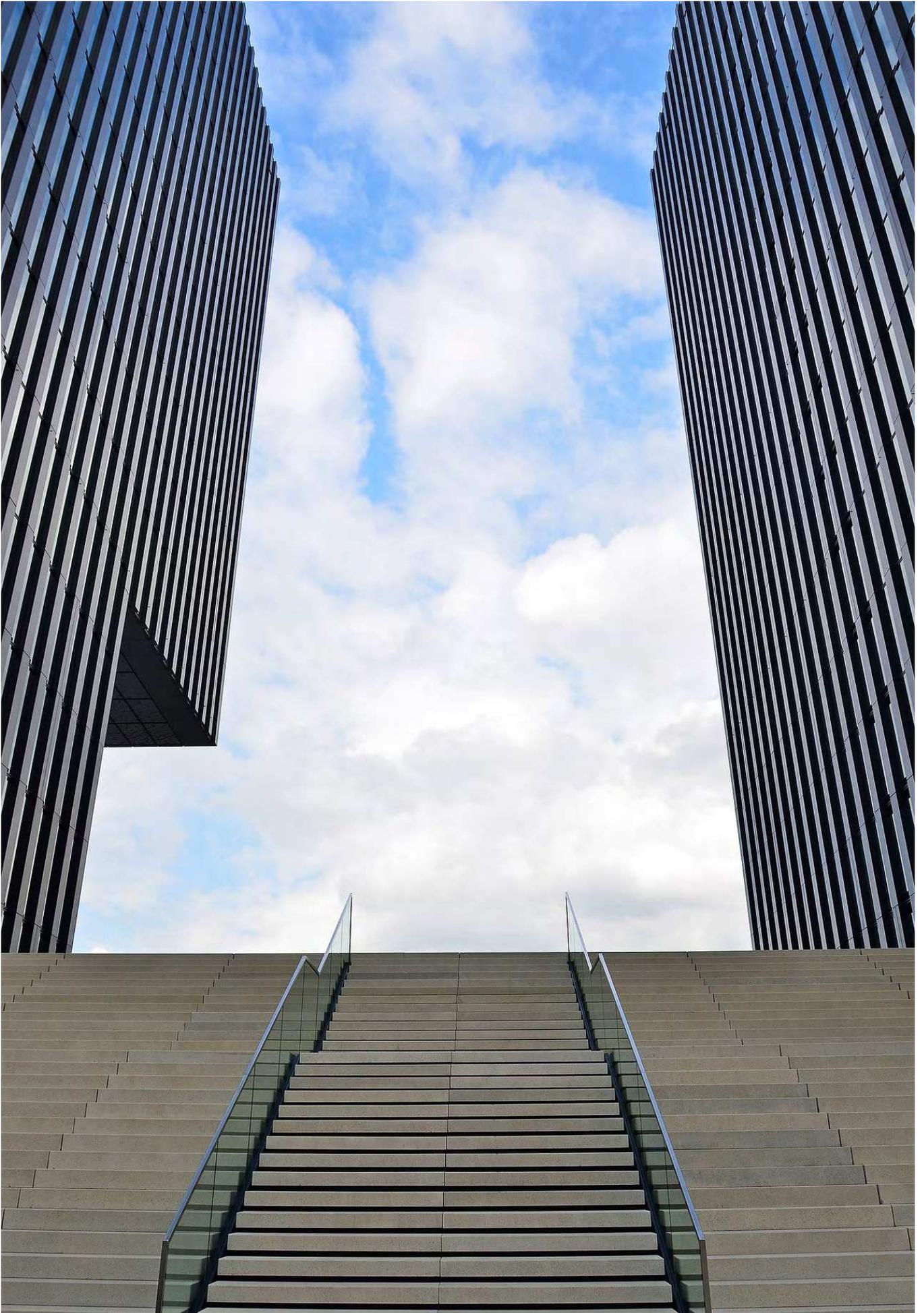


HOW PURPOSE CAN BECOME THE TRANSFORMATIONAL GROWTH CATALYST FOR YOUR COMPANY

A MINI E-BOOK AND STEP-BY-STEP GUIDE

Based on the book *The Guiding Purpose Strategy,
A Navigational Code for Growth* by Markus Kramer



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WHAT IS PURPOSE?

Purpose is almost always at the heart of transformation and of particular relevance when change is imminent. But let's take a step back first.

When our ancestors first became conscious of their existence a new immortal need was born – the need to make meaning. Living a meaningless life created a demand for a leader who could make meaning out of all things in daily life, including nature and humanity itself.

We've come a long way since the birth of consciousness, but our collective craving for meaning has not ceased. In fact, it has only increased. The relevance of an overarching Purpose in life is even stronger today. Our consciousness and our drive to find meaning and Purpose in life is what distinguishes us from animals. It is what got us out of the woods and onto the plains. The continuing evolution of mankind has sparked cultural progress and systems of values have emerged. The scientific revolution, for example, was the result of a deep human need to make sense of nature.

“The very meaninglessness of life forces man to create his own meaning.”

STANLEY KUBRICK

In today's world of business, there will be less and less room for meaningless brands simply because it is in our human nature to seek meaning. If an enterprise lacks Purpose and fails to contribute to society in a meaningful way, its relevance will be put into question. Key drivers are to be found in generational shifts, for example. The way people buy, work and live becomes increasingly conscious, too – especially in such aspects as demanding 'righteousness' (or in simple terms: integrity), ethics and sustainability. This is amplified by our collective ability to 'see through value chains' (data) from sourcing material and labour to products landing on the shelves where we buy them. The opportunity lays in becoming agents of change by comprehending that sustainable profitability is not mutually exclusive with being Purpose driven.

So, the question is: are you and your organisation ready to get on the journey of the potentially paradigmatic shift and infuse your business with the true, inner meaning of why you exist, what values drive and set you apart, and how you contribute to society at large – and act on your findings consistently for the future?

WHAT IS BRAND PURPOSE AND WHY DOES IT MATTER?

While your mission and vision have more to do with your goals, and your values may be connected to your company culture, your brand Purpose is all about discovering your “Why” – your reason for being in business in the first place.

The father of modern management Prof. Peter Drucker recognised this a long time ago and put it very nicely as follows: *“Profit for a company is like oxygen for a person. If you don’t have enough of it, you’re out of the game. But if you think your life is about breathing, you’re really missing something.”*

What he really meant is of course that there is more to business than profit. This is certainly true more than ever today. Brands are facing new generations of consumers and employees who expect value beyond ‘breathing’. Today, businesses both large and small, have the potential to act not merely as money-making mechanisms, but rather as powerful organisms shaping the future. The most effective way of achieving this is by doing well through doing good. A good starting point in the race to future-proof brands is by starting with the identification of a deep, inner Purpose that transcends strategy and holds a brand’s ecosystem together.

Identification of a brand’s Purpose, at the same time, has a “know-that” aspect to it, too. The know-that aspect of Purpose is about the fact that awareness of one’s Purpose is a kind of knowledge by acquaintance. In other words, once you discover

it or taste it, so to speak, you don’t want to go back, thereby creating the cohesion that binds people inside and outside your business together.

Understanding, articulating, and knowing your brand’s innate Purpose is more than knowledge. It represents the essential intelligence about your *raison d’être*. Brand Purpose is your know-why and, in the 21st century, your know-why is the new know-how.



“Your know-why is your new know-how”

Take for example a millennial graduate being offered two equally very attractive job options: one at a major bank and one at Google. All parameters being equal (pay, fringe benefits, etc.), the power of Purpose can make all the difference. When asked why this particular candidate chose Google instead of the bank, the answer was simply: ‘Why should I help make rich people richer when I can help organise the world’s information?’¹ This candidate considered Google’s Purpose to be more meaningful and attractive - and made her choice accordingly. This example represents the importance of know-why in shaping the future of a company. On a macro level, the guiding force of Purpose-driven strategies will gradually address the shortcomings of pure capitalism (such as shareholder value maximisation at the cost of exploiting suppliers, for example). A conscious, Purpose-led brand framework provides a basis for a clear action plan to mitigate the weaknesses of a macro system. So, a guiding Purpose not only provides a critical economic boost at the corporate level, but also on the industrial level.

In order to understand what Brand Purpose is, it’s very important to understand what it is not. Brand Purpose is not a marketing campaign where a brand is Purpose-led only in appearance and not in essence. Brand Purpose is not about virtue-signalling or greenwashing. Many business leaders also confuse it with some trendy topic or buzzword. It’s also not a slogan or a mission/vision statement for filling the page on the website. Brand Purpose is about a fundamental strategic code that drives culture from within your organisation. It guides decisions and behaviour daily for the long-term.

ATTENTION: DISRUPTION!

Many firms became painfully aware of how supply chain management is being transformed on a fundamental level.

Value chain disruption is one of the most important disruptors in business today – ranging from platforms taking the share of bookstores and retailers (think Amazon, Alibaba, and e-commerce in general), to travel (think Uber, Airbnb) to payment flows (think PayPal, Revolut and crypto currencies).

But today, supply chain management is as much about efficiency gains as it is about value systems and transparency. It takes little or no effort to see if a promise of a better and cheaper product holds true. You don't need to have exclusive connections to the secret service to view the profile, prices or ratings of a particular brand, product, or company – including its working culture.

For the first time in history, businesses, brands, and people are more likely to get caught in a lie or will be exposed for half-truths. Brands can no longer shift the blame onto other parts of the value chain. Connectivity and transparency have left companies and their brands no choice but to take full responsibility for their oil spills, child labour, mistreatment of animals and so on. As transparency increases, consumers have the power to 'see through'

brands as they look behind the creation of products for integrity and real, honest social responsibility. This means that brands will more than ever need to control not only their own operations, but also those of their entire supply chain.

There is no doubt that capitalism, as a system, needs to work in many parts of the world. The world of today needs more Purpose-led organisations that genuinely think inclusive AND beyond shareholder value maximisation. The evidence suggest that the journey has started, with the average share price of 'meaningful' companies rising at the rate 600% over a 10-year trajectory.² In the 21st century's societal context, a business cannot generate more revenue without a strong Purpose. A brand's short-term, mid-term and long-term decision making depends both internally and externally on navigating towards the future with an overarching, guiding Purpose.

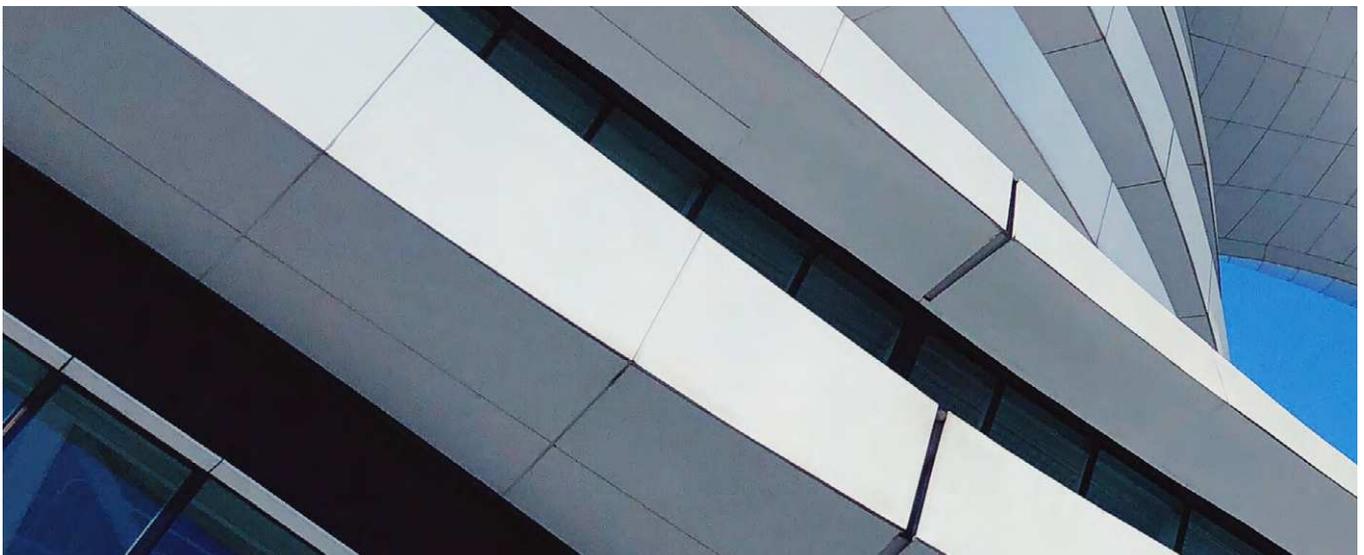
The world needs to see more organisations genuinely adopt Purpose-driven leadership as part of their long-term thinking. It is for the good of companies, brands, and their people. And while purpose transformation needs to remain, first and foremost, an economic model for companies to build their future on, it is also a viable model that contributes to the good of our planet and the generations to come.

CLARIFYING YOUR FUTURE

Uncertainty about the future is not a new aspect in business life. It may seem more prevalent today than ever, but humanity has always been deeply interested in seeing the future clearly.

History, experience, and empirical data tell us that the best way to gain a clear picture of the future is to navigate towards it using strategies guided by an overarching Purpose. North of strategy, a strongly anchored Purpose builds the connective tissue that aligns all stakeholders beyond financial returns. A carefully calibrated and brand-aligned Purpose can bridge functions, markets, socio-demographics and much more.

Years of studies on the world's best performing brands reveal a body of evidence cementing the economic reasons why Purpose matters now more than ever. As Carolyn Ray, Managing Director of Interbrand Canada, puts it: 'A shared characteristic is clear: brands with Purpose rise to the top.' In the long term, brands with a strongly rooted Purpose outperform those without Purpose. In their research J. Sheth, D. B. Wolfe and R. Sisodia demonstrate how companies with clarity of Purpose outperform the market by a 9:1 ratio over a ten-year period.³ More than any other strategy, a conscious implementation of a guiding Purpose strategy makes way for the creation of long-term value.



BE DISTINCT (DON'T BECOME EXTINCT)

Back in the late 1930s, Procter & Gamble recognised the need to differentiate and actively 'brand manage' products in order to optimise market orientation and financial returns, articulating the first notion of modern brand management.

As competition started to pick up, the idea of 'positioning' emerged. Targeting and ideally occupying a specific place in the minds of consumers required an innate understanding of how consumers tick.

In today's globally connected and complex economy, true differentiation on a product or service level is getting ever harder to achieve - not everyone is Harley Davidson. Even Tesla is starting to struggle as the incumbent automotive players are catching up with producing similar, if not better, electric cars. For most businesses and brand leaders, the recognition is one of consternation: most products and services

today are identical or marginally differentiated at best. The age of creating truly unique selling propositions (USP) is long gone. But while true differentiation is ever harder to achieve, the opportunity of creating unique value propositions (UVP) is much more realistic. Adjusting your focus on UVP versus USP might appear subtle, but it is a powerful step to take.

Differentiation is the way to stand out and avoid getting lost in the clutter of competition. In the words of Peter Thiel: "Tolstoy opens *Anna Karenina* by observing: 'All happy families are alike; each unhappy family is unhappy in its own way.' Business is the opposite. All happy companies are different: each one earns a monopoly by solving a unique problem. All failed companies are the same: they failed to escape competition."⁴

“In every company, differentiation is never more important than it is in times of trouble, and that's the time when everyone tends to go to the well and equalize rather than differentiate.”

JACK WELCH

4 Thiel, Peter A., and Blake Masters. *Zero to One: Notes on Start Ups, or How to Build the Future*. Virgin Digital, 2014.

5 Deloitte Millenium Survey, and INC. <https://www.inc.com/adam-vaccaro/purpose-employee-engagement.html>

6 The Business Journals. (2014, December) 'What a NASA janitor can teach us about living a bigger life', available at: <http://www.bizjournals.com/bizjournals/how-to-growth-strategies/2014/12/what-a-nasa-janitor-can-teach-us.html> (accessed 10th March, 2017).

YOUR CULTURE IS YOUR COMPETITIVE ADVANTAGE

Leaders must refocus their thinking and attention onto reconfiguring value systems more holistically.

Today, people demand to understand what else is in it for them – and others. For employees this means they look for meaning in their work. For customers this means buying products and services that are genuinely good, offering integrity in addition to functional benefits.

Purpose, the use of a company's reason why, can help shape culture. Culture can genuinely foster competitive advantage and performance. Over time, lasting differentiation hinges on a company's ability to continuously innovate and perform. This is not about a unique product or service, but about building strength through a company's unique configuration of people—or in other words, its

culture. While distributed IP (Intellectual Property) and globally connected markets allow for ever more rapid replication and scale of products and services, a company's culture cannot be copied easily. Today almost anything can be copied - except culture.

Brand Purpose is at the strategic core of a culture that attracts new talent, unifies across multiple dimensions, and continuously injects meaning and passion into what people do in their work. According to a Deloitte survey, 73% of employees who say they work in a Purpose-oriented company are engaged, compared to just 23% of those who do not. In addition to that, 88% of Millennials would stay at their jobs more than five years if they were satisfied with the company's sense of Purpose.⁵

“Culture eats strategy for breakfast”

PROF. PETER DRUCKER

A Purpose-oriented brand culture embraces a multi-stakeholder brand management approach, which leads to doing well (profits) through doing good (employees and customers). When strategies are guided by an overarching Purpose, then brand management transforms stakeholders - inside and outside. The effect of feeling as part of the bigger picture and contributing towards a higher reason takes engagement way beyond the 'I am getting a monthly paycheck'. This transformative effect is independent of factors as i.e., size, geographic location, functions, seniority. It is rapidly scalable across an entire organisation.

Consider President John F. Kennedy's visit to the NASA space centre in 1962. Noticing a janitor carrying a broom, he interrupted his tour, walked over to the man and said, "Hi, I'm Jack Kennedy. What are you doing here at this time?" "Well, Mr. President", the janitor responded, 'I'm helping put a man on the moon.'⁶

Both Kennedy and the janitor recognised that all people have a contribution to make in achieving audacious goals. Internal culture works well when it works in accordance with brand Purpose. It is an alignment operating as in the first axiom of Euclid,

father of geometry, which simply states: 'when two things are equal to one thing, they are equal to each other.' A shared and aligned Purpose needs to be imagined as the natural order or alignment of the ruby-like seeds of a pomegranate, where the positioning of each seed is unique and organically fine-tuned. Shared and aligned Purpose, then, becomes a distinctive shared language working within a brand's ecosystem.

The notion of culture is powerful, because it allows us to see, understand and continuously evaluate the world around us through codes. As employees become the ambassadors of a brand's culture, the actions and relationships start to converge with the consumer base building mutually beneficial ties. Business models properly centred on Purpose build beneficial relationships with external stakeholders and drive culture from within. Successful and future-oriented businesses are increasingly seeing Purpose transformation as a powerful differentiator grounded in humanity, building trust, increasing loyalty, and inspiring action. It is easy to see how this works for companies that have meaning and doing good rooted deeply within their DNA. Doing well by doing good stems from a Purpose-led culture.

LINKING PURPOSE AND PROFIT

Industries that lag in putting Purpose at the centre are generally to be found in areas such as financial services, engineering - and almost any B2B-focused organisations.

Yet the positive effects that the transformational power of Purpose can have on both competitive advantage and contributing to long-term profits have not gone unnoticed in these industries.

Most conventional board and executive perspectives still separate profit and Purpose as two diametrical opposites. The usual practice is that vision statements and value systems are crafted just to then fall short when faced with economic decisions versus what would be the right thing to do. The arguments for not linking the two more closely range from good intent but economic fear ('we can't afford to charge our customers more for building more schools in Namibia') to outright ignorance ('we are here to make money, nothing more, nothing less').

Purpose and profit are not opposites. Rather, the convergence of the two can help companies build long-term, sustainable ways to create competitive advantage. This is even more important in times when the concept of a unique selling proposition is increasingly a model of the past. Consumers and employees look for more than money in what they buy and do. A meaningful brand driven by a higher Purpose drives profits. The evidence pointing to the strong link between purpose and profit is clear.

Purposeful brands:⁷

- outperform the stock market by 133%
- gain 46% more share of wallet
- achieve marketing results that are double those of lower rated brands
- employees are 5.3 times more likely to stay
- workforce is 1.4 times more engaged
- teams are 1.7 times more satisfied

In times of decreasing relevancy, disruptive forces are challenging organisations to reassess how value is created and how people (especially younger generations) fit into an evolved world view, putting Purpose at the centre of a corporation's thinking is the key - closing the growing gap between competitive edge and meaningful work.

Brand Purpose is also a means for gaining consumer trust. 89% of consumers believe Purpose-driven companies will deliver better-quality services and 72% would recommend products and services delivered by companies with clarity of Purpose to their friends.⁸

The Kantar Purpose 2020 study based on over 20,000 customer interviews suggests that purposeful brands have the potential to grow twice as fast as their counterparts.⁹ The reason seems to be all about choice: consumers are faced with countless choices, most of which are more accessible than ever. Faced with two choices equally accessible (affordable and readily available), they are more likely to make a choice based on how they feel about the company, rather than something more tangible, like the price... with a clear Purpose, you add meaning to a customer's decision -something they aren't likely to forget.

12 ⁷ Various Sources, The Guiding Purpose Strategy, A Navigational Code for Growth, Markus Kramer, 2017, 2020

⁸ Edelman 2012 'Good Purpose Study', <https://www.disruptordaily.com/purpose-driven-marketing/>

⁹ Kantar Purpose 2020 Study <https://www.forbes.com/sites/afdelaziz/2019/11/11/the-power-of-Purpose-kantar-Purpose-2020-study-shows-how-Purposeful-brands-grow-twice-as-fast-as-their-competition/#7589d2084236>

¹⁰ EY Beacon Institute 1996-2011 Purpose Study

¹¹ Research by Millward Brown and Jim Stengel <https://www.businesswire.com/news/home/20120117005066/en/Millward-Brown-Partnership-Jim-Stengel-Reveals-50>

Being an activator of growth and a driver of profits, companies that operate with a clear and driving sense of Purpose outperform the S&P 500 by a factor of 10.¹⁰ In their research Millward Brown and Jim Stengel developed a list of the worlds 50 fastest growing brands out of 50,000 brands across more than 30 countries (including both B2B and B2C businesses in 28 categories). These are brands that

built the deepest relationships with customers and achieved the greatest financial growth. They found that investment in companies that can serve a higher Purpose - the Stengel 50 - over a 10-year period would have been 400% more profitable than an investment in the S&P 500. Brands that centre their businesses on ideals or a higher Purpose have a growth rate triple that of competitors in their categories.¹¹

“ Business does not exist to make a profit. It makes a profit to exist. We must not forget our Purpose. ”

PAUL POLMAN



GETTING STARTED ON YOUR PURPOSE JOURNEY



Based on extensive soul-searching work with brands and teams around the globe and across multiple industries, there is a structured approach that enables the identification and articulation of ‘Purpose’ – with a capital P – in the context of brand and business strategy.

Building on 20+ years of experience of working with and for SMEs, global financial services firms, B2B brands, governments, charities, and start-ups around the world. The Guiding Purpose Strategy (GPS) framework represents an organised approach to help brands and businesses create more value for everyone and for the long run.

GPS is a navigational code for brand growth. You can explore this code or tool more in-depth by getting the full book here. This e-Book provides a summarised step-by-step guide for discovering and applying Brand Purpose. To access all frameworks readers can visit the official book website and download these for free.

FIND AND ARTICULATE YOUR PURPOSE

To create a Purpose statement, you'll first want to articulate your reason for why you do what you do: please think of this as something close to your heart and passion, rather than making money.

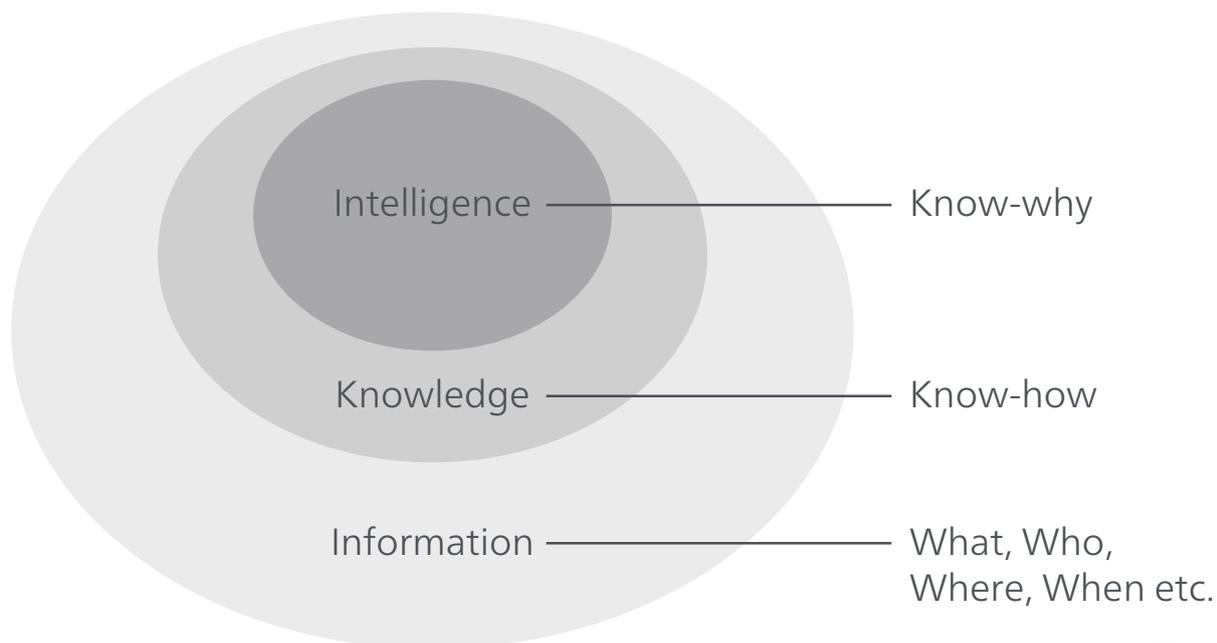
Your Purpose statement is something you can claim with conviction - a succinct, powerful, and genuine expression of why you do what you do.

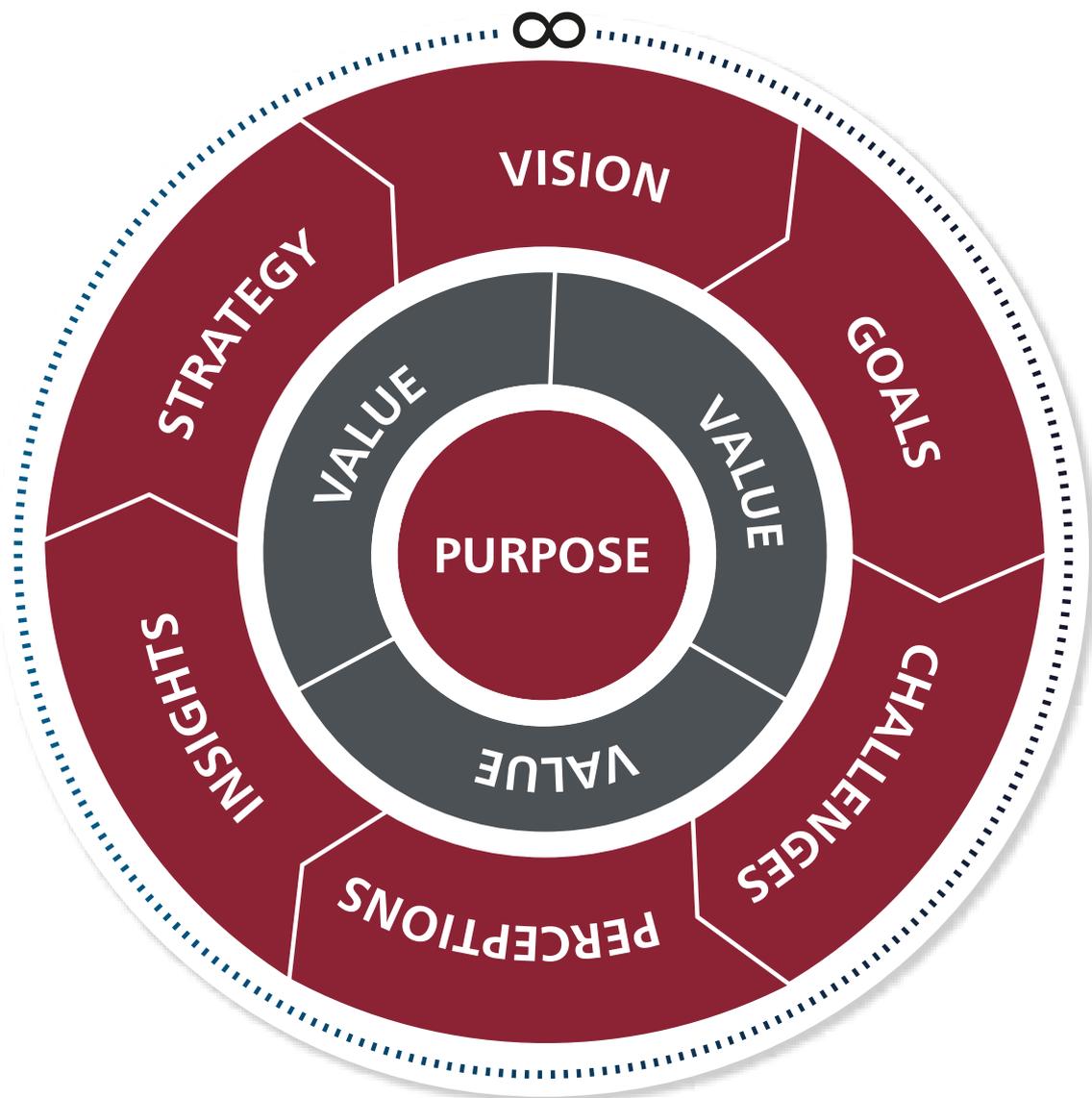
Because your brand Purpose is a short statement only, it may seem like you don't need much time to create it. But this is about redefining and refining your entire brand. It is the way the world sees your company and the way you run your organisation. Your brand Purpose can help you reimagine possibilities – even reignite your passion, thrusting your business forward, and helping your team stay engaged. Purpose and brand are thoroughly intertwined and inseparable.

An easy way to think about identifying a powerful Purpose statement is to consider it in the form of three

layers within each other. (Figure 1) On the outside are the most tangible elements of the business, the information layer, representing the comfort zone of discussing and thinking through operations: who does what, where, when, etc. Identifying how things are done requires peeling away one layer. Often this next layer, the knowledge layer, comprises systems, infrastructure, techniques, and process discussions: the know-how. Asking why we do what we do is a great way to move from knowledge to the inner workings of a brand: the intelligence or know-why.

Purpose lies at the essence of a brand. On a simplified level, the map for finding the innermost Purpose could be described as a three-layered rose. The central part of the rose is your deep brand Purpose. The second layer is composed of values, and the third layer consists of the areas that are more tangible: vision, strategy, goals, etc.

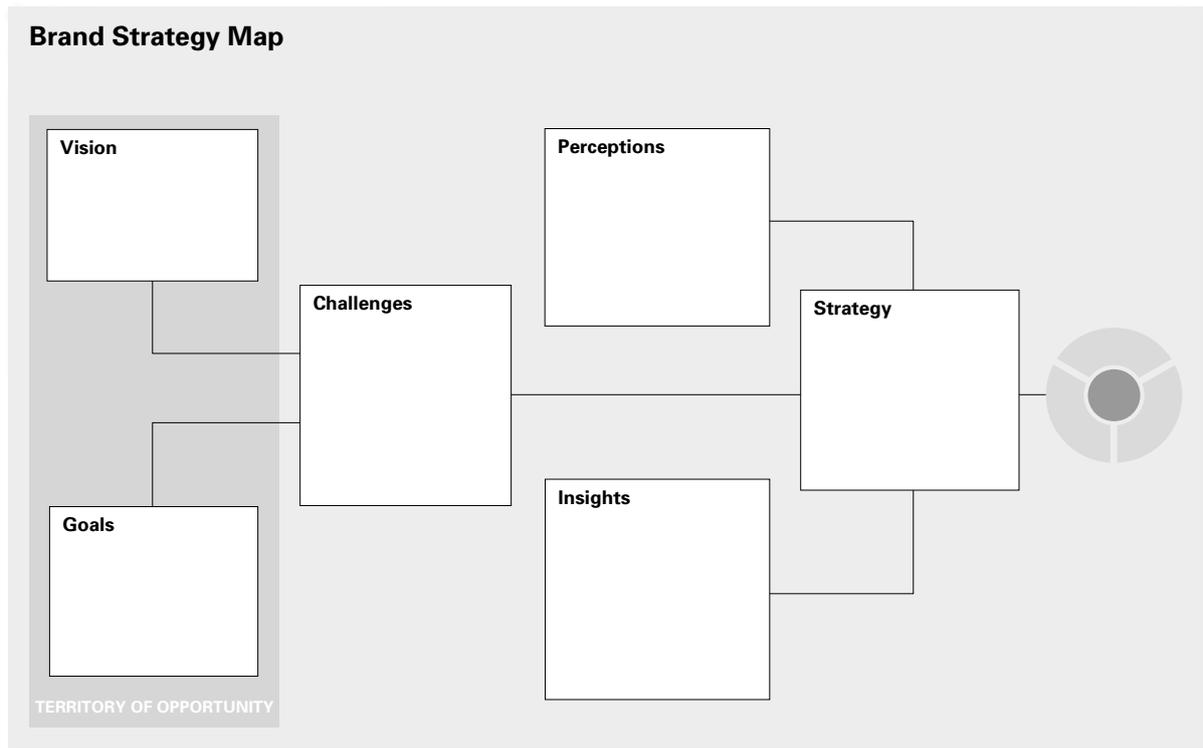




STEP 1:

ARTICULATE YOUR BUSINESS STRATEGY

Start with the outer layer. Any business will be familiar with these areas, and it is generally easy to engage teams across functions in the work of realising, defining, and achieving these concepts. It is easiest to work from left to right:



- Most businesses will have a 'Vision', generally reaching for the stars, which is a great starting point.
- More tangible is 'Goals', which articulate what achieving success on the journey to reach that vision will mean in terms of business results. Often these goals are yearly plans over at least five years.
- 'Challenges' describes the barriers and hurdles to overcome, ranging anywhere from macro constraints (taxation, market access, etc.) to business challenges (cost, resources, brand awareness, etc.).
- Internal and external 'Perceptions' are generally derived from active and passive market research, representing the voice of stakeholders (customers, partners, etc.). This is a critical step often overlooked or oversimplified. We highly recommend placing great emphasis here to get viewpoints from all your stakeholders – through existing data or quick insights/market-research.
- 'Insights' distil Vision, Goals, Challenges and Perceptions into meaningful cornerstones to shape 'Strategy'. The latter is a function of the former and articulates 'How to focus your efforts' in succinct language.

You should have quite a clear idea by now where and how you can credibly occupy a profitable space in the market for your brand. (Positioning).

STEP 2:

DEFINE YOUR VALUES

The second layer of the rose deals with defining appropriate values. Values are used to describe a desired behaviour and should be active and/or descriptive, unique, and limited to no more than three or four. Each value can be articulated with words and images. Whilst it is easy to define internal values (think of ‘trustworthy,’ ‘authentic,’ etc.), at least one value should be tied to differentiation and directly reflect the desired position of your brand.

For example: ‘safe, excellent and curious – whereas ‘curious’ might serve as the differentiating value. It is important to come up with values that are as unique as possible and select the ones that keep your company relevant in the future. Certain attributes such as ‘integrity’ and ‘trust’ are appealing to everyone - and are therefore so commonly used that they are no longer unique and differentiating. Equally, if everything is a core value, then nothing is really a priority.

As Lee Colan explains: “Making values-based decisions removes much of the stress and pressure of making decisions ‘in the moment.’ When you hold your options or choices up to the mirror of your values, the right choice quickly becomes obvious. Aligning decisions with your values also ensures clear thinking about the consequences of those decisions.”

It is important to note that core values should also be complementary to each other (hence we group these in a circular shape) and be future proof. Values that hold true today might not be right for a business or a market space that is undergoing tremendous change. It therefore helps to quickly plot your values against the dimension of time and involvement. Brand Value articulation takes the final set of core values and renders them tangible.

Key Questions to ask yourself:

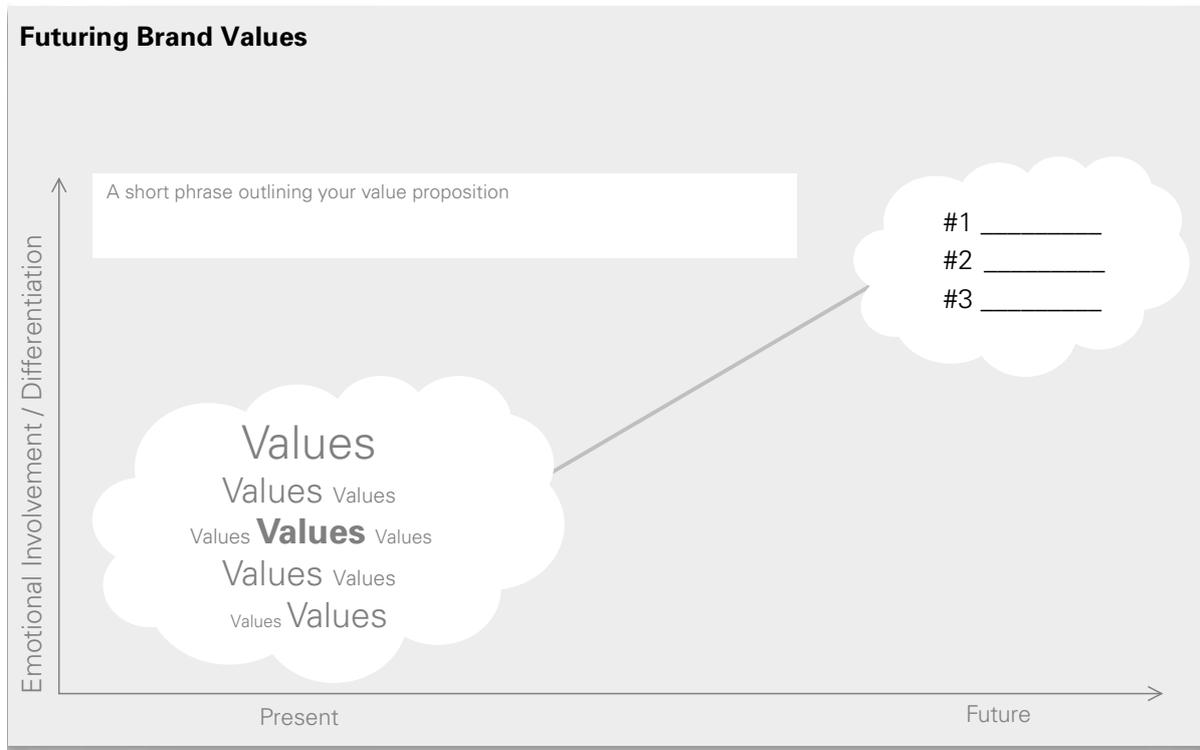
- What is truly transformational about your inner Know-Why?
- How do you ensure your values evolve in the future and beyond?
- How do you crystallize your idea of who you are?
- Who are you? Where do you want to be?
- And how do you get there?

A good way to get started: list all your values

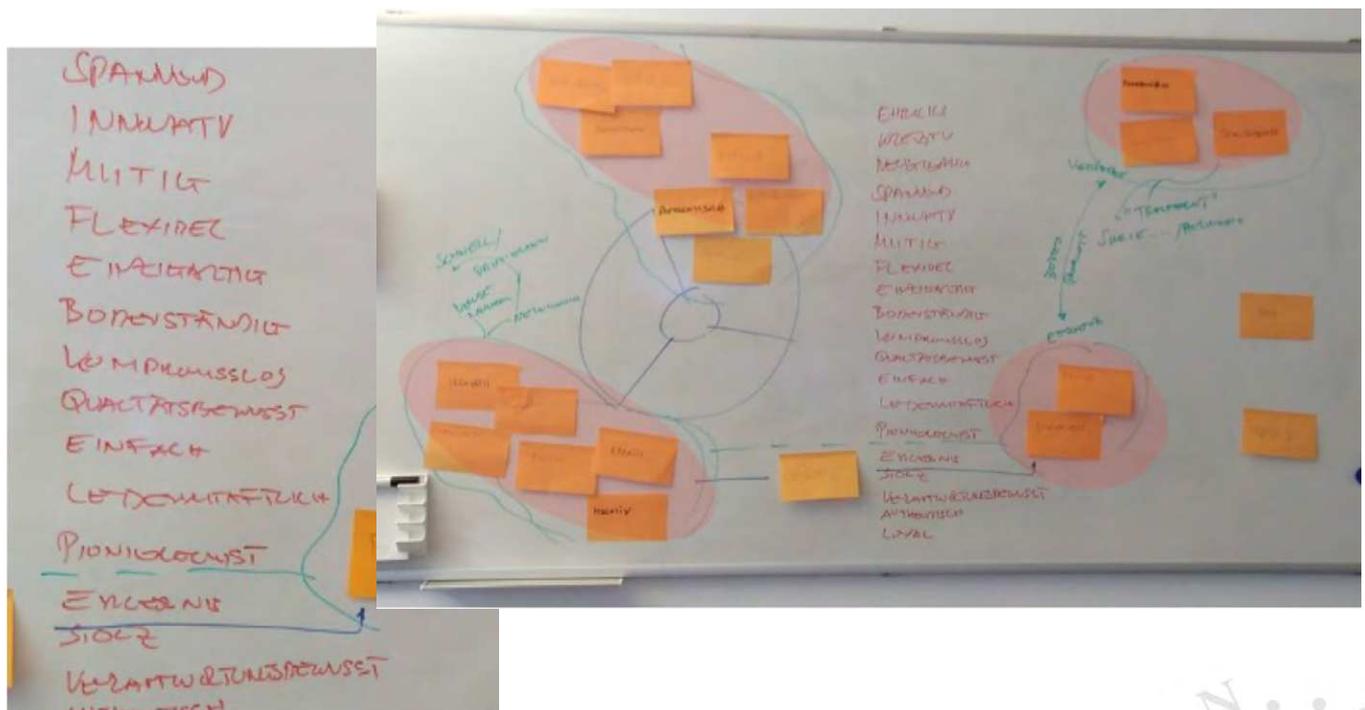
- Don’t question them
- Push for as many as resonate with you
- Individual or team
- Use flipchart/whiteboard
- Everyone gets to write down their top 3
- Use post-its
- Group these
- Identify areas of overlap/alignment
- Discuss, refine

“ It’s not hard to make decisions once you know what your values are.”

ROY E. DISNEY



From list of values to grouping key areas:



STEP 3:

ARTICULATE YOUR PURPOSE

An issue that arises frequently when teams craft Purpose statements is the confusion around ‘Purpose’ and ‘strapline’ or ‘slogan’. Particularly for non-brand executives, the distinction is too subtle to be intuitive. Both are short and powerful. Both are engaging. Yet they serve very different reasons.

A strapline or slogan is often descriptive in nature at the inception of a brand (low brand awareness) and evolves over time to an elevated, intrinsic benefit. For example, it’s a long way from Coca Cola’s original “For headache and exhaustion, drink Coca Cola” in 1900 to the “Open Happiness” we know today. Or think of Harley-Davidson’s latest “Live Your Legend”. It is catchy, often tied to a particular campaign and serves the need of differentiation. But it’s not their Purpose. A slogan is about competition: standing out from the crowd, gaining market share – selling things.

Unlike a slogan, your Purpose statement works from within. It is less intuitive and requires context to be meaningful. For the people ‘within’ your

brands eco-system, it serves as an all-encompassing, philosophical canvas to provide guidance and direction, shaping and galvanising your culture. A good Purpose statement must work intrinsically. Applying a tested and tried ‘filter’ can help hone the direction into well-crafted words.

Checklist for a good Purpose statement

- ☑ No longer than five words
- ☑ Starts with an action word (verb)
- ☑ Provides deeper meaning
- ☑ Expresses the overarching ‘Reason Why’ delivered in what you do
- ☑ Is true from within
- ☑ Connects with the head and the heart
- ☑ Is closer than you think; universal yet tangible

After crafting your Purpose statement, remember to ask the question: Can our Purpose statement be *instantly felt* apart from being understood?

Purpose Articulation

Purpose Checklist

- Simple
- Contextual
- True from within
- Connects with the head and the heart
- Serves as an overarching reason why
- Is closer than you think (universal, yet tangible)

PURPOSE STATEMENT

ACTION WORD (VERB) + ATTRIBUTE (WHAT) = 5 WORDS OR LESS

TO IMPLEMENTATION AND BEYOND!

As stated at the very beginning: Purpose is almost always at the heart of transformation. Just like when people start to re-think, re-orient and eventually re-set, successful organisations are undergoing change at an unprecedented change. Purpose can also serve as an anchor of stability, especially in times of change. And in fact, firms that have successfully and regularly transformed, going through great upheavals, maintain their distinct DNA. It allows for organisation to act in agile ways, adapting to new market situation, approaching new segments, re-organising etc. – all whilst maintaining their very core (culture) stable. A great way to activate on your Purpose is through branding – it offers a very tangible way for people to get their heads around your Vision, Purpose, Values, Differentiation and helps to build the connective tissue. Always start within your organization – and NOT with updating your website!

The Brand Framework below shows this in more detail.

The Brand Core

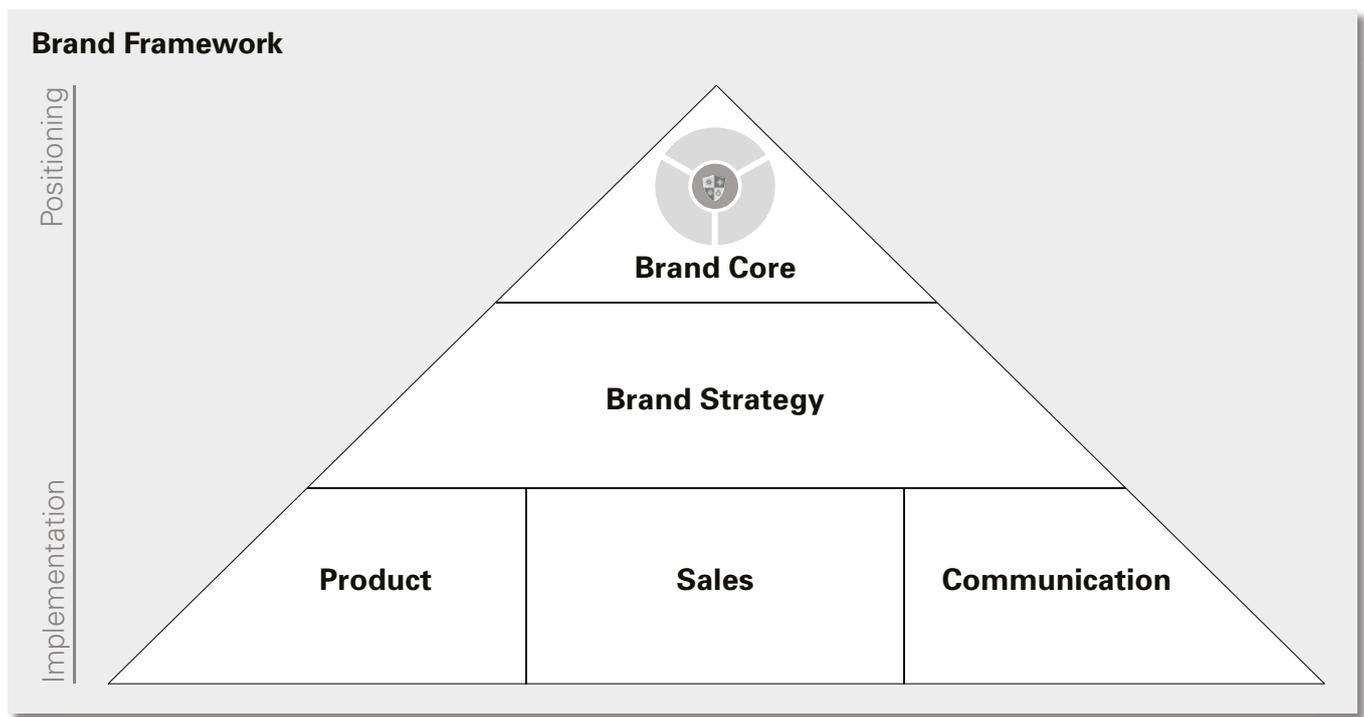
Clearly marks the Brand Promise and positions the brand through differentiating core values in the hearts and minds of people. Brand Strategy Articulates how we ‘deliver’ the brand.

The Brand Strategy

This is derived from the Brand Core and provides a ‘how to’ guide for consistent communications, which can be adjusted for respective channels and target groups.

Implementation (People, Products, Sales, Communication)

Internal and external audiences perceive the brand as ‘relevant’ and ‘desirable.’ The brand becomes the guiding instrument with which to shape and influence products and services, sales processes, and communication both internally and externally.



There is a plethora of how to roll out ‘Purpose’ to the maximum effect within your company. Approaches are manifold and can range for a single workshop for start-ups and small companies to well-orchestrated projects involving internal ambassadors and thousands of staff.

THE KEY HERE IS THAT WHILST WHEN WORKING THROUGH FROM THE ‘OUTSIDE IN, NOW YOU RECONSTRUCT YOUR THINKING INSIDE OUT:

- We know why we do what we do
(WHY, Purpose)
- We know how we do what we do
(How, Values)
- We know what we do
(Our business Strategy)

This mini e-Book can only provide a summarised guide for discovering and applying your very own brand Purpose. In order to access all frameworks please feel free to visit the official website of GPS and [download](#) the frameworks for free. For a tailored and professionally run projects in line with your ambitions, objectives, and resources available, please contact Managing Partner Brand Affairs [Markus Kramer](#).

BEST OF LUCK ON YOUR PURPOSE JOURNEY!

“ Brands, businesses, and people with clarity of Purpose are changing the world for the better. Welcome on board to a journey of discovery and knowledge for professional and personal growth!”

MARKUS KRAMER

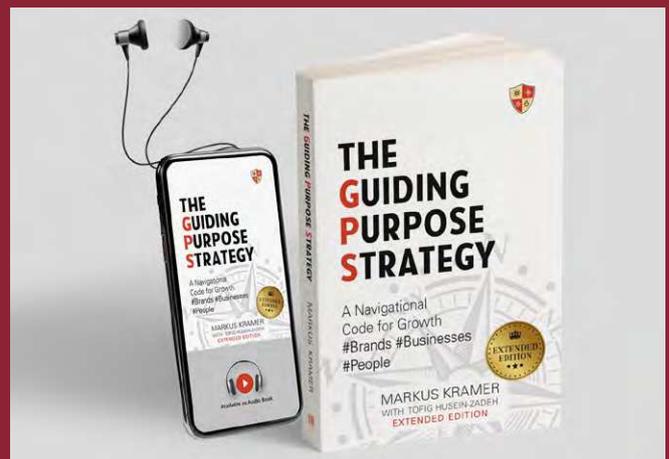


Markus Kramer is Managing Partner at Brand Affairs, a consultancy specializing in pinpoint brand positioning and visibility. He advises boards, executives and operational teams on all aspects of purpose, strategic positioning, reputation and brand Management. The brands Markus works with include Harley-Davidson, Aston Martin, Ferrari, DHL, Luxury Goods, Financial Services Firms, Technology Brands, Governments, NGOs, Startups and many more. Markus is a Visiting Professor in Strategic Brand Management at Bayes Business School (formerly Cass) London and holds degrees from the University of California (USA), Oxford (UK), MIT (USA). He is the author of The Guiding Purpose Strategy© and runs The Brand Marketing Booster™ program.



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For more depth and detail, please refer to the Guiding Purpose Strategy, A Navigational Code for Growth, #Brands #Businesses #People, by Markus Kramer, Clink Street Publishing, London/New York, originally published in 2017, Extended Edition 2020.

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