



THE POWER OF PURPOSE

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WeAreGuru.com





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TLDR

Too Long Didn't Read

“Rather than employees, a purpose-based company has missionaries. Instead of customers, it has advocates. In place of social charity, it avows social conscience. Instead of loyalty, it aims for love.” - BCG Brighthouse

Turns out business for good is good for business, and so businesses far and wide, small and large are hitching their wagon to the socially responsible business movement. Today there are more than 4,000 B Corps across 77 countries and 153 industries, unified by one common goal: transforming the global economy to benefit all people, communities, and the planet. Whether your organization transitions fully into a B Corp or not, Purpose can still be leveraged as a panacea to align and inspire key stakeholders (employees, customers, investors, partners) and amplify the associated brand movement. Purpose is the reason an organization exists. It is “why” it is in business – the higher calling it serves beyond just making money and defines how the organization aspires to contribute to the betterment of the world. Organizations that fully operationalize purpose have a competitive advantage over organizations with weakly implemented or ill-defined purposes. As the leaders that are responsible for clarifying, aligning and inspiring these key stakeholders, it is imperative that CCO’s and CMO’s integrate purpose into their communications and marketing initiatives from the inside out.

As a pioneer and leader in purpose marketing, we, [Guru](#), leverage over 15 years of proprietary audience and campaign insights to efficiently develop smart strategies and breakthrough creative that is true to your organization, resonant to your customers, distinct from your competitors and aimed at supporting a thriving world. We are proud to help build some of the most loved and impactful brand movements on the planet, such as Patagonia, Clif Bar, Obama ‘08, 1% For The Planet, Traditional Medicinals, The Nature Conservancy, The Non-GMO Project and many more. Guru is a tech-enabled specialist agency with a bi-coastal team of big agency expats who have deep experience and passion for corporate impact strategy and mission-driven marketing. We build brand movements from the inside out by crystalizing purpose, inspiring and aligning stakeholders, and ultimately amplification through cutting-edge creative and connections work.



WELCOME TO THE PURPOSE ECONOMY

Yes, in case you didn't hear even Blackrock has proclaimed mightily, so it must be true, that we are officially moving from "shareholder primacy to stakeholder primacy," says Larry Fink, Chairman and CEO. Turns out business for good is actually good for business:

“Consumers are **4X more** likely to purchase from a brand with a strong purpose and these brands outperformed the stock market by **134%**,” - *Mckinsey*.

58% of consumers will buy from or advocate for brands...

60% of employees will choose a place to work...

60% of investors will invest...

...based on their beliefs and values.

**Forbes; Mckinsey*

Today there are more than 4,000 B Corps across 77 countries and 153 industries, unified by one common goal: transforming the global economy to benefit all people, communities, and the planet. Full disclosure, our organization Guru is actually one of the early B Corps and a big proponent of the movement although we believe that organizations, especially large ones don't need to become a B Corp to leverage purpose for the good of their own business, as well as, the greater good.



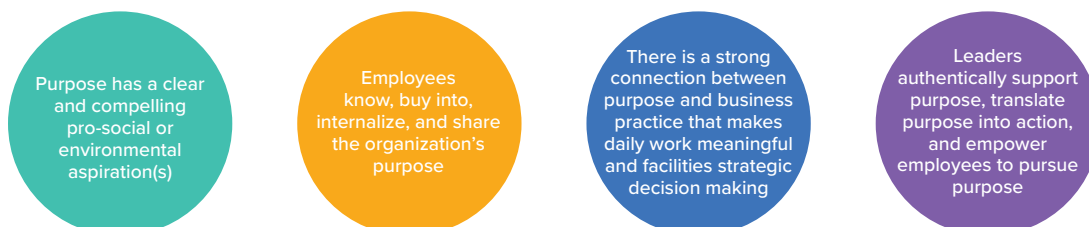
THE WHAT & WHY OF PURPOSE IN BUSINESS

At its most basic, purpose is the reason an organization exists. It is “why” it is in business – the higher calling it serves beyond just making money. Purpose defines how the organization aspires to contribute to the betterment of the world. A purpose-driven organization then is one that prioritizes the pursuit of purpose and integrates it with its other goals. It comprises an organization where employees are working to make a difference rather than just working for a paycheck and leaders are focusing on the greater good rather than just maximizing profit. The measure of success of a purpose-driven organization is not only the financial gains it produces, but the legacy it leaves on the world. It creates something meaningful that others value and can embrace. These organizations are sometimes referred to as triple bottom line organizations that see People and Planet as additional bottom lines to the traditional all-mighty bottom line of Prosperity or Profit.

Organizations that fully operationalize purpose have a competitive advantage over organizations with weakly implemented or ill-defined purposes. The key business outcomes correlated with purpose include:



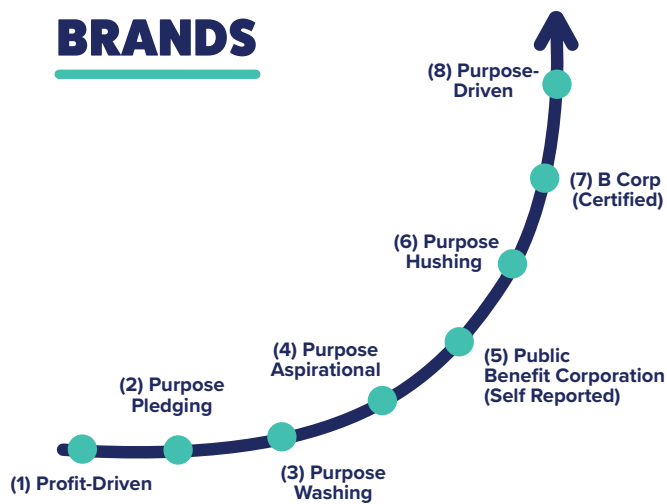
Based on an in-depth analysis of the current literature, there are four important themes that contribute to an organization's success in implementing a purpose-driven approach:





WHERE ARE YOU ON YOUR PATHWAY TO PURPOSE?

The pursuit of purpose has become a “hot topic” of late and more and more organizations are considering this approach to running their businesses. In a study surveying over 700 CEOs, Sachs (2020) found that 97% “believe there is a role for purpose in an organization.” I’m sure your organization has already begun that journey and so the most important thing to realize is where you are on this pathway to purpose and what is the next best step that your organization could take.



For many **(1) bottom line profit-driven organizations**, this path actually starts with an aspirational **(2) pledge**, often made by leadership without a plan to operationalize purpose in any real way. “A new study has revealed that four-in-five companies assessed now include a commitment in their sustainability reports to the Sustainable Development Goals (SDGs), yet fewer than half set measurable targets for how their actions contribute towards fulfilling the Goals,” says a 2022 Global Reporting Initiative report.

In leadership’s rush to stand for something, some organizations have risked putting the purpose ‘story’ ahead of the purpose plan and actions. The result has been that businesses have been called out for **(3) ‘purpose wash’** (the 20s equivalent of greenwashing) and opportunities for businesses to genuinely play a positive role in society have been jeopardized. Oftentimes this shows up as an unintentional or worse yet, intentional, give back strategy while continuing to deliver whatever product or service without regard to the negative externalities.

Now, let us be clear that we are wholeheartedly against any kind of purpose washing, but there is an opportunity for awakening when leadership sees that some key stakeholders are actually inspired by stories being spun. What would happen if we actually manifested the purpose we are proclaiming to have? And so begins an authentic **(4) Purpose Aspirational** journey and exploration into how Purpose could help realize even more potential for the organization. How the business can both reduce negative externalities in their core business and find ways to positively impact people and planet.



WHERE ARE YOU ON YOUR PATHWAY TO PURPOSE?

An organization can then become **(5) A Statutory Public Benefit LLC**, which is defined as **a for-profit LLC that is intended to produce a public benefit and operate in a responsible and sustainable manner**. Many of these businesses are actually implementing purpose for the right reasons and while hoping to distance themselves from purpose washers, they become overly careful to not brag about the principles of purpose they've implemented. This humble approach of **(6) Purpose hushing** can actually be detrimental to both the benefits of purpose to your ecosystem and the movement at large. When the organization realizes that not only are they transforming their individual business, but also part of a larger movement that is transforming unfettered capitalism to stakeholder capitalism, they may go through the process of joining the more than 4000 **(7) B Corps** across 77 countries and 153 industries, unified by one common goal: transforming the global economy to benefit all people, communities, and the planet. One key difference is that benefit corporations self-report their performance while B Corps use the B Impact Assessment to attain certification and are required to perform evaluations bi-annually to keep their certification. A company can be both a Certified B Corp and a benefit corporation.

The ultimate aspiration is to become a **(8) Purpose-Driven organization** where you are “not a product with a mission, but a mission with a product,” says Dave Batstone, Founder of REBBL. In addition to REBBL, we've had the opportunity to help build several committed organizations at this north end of the continuum and they are true brand movements with incredibly loyal advocates at all levels. We don't expect leaders to go as far as Yvon Chouinard, Founder of Patagonia, when he gave away a \$3 billion company proudly proclaiming, “Earth is now our only shareholder,” but if we can help organizations move to their next epoch on the pathway to purpose then we are certainly delivering on our mission to help catalyze businesses to be forces for good. Okay, you've waited long enough, here's some eye candy from the work we did with Patagonia to help them realize their purpose of climate action combined with their vision of healing food systems:



patagonia
PROVISIONS®



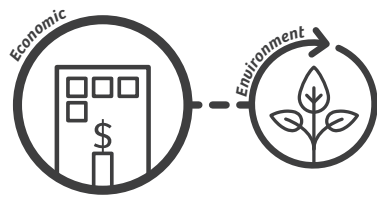
This is a classic example of a brand with holistic purpose. Although it has always been environmentally conscious, the company revised its mission statement in 2018 to better define its purpose: “Patagonia is in business to save our home planet.” And this commitment was the foundation for creating an aspirational certification that would bring together the concepts of organic, fair trade and regenerative agriculture.

Then Founder, Yvon Chouinard, proclaimed “People need a new jacket every five or ten years, but they eat three times a day. If we really want to protect our planet, it starts with food.” And the Patagonia food brand was born.

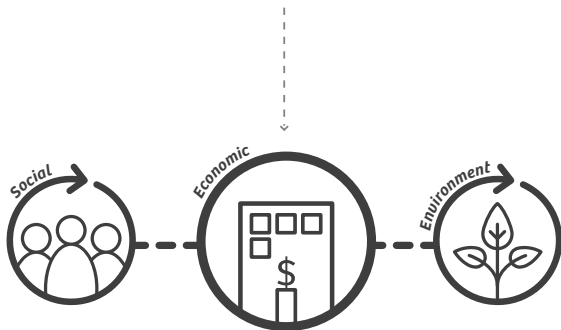
They partnered with Guru to strategize, develop and successfully launch both the overall Regenerative Organic Certification & Patagonia Provisions food brand.

FROM EXTRACTIVE TO SUSTAINABLE TO REGENERATIVE

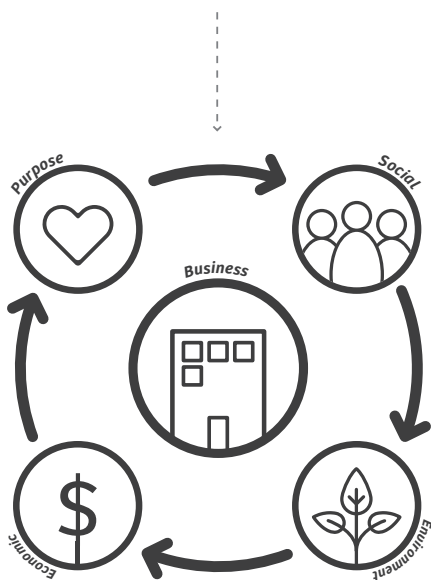
(A short history lesson, then we get to the How)



SUSTAINABILITY 1.0



SUSTAINABILITY 2.0



REGENERATIVE

Sustainability when first introduced to the business space, just applied to more conscious environmental practices. It mostly included impact reduction initiatives like lowering water and energy usage, recycling, printing policies, carpool initiatives, etc. Most initiatives were driven through one department and many leadership teams looked at these initiatives as “nice to have” resulting in cost centers.”

Sustainability 2.0 added the other pillars of economic sustainability and social sustainability to the concentration on environmental practices. This was a turning point in the movement from reactive to proactive concentration on intended and unintended impact created by businesses. During this second phase of sustainability we saw organizations adding in community impact initiatives, fair trade throughout their supply chains and other mission-driven initiatives to inspire their stakeholders. The initiatives are also starting to involve other departments, such as Human Resources and Growth leadership.

We are now entering an era of Regenerative Business, where this concept is actually integrated into all aspects of the business. This can inspire and engage all stakeholders around an organization, especially the workforce, to get involved with helping the business to realize its true potential in delivering on its mission. We are now starting to see that striving to be a more sustainable company can actually drive the key ingredient to an organization’s success: innovation!

Not only does this mean that we are accelerating our sustainability goals from all aspects of the organization, but also that we actually developed those goals with everyone’s values, passions and skills in mind. This evolved thinking is now creating the regenerative businesses of tomorrow.

These businesses will turn these commitments into action when they inspire, empower and follow their stakeholders, especially their workforces, to realize the full potential of these purpose-driven organizations from the inside out. This is the opportunity of truly **regenerative organizations!**

CREATING MOVEMENTS FROM THE INSIDE OUT



**CRYSTALIZE THE
"SOUL" OF THE BRAND**

**ALIGN STAKEHOLDERS
INTO A FLOW STATE**

**AMPLIFY YOUR
MOVEMENT**

MARKETING & COMMUNICATIONS ROLE IN A REGENERATIVE BUSINESS

In a regenerative organization, Purpose becomes integrated into everything that your organization does, but what does that mean for you? As the leaders that are responsible for clarifying, aligning and inspiring key stakeholders, whether employees, consumers or even investors, it is imperative that CCO's and CMO's integrate purpose into their communications and marketing initiatives from the inside out. It is a mistake to rush into amplification through marketing tactics, hopping over this crystallization of the purpose and alignment of key stakeholders. It's also a mistake to think that you have to choose between brand marketing, product marketing and mission marketing as you enroll advocates through storytelling. Purpose, if adequately defined and understood, has the potential to become the thread that weaves between all aspects of your organization and brand.

Crystalize the "Soul" of the Brand

Our definition of strategy is a "clever scheme." It's about the pops of insights that help you use the right leverage points, say the right things, and weave the right net where we can ignite those emotional connections catalyzed by shared values. Our strategic framework will cover all the bases - everything you'll need to assure a powerful, purposeful entry, and a lasting, coordinated presence. It's the place we want to own in the minds of customers that is AUTHENTIC for the company, RESONANT for the customer, and DIFFERENT from the competition. Obviously this starts with a brand immersion benchmarked against our proprietary insights from over 15 years of mission marketing campaigns and audience insights. We see Purpose and Brand Strategy as one and the same.

Align Stakeholders Into A Flowstate

The first and most important job of the purpose brand strategy? To assure that all leaders and internal teams are aligned, excited, empowered and playing from the same playbook. And following the succinct articulation of your purposeful brand, it's important to expand with a narrative and elevator speech to begin bringing the focus to life for employees. The Purpose Narrative will help inspire and enroll employees. The Elevator Speech will provide employees the language to make sure they are all representing the purpose and brand with consistency.

By conducting a series of employee experiences, we will begin the process of inspiring, integrating, and solidifying engagement in the purpose. With a creatively crafted flow, we will start by getting feedback on the narrative, begin to dream about potential impact on many levels, and start the process of translating dreams to actions at the department and personal levels. With inspirational "WorkPlayshops", practices and communications we're able to build an empowered culture of connection that speaks with consistency.

Amplify Your Movement

Here's the fun part. The right storytelling at the right time and place through cutting edge creative and connections. We develop innovative programs with creative marketing solutions and communications, as well as, engaged networks of advocates all circling around a central shared purpose to multiply your efforts. This is the opportunity of a truly purpose-driven brand, to create a community or ecosystem that truly cares about accelerating your efforts.

MARKETING & COMMUNICATIONS ROLE IN A REGENERATIVE BUSINESS

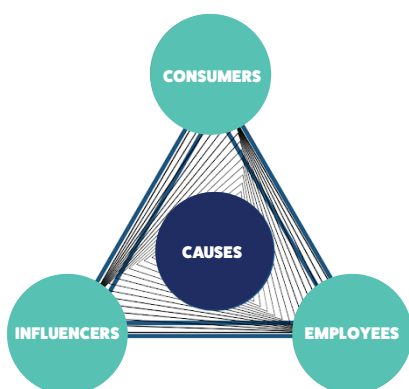
We get by with a little help from our friends...

We both utilize proprietary tech and employ partnerships that catalyze purpose-driven engagement efforts for brands. Two of our current featured solutions for engagement are:

COLLECTIVE ACTION CAMPAIGN CREATOR™

Purpose Campaign Creator

Empower customers and employees to take action on the causes most important to them! Our bespoke technology campaign creator powers high-performing campaigns that allow stakeholders to take measurable collective action alongside your brand, on any landing page, for any cause. With an extensive library of existing actions, various methods for gamification, and impact reporting for CSR, ESG, and B Corp (re)certification.



CONSCIOUS CONSUMER TARGETING PLATFORM™

Conscious Consumer Targeting

Target and win your perfect values-aligned customer. We've spent well over a decade working with the world's most purpose-driven organizations developing hundreds of campaigns targeting conscious consumers. And now we've built a streamlined platform, powered by strong partnerships and our technology stack, to efficiently and cost-effectively connect with your future loyal fans. End-to-end solution that integrates real time research and learnings for effective connections planning and optimization. This is truly your one-stop shop to reach conscious consumers on and offline.





REBBL WITH A CAUSE CASE STUDY

REBBL started as a cause looking for a company...

They were born out of a passionate collaboration between global thought leaders to identify an innovative solution to uplift vulnerable communities around the world. More specifically, they were started by Not For Sale, a global 501(c)3 nonprofit organization operating in 12 countries fighting human trafficking and the causes of exploitation. Before they hired us, they proudly led all storytelling and marketing efforts with that cause storytelling to sell their delicious ready-to-drink beverages.

They hired us, Guru, as they prepared to expand distribution onto the national stage, into stores like Target and Kroger, but didn't have a clear brand message or compelling creative to capture new audiences.

REBBL

"I have always craved a true strategic partner with an agency that is a values-aligned, business-minded, and dedicated to understanding and translating the soul of my brands into brilliant creative. I found that combination very difficult to find. We got all that and more with Guru, who was able to synthesize the complexity of REBBL into innovative and ROI-driven communications and campaigns that helped us leap forward in the marketplace. And we had a blast doing it!"

Sheryl O'Loughlin

Co-founder Former CEO REBBL, Clif Bar
and Co-founder and CEO of Plum
Organics; J.E.D.I. Collaborative and Women
on Boards Project



CRYSTALLIZE

THE "SOUL" OF THE BRAND

PURPOSE
& IMPACT STRATEGY

BRAND STRATEGY
& ARCHITECTURE

BRAND
IDENTITY

NARRATIVE
& MESSAGING

There's no doubt REBBL was a well-loved functional beverage in the whole foods category when they came to Guru. But they were poised to expand into conventional markets through Target, Kroger and mainstream grocery, and there was plenty of doubt about why a broader consumer would reach for their bottles.

It's true that REBBL was founded with a purpose at its heart – fighting human trafficking. But even the most loyal customer didn't know this, and modern slavery wasn't on many people's minds at the time.

We dove in with research and determined that:

- Despite its great intentions, the brand strategy, purpose and personality were unclear. The different groups and leaders inside the organization were passionate about different things and therefore steering the ship in different directions.
- Though interest and purchase of functional beverages was growing in conventional channels, taste was king. And nobody knew what an adaptogen was, much less ashwagandha!

Luckily the bottles were exploding with taste, and the bottles themselves were very tactically and sensually pleasing.

So, we helped the brand refocus their purpose, their brand positioning and promise, and developed a stand-out personality. We focused their marketing efforts on new personas, and we charted a marketing journey that depended the engagement and loyalty along the path.



ALIGN

STAKEHOLDERS INTO A FLOW STATE

EXPERIENCES
& WORKSHOPS

INSPIRED
CREATIVE

COLLATERAL

One-and-done never works when building a passionate purpose from the inside-out. Therefore, it's best to plan for continued engagement. That way everything employees do and say, and every point of contact REBBL makes with customers, will build a consistent purposeful brand reputation. And in addition to aligning stakeholders we took this opportunity to inspire an entire ecosystem.

Given its focus, legacy and position in the marketplace, REBBL has the potential to have impact at multiple levels. As an employer, a steward of supply chain health, economic benefit of source communities, and health of its customers... that's almost a given. But the company has the opportunity to impact culture with the right storytelling tools.

Guru developed a short documentary, allowing the company to tell its deeper story - and enrolled A-list celebrities, like Michael Franti and Ruby Rose, and influencers with a shared purpose in the process.



www.rebbl.co/film



AMPLIFY

YOUR MOVEMENT

MARKETING & COMMS

CAMPAIGN

CONNECTIONS (MEDIA)

WEB & DIGITAL

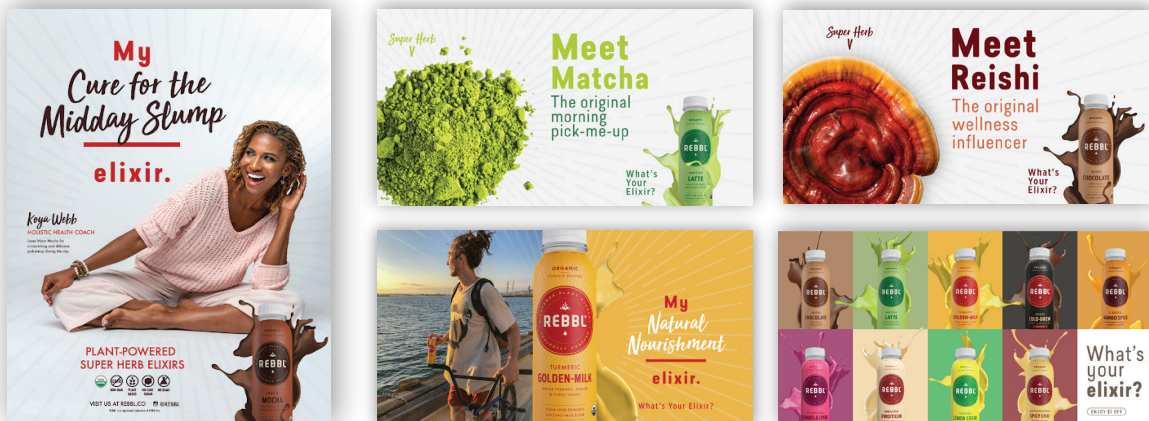
At Guru, we harness this power of play to create an environment where anything can happen. We leave our inhibitions behind and open ourselves up to possibilities. We use play like a tool; it's a ladder, a racecar, a rocketship taking us higher and further than any other method of ideation. It's not just breaking the rules to say we did, it's going against the grain because we don't see any other direction.

We capture this lightning in a bottle — this relaxed feeling of fun, this ecstasy of pure joy — and mix it together with the power of purpose to create a unique recipe that delivers impactful work for our partners and makes the world a better, brighter place.

For REBBL, we developed a three-tiered creative and messaging campaign that sought to (i) inspire trial through **TASTE** intrigue; (ii) educate about the benefits of super herbs and adaptogens (**FUNCTION**); and (iii) develop brand loyalty by articulating REBBL's passionate **IMPACT** work and founding by Not for Sale.

We built this journey across all touchpoints, from in-store POP, to digital and outdoor ads, from a new website and surrounding digital ecosystem, to a power-packed influencer collective and directed their successful micro-documentary.

The “what's your elixir” campaign alone garnered more than 648m media impressions with 85% of website traffic coming in from new users. REBBL helped more than 20,000+ people get out of human trafficking.



THE PURPOSE OF REPUTATION MANAGEMENT

Stakeholders today take their own unique journey when perceiving brand reputation. They're less likely than ever to be influenced by PR alone, and Communication and Brand teams need to engage the entire organization and ecosystem to out-execute the competition and build trust. The role of corporate communications, marketing and authentic purpose-driven storytelling is absolutely essential in managing overall corporate reputation. And survey says, this is actually one of the best predictors of the success of an organization.

Increasingly, corporate reputation is determining enterprise value and reputation is built on purpose.

CORPORATE REPUTATION =

PURPOSE - What you say you'll do

IMPACT - What you do

COMMUNICATION - Reporting on what you did

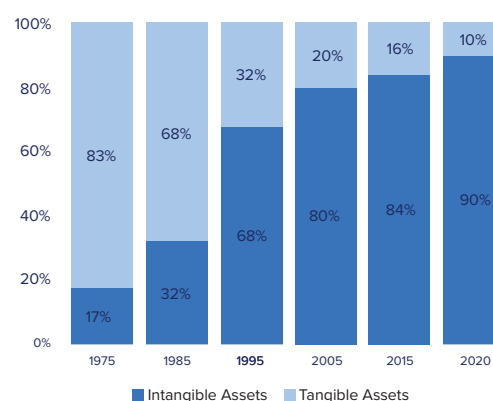
MARKETING - Storytelling about who and what you are

WHY REPUTATION MATTERS

Intangibles are much more critical in shaping enterprise value today

90%
of market value

Evolution of market value (1975-2020)



Source: Ocean Tomo Intangible Asset Market Value Study, 2020

* www.MAHA.Global



WE CATALYZE THE HEROES

Guru's heroes are the purpose-driven, conscious, sustainable brands organizations and movements who are utilizing their businesses as a force for good.

Our calling is to help these organizations build a legacy they are proud of by mining for and celebrating the core purpose that is true to their organization, resonant to consumers, distinct from the competition, and aimed at supporting a thriving world.

Legacies give meaning to our life's work. They are built on purpose, vision, strategy and action, and are sustained by collective energy. If done right, your legacy will change the course of history.

WHAT DO YOU WANT TO BE REMEMBERED FOR?



WEAREGURU.COM