreed upon included

- ▶ Is our organisation actually doing what we say? Or is there a clear gap between actions and words?
- ▶ Are we effectively understanding what our customers want and—only then—acting upon it?
- ▶ Are our brand purpose objectives pivotal to the brand itself? What's the association?
- ▶ Have we gone off track into unrelatable niche areas?
- ▶ Is our purpose for the common good or has it become one of advocacy (i.e. backing of social movements/political – e.g. Ben & Jerry's ice Cream)?

Key challenges with implementing the brand purpose

Internally, there's the challenge of stakeholder alignment and socialization. Is everyone aware of your purpose and rowing in the same direction?

Externally, consumers don't always make decisions that are in agreement with their purported views. Likewise, they don't necessarily understand the challenges that brands face from an implementation standpoint. Consider the topic of sustainability, for example. For global brands, there are varying recycling practices that make efforts more complex than they seem at face value.

Linking the product to purpose can be very hard. For example, one table member talked through the challenges of linking a chocolate bar to mental health and fighting against deforestation. They managed to do this by staying true to brand history (know who and what you are) and connecting to these challenges in a meaningful way without overplaying the point. It's still a chocolate bar, after all.

The brand has to know where it comes from to understand how it can help the consumer think of them at point of purchase. Using Christian's presentation as an example – Lego linked the creativity of building to kids learning as part of their purpose – that's doing it right.

In order to overcome these challenges, start by using the knowledge you have. Do consumers have a negative perception about a certain aspect of your brand? If so, start there rather than building a new story. When you are in the process of implementing your brand purpose, make sure you are communicating that story to your consumers by leveraging the right channels at the right time. You have to find your sweet spot – we all know what the planet and business issues are – find where they intersect for your business as a natural jumping off point for purpose.

Toluna – Start Knowing



Toluna is a technology company that delivers real-time insights at the speed of the on-demand economy. Toluna has been an innovative disruptor in the insights sector for 20 years, changing the way businesses make impactful decisions. Toluna has created the world first and only end-to-end insights platform which has helped the largest brands in the world across CPG, TMT and FS make better decisions faster by infusing high quality consumer insights into rapid decision making, which was particularly critical over the last 20 months as companies navigated the pandemic. With the increasing importance of purpose to consumers there has never been a more important time to understand the people buying the products and services at speed.

We can help you take your business forward with a full suite of solutions covering Market Understanding, New Product Development, Brand Health, Advertising and Creative Testing.

Get in touch

If you need to gain a better understanding of how changing consumer behaviour is impacting your business please contact:

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Toluna is the parent company of Harris Interactive Europe. Together, we push market research toward a better tomorrow.

Toluna – Start Knowing

Toluna is a technology company that delivers real-time insights at the speed of the on-demand economy. We do what no other insights company can. We combine innovative technology, award-winning research design, vertical expertise and a panel of over 36 million consumers.

What does this mean for you? It means you can get more research done in less time with less budget. It means you can design a research program that meets your needs, whether that's self-service or full consultancy. It means you can trust your insights because quality is baked into every part of our process. And it means you can do it at scale.

Harris Interactive – sector expertise with award-winning research design

Harris Interactive simplifies complex decisions with critical consumer intelligence. Harris Interactive sets itself apart by fusing sector expertise and award-winning research designs with innovative tools and technology. This combination delivers impactful insights that keep clients ahead of what's next. And with Toluna Start, those insights are delivered faster than anyone else. Although expert in all areas of research design, implementation, analysis, and reporting, Harris Interactive has particular strengths in customer experience, brand and new product development. Industry expertise ranges from CPG/FMCG to media and entertainment, and our technology supports every step of research, design, implementation, analysis, and reporting.