



Brand Purpose in Divided Times

Four strategies *for* brand leadership

INTRODUCTION

*We are feeling more divided than ever.
Yet the **path to brand relevance
and resilience** is recognizing
what we have in common.*

INTRODUCTION

A New Reality

In spite of our common human desires for a better life and a strong community, we are being inundated by division everywhere we turn. Whether it is racial conflict and partisan politics in the U.S., civil war in Syria, the refugee crisis across Europe or corruption in Brazil, our current cultural conversation often reinforces the same narrative – Me vs You. Us vs Them. Rich vs Poor. Left vs Right.

These divisions – both real and manufactured – have led to an historic lack of trust in our institutions and a strained social contract where people around the world are losing faith in the implicit agreement that ties societies together.

At a time when distrust and disillusionment are on the rise, doing business as usual is simply no longer sufficient for a populace that is increasingly aware of the challenges and barriers that undermine their deeply felt aspirations and daily endeavors.

While trust in companies has never been lower, expectations for the role of brands in society have never been higher. Consumers are yearning to support companies that stand for more than the products or services they sell. They want brands that create meaningful solutions to meet the needs of society



and leverage the scale and influence of their businesses to move humanity forward.

In the following report, **Brand Purpose in Divided Times**, BBMG and GlobeScan build on six years of global consumer insights to reveal the unfiltered needs and desires of 16,000 consumers across 16 countries. Through in-person and telephone conversations, we listened to what people are feeling now and what they desire for their lives, their families and their communities.

And in the context of these dynamic tensions, we share best practices for how brands can connect more authentically to consumers' aspirations for a better life and unlock more meaningful relationships, loyalty and participation.

As you will discover in this report, we may be feeling more divided than ever. Yet the path to brand relevance and resilience is recognizing what we have in common.

Human Perspective Aspirations across the Globe



HUMAN PERSPECTIVE

ASPIRATIONS ACROSS THE GLOBE

In Lima, Peru, a mother is packing backpacks and tying shoes, eagerly getting her children ready for school. Meanwhile in Nigeria, there is laughter from children leaving a crowded classroom, spilling out into the yard for recess. A father in São Paulo, Brazil, is stuck in commuter traffic, worrying about his job. And a family in Turkey goes to bed feeling anxious about the divisiveness and volatility of their government.

From one part of the globe to another, we are feeling the same hopes, fears, joys and burdens. The details and the language and the landscape of our daily lives may vary greatly, but if you ask people about their dreams and desires, about what they want from life, you will hear similar stories and aspirations echoing from people in every nation.

In fact, **we recently asked 16,000 people globally – across 16 countries, in many languages, in rural and urban areas – an open-ended question about their aspirations for their lives, families and communities.** In the US, Europe, Latin America, Africa and fast-moving markets like China, we heard a similar, dominant narrative. Even in the context of our vast cultural diversity and the perceived differences in our politics around the world, our research reveals that we all want to feel and experience the same four things:



1

HEALTH & WELLBEING

Caring for the health and wellbeing of ourselves, our families and our environment is a unifying theme as people speak about their desire for a simpler everyday life, a healthy work-life balance and the basics of food and shelter.

2

FINANCIAL SECURITY

Everywhere around the world, people share a desire for dependable income and employment to allow them to enjoy a good home and feel a sense of safety and stability in their lives.

3

MEANINGFUL RELATIONSHIPS

Love, friendship, kindness and compassion are also universal. Across the globe, we hear of a desire for meaningful relationships through family, friends and marriage — and for honest dealings with our fellow humans.

4

A SENSE OF PURPOSE

With our basic needs met, people around the world share a yearning to contribute to society, to be educated, to be happy and to enjoy the freedom to do what they want, believe what they want and live in peace.

These are certainly familiar themes. After all, they are the same basic human needs identified by Abraham Maslow in the 1940s. Without food, shelter and security, we cannot aspire to feel love, belonging and purpose.

Similarly, in geographies harder hit by poverty, corruption, climate change and terrorism, there is a corresponding aspiration for our more basic needs. In countries like Greece, Kenya and Mexico where the economy has been particularly volatile there is a stronger emphasis on job security, safety and education. Likewise, people in

more economically stable (and militarily robust) regions like the US, Canada, UK and France aspire to a deeper sense of purpose, meaningful friendships, love, peace and happiness along with safety and food security as important concerns.

Our research affirms the universal truth that as human beings we all need and want the same things, and yet the degree to which we feel these desires are being met depends largely on the context in which we live.

HUMAN PERSPECTIVE
ASPIRATIONS ACROSS THE GLOBE

Brazil

"Health is the most important thing, because with health you can do anything."

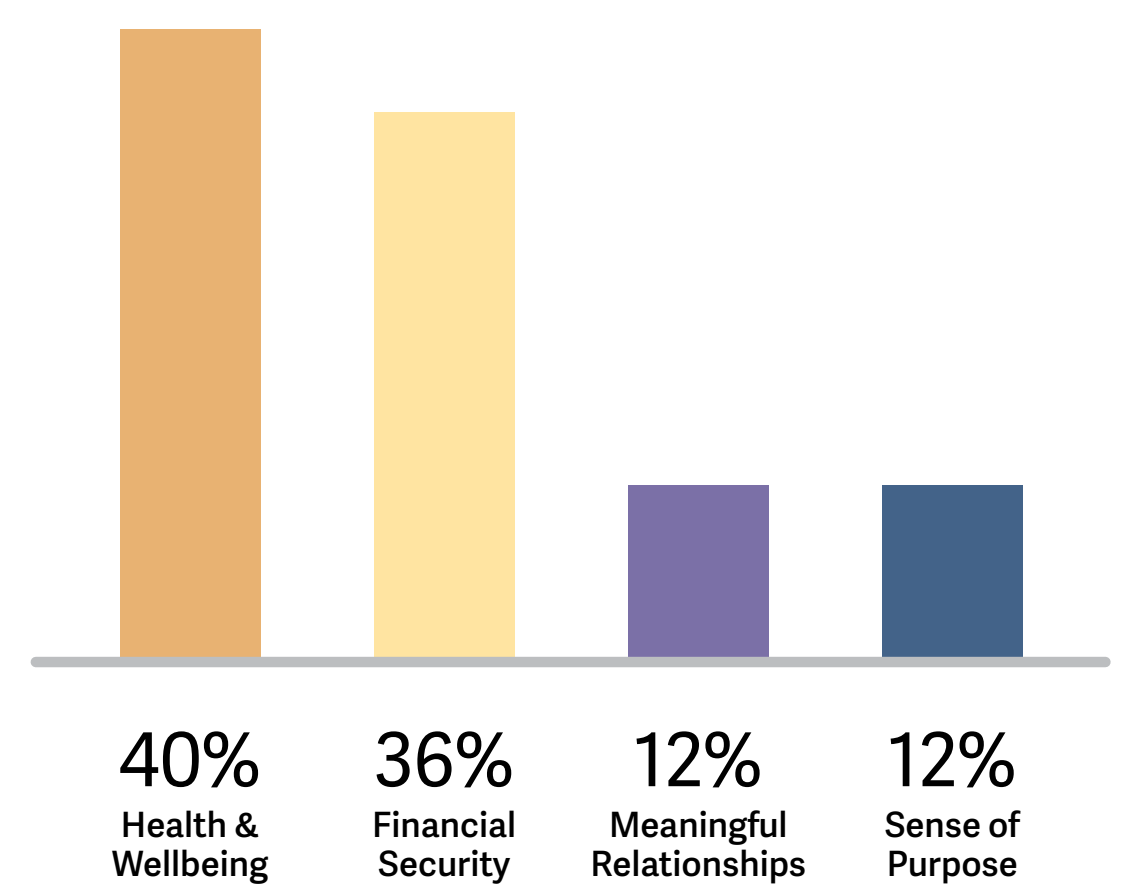
TOP CONCERNS

- Extreme Global Poverty
- Corruption
- The Spread of Human Diseases

NET TRUST in global companies

2

ASPIRATIONS RANKING



HUMAN PERSPECTIVE
ASPIRATIONS ACROSS THE GLOBE

China

"To ensure your family's life through your own efforts, a prosperous country and people living at peace."

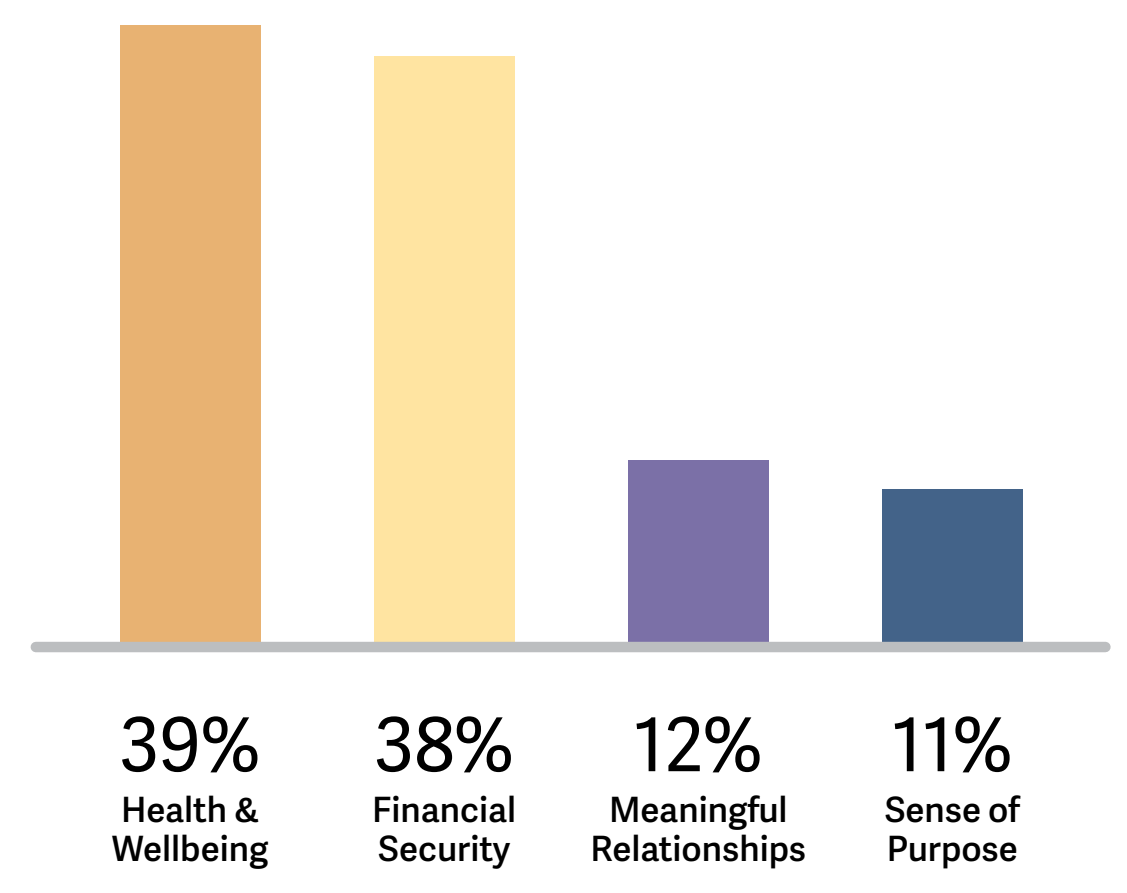
TOP CONCERNS

- The Gap Between Rich and Poor
- Pollution & Environmental Problems
- Corruption

NET TRUST in global companies

27

ASPIRATIONS RANKING



HUMAN PERSPECTIVE
ASPIRATIONS ACROSS THE GLOBE

France

*“Working together
to improve the solidarity
of all populations.”*

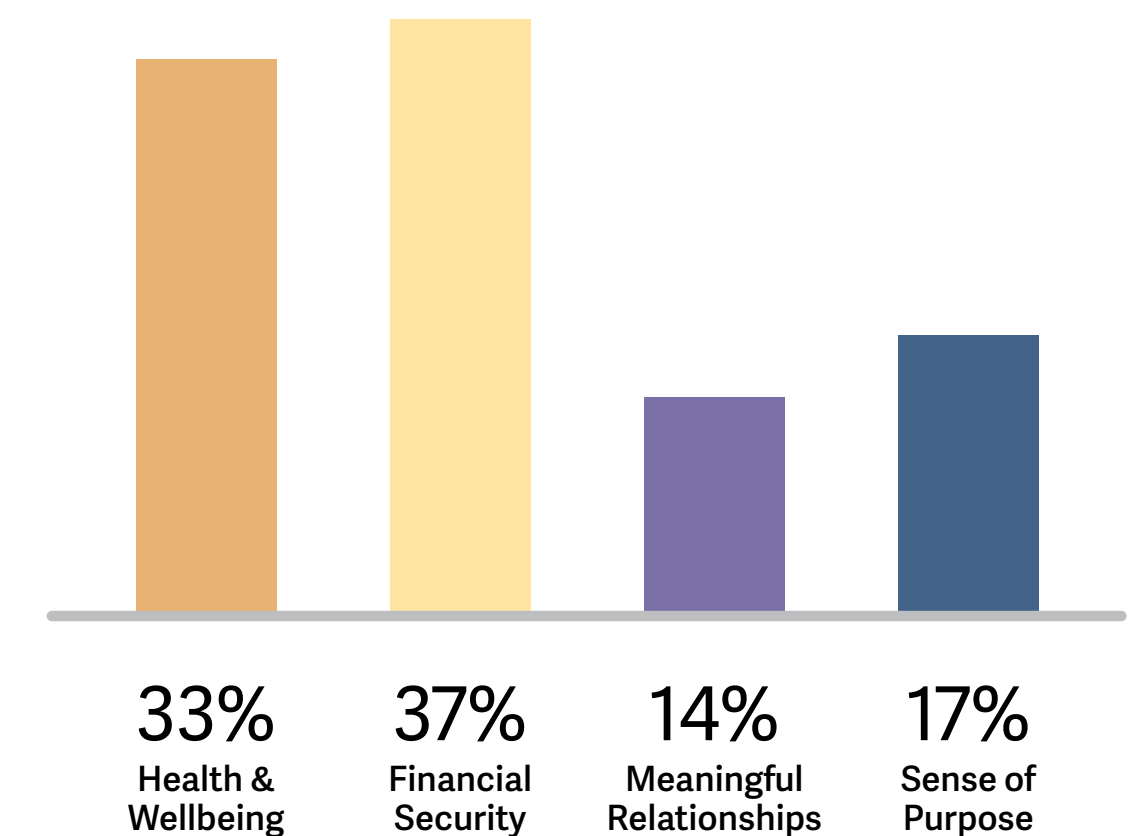
TOP CONCERNS

Terrorism
War & Armed Conflicts
Extreme Global Poverty

NET TRUST
in global companies

-34

ASPIRATIONS RANKING



HUMAN PERSPECTIVE
ASPIRATIONS ACROSS THE GLOBE

India

"To be able to meet the basic needs of my family like food, clothing and shelter."

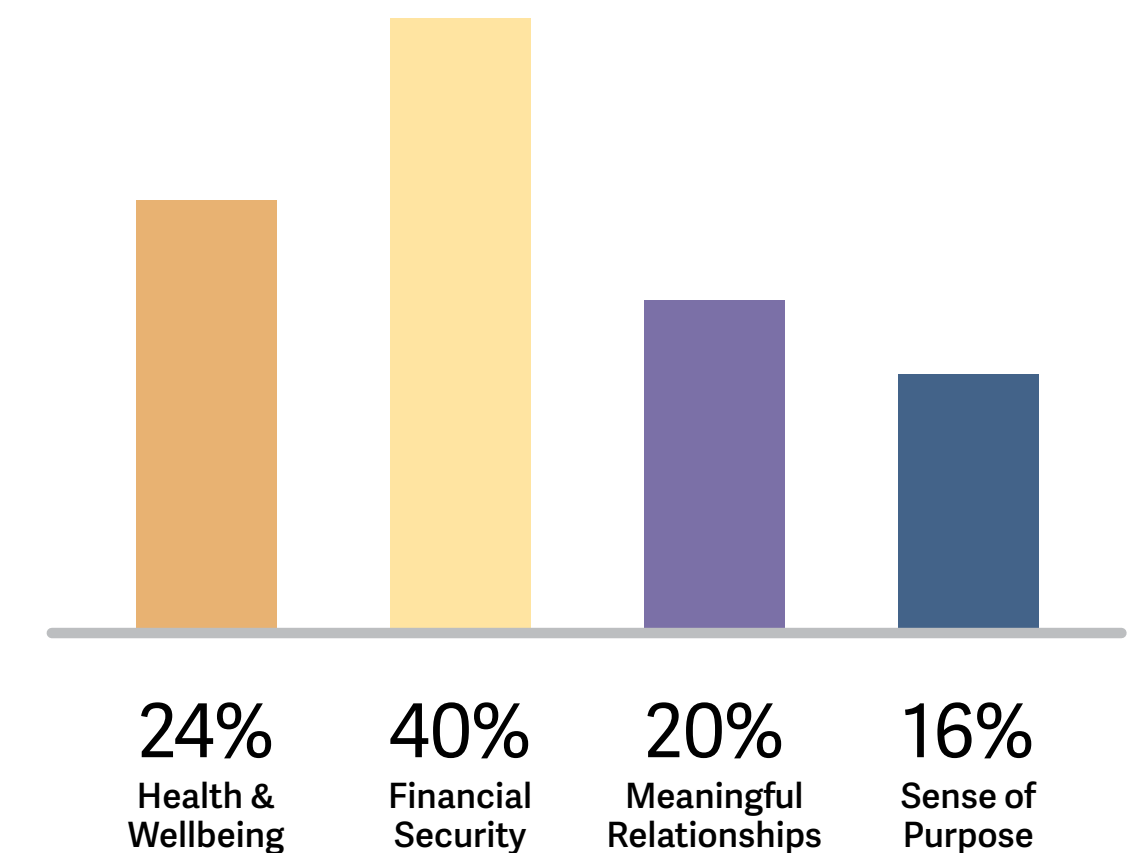
TOP CONCERNS

Corruption
Extreme Global Poverty
Pollution & Environmental Problems

NET TRUST
in global companies

31

ASPIRATIONS RANKING



HUMAN PERSPECTIVE
ASPIRATIONS ACROSS THE GLOBE

Nigeria

"Having enough money to take care of all of my daily needs, living healthy and putting smiles on the faces of the needy."

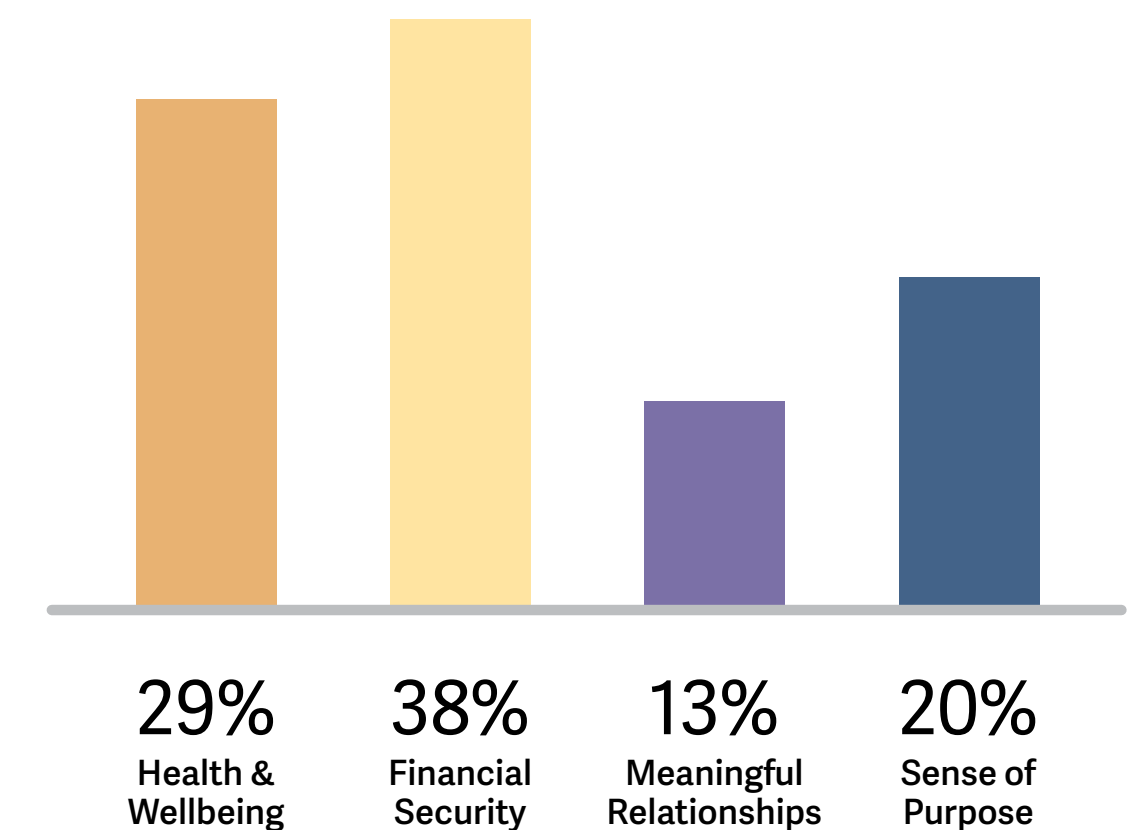
TOP CONCERNS

Extreme Global Poverty
Corruption
Terrorism

NET TRUST
in global companies

44

ASPIRATIONS RANKING



HUMAN PERSPECTIVE
ASPIRATIONS ACROSS THE GLOBE

UK

"A sense of purpose, being socially responsible in supporting yourself, your family and community – and having a dog."

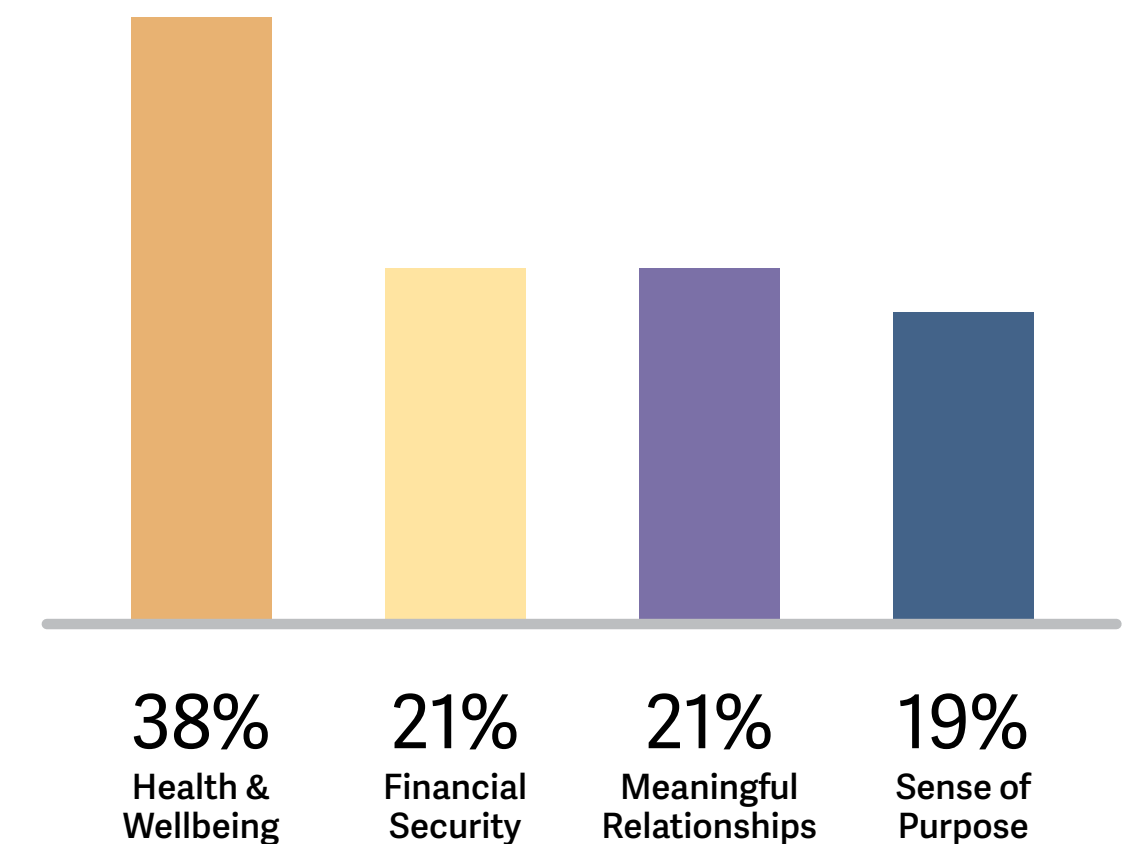
TOP CONCERNS

Extreme Global Poverty
Terrorism
War & Armed Conflicts

NET TRUST in global companies

-5

ASPIRATIONS RANKING



HUMAN PERSPECTIVE
ASPIRATIONS ACROSS THE GLOBE

USA

“Having a job, being able to pay your bills, being able to support your family and take care of yourself. Not being a burden unto others and being self-reliant.”

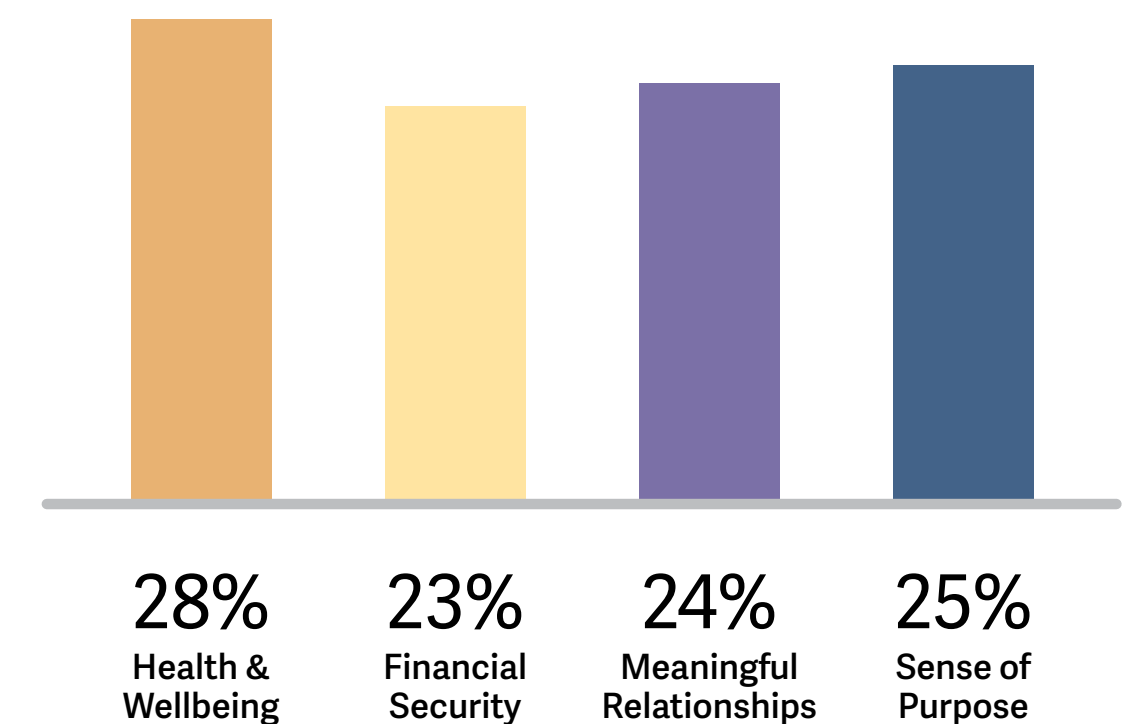
TOP CONCERNS

Terrorism
Extreme Global Poverty
Corruption

NET TRUST
in global companies

11

ASPIRATIONS RANKING



Brand Purpose Gap

Challenges and Opportunities for Brand Leadership



BRAND PURPOSE GAP

CHALLENGES AND OPPORTUNITIES FOR BRAND LEADERSHIP

While we share common human aspirations, our research also reveals how these aspirations are being threatened by anxieties and systemic barriers that are affecting consumer priorities and transforming their expectations of and relationships with brands.

Whether it is extreme poverty, income inequality, corruption, human rights abuses or the ever-increasing impacts of climate change on agriculture and coastal living, more consumers are making the connection between corporate actions, the quality of their lives and the success of their communities – providing new challenges and opportunities for brand leadership.



BRAND PURPOSE GAP

CHALLENGES AND OPPORTUNITIES FOR BRAND LEADERSHIP

In 2017, net trust in global companies to act in the best interest of society is negative. And while two-thirds (65%) of consumers want to support companies with a strong purpose, less than half (45%) can name a single company that makes "a positive difference in society through its products, services and operations."

As consumers try to meet their own needs and fulfill their hopes for the world around them, they are feeling less empowered to influence corporate behavior and more challenged in making their aspirations a reality.

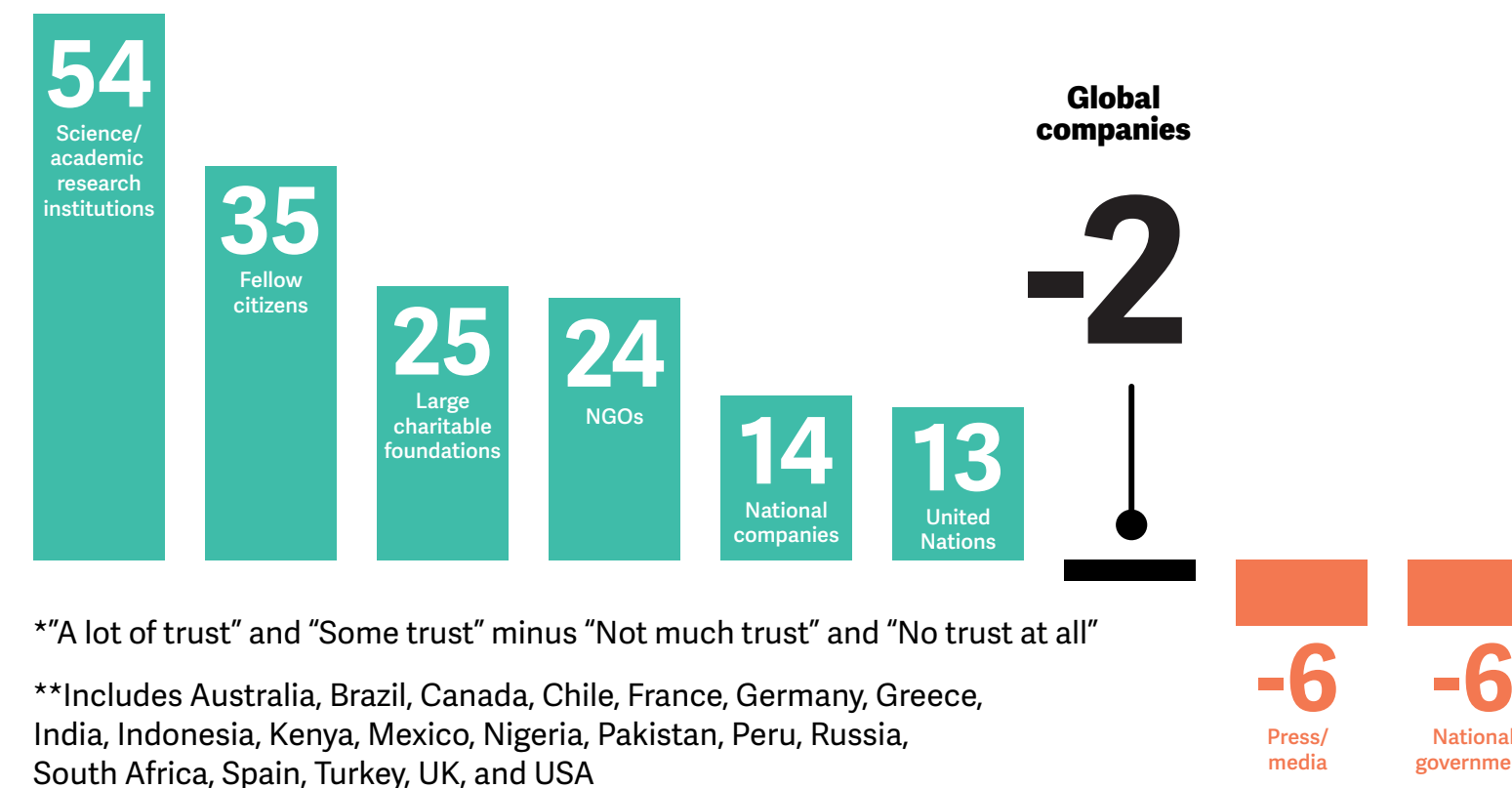
Approximately six in ten consumers (63%) worldwide say they can "make a difference as a consumer on corporate behavior," (70% in emerging markets and 59% in industrialized markets), which has declined from 2015 (67% average, with 72% in emerging markets and 65% in industrialized markets).

For the first time since 2009, more consumers say they have punished companies for their behavior (28%) rather than rewarded them (26%), and the number of those who are punishing brands is up by 9% since 2013.

So, how can global brands lead in the context of these dynamic tensions to connect more deeply and authentically to consumers' needs and desires? And how might understanding our anxieties and aspirations unlock more meaningful relationships, loyalty and participation?

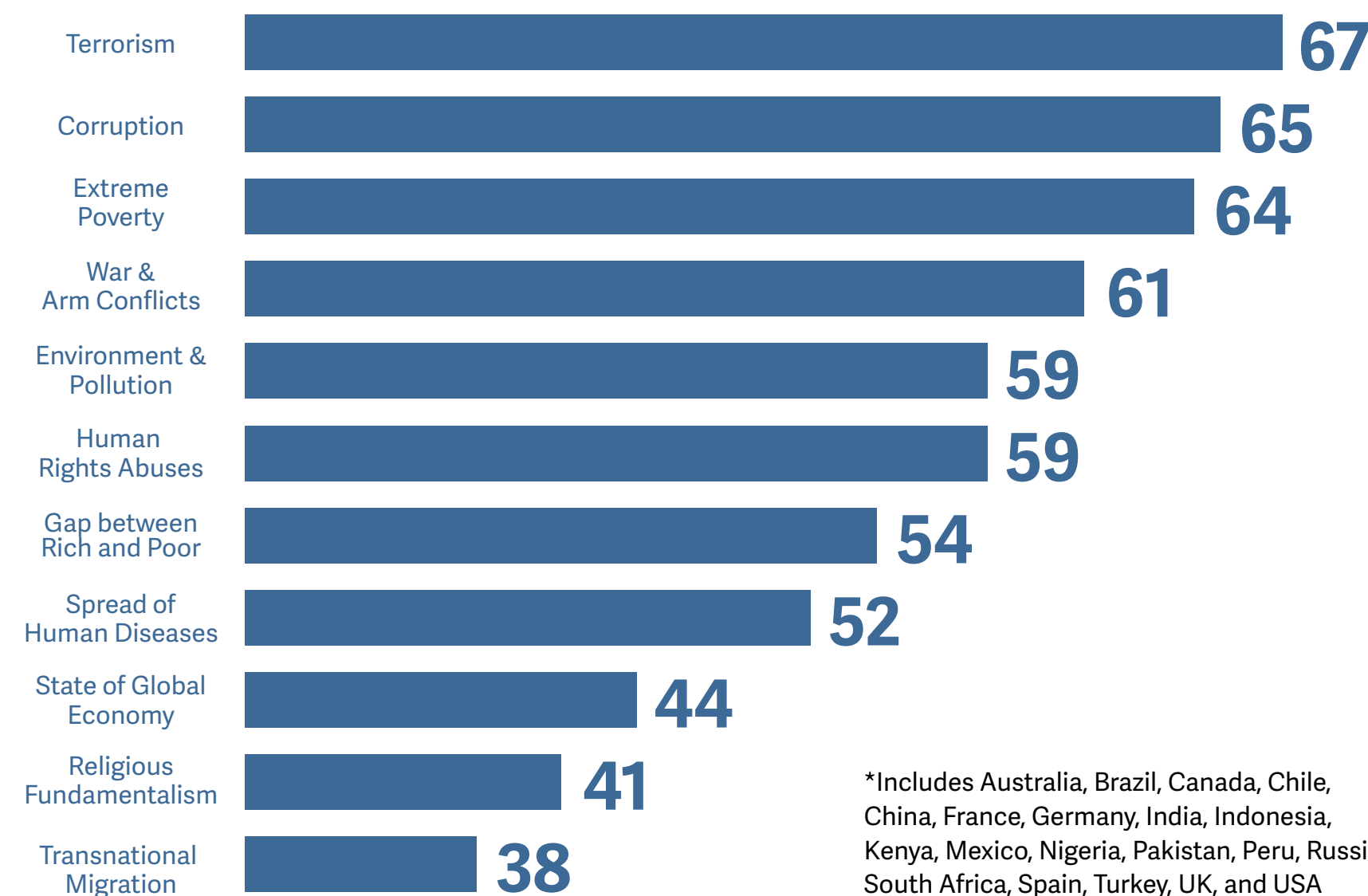
Trust in Institutions

Net Trust,* Average of 20 countries,** 2017



Seriousness of Global Problems

"Very Serious," Average of 20 Countries,* 2017



Brand Purpose Gap

65%
Consumers who want to support companies with a strong purpose

45%
Consumers who can name a company that makes a positive difference in society

20%
The brand purpose gap

Rewarding and Punishing Companies

26%
Consumers who rewarded companies for their behavior

28%
Consumers who punished companies for their behavior

↑ The number is up by 9% since 2013

Four Design Principles for Relevant and Resilient Brands



FOUR DESIGN PRINCIPLES FOR RELEVANT AND RESILIENT BRANDS

To stay relevant in a world of limited resources and mounting concerns, brands cannot simply show up and sell more stuff. Like never before, consumers expect brands to make their lives better. Doing so means understanding consumers' struggles, needs and aspirations and addressing the issues that matter to them in meaningful ways.

We have identified four design principles to help brands break through with consumers, drive business growth and leverage the speed and scale of the marketplace to advance a more creative, interconnected and participatory society where we all feel more joy, experience better health and enjoy more prosperity for everyone.



1. Start with Empathy People at the Center

A fundamental design principle in divided times is to start with empathy and listen to what people are feeling and what they desire for their lives. Empathy is fundamentally about respect. When was the last time you truly listened? When people feel ignored, or when their basic human needs are not being met, it is time for brands to start listening.

Brand relevance starts with a human truth that shines through in every business decision, product design and marketing program. To remain relevant in times of dynamic change, winning brands are honoring both the conflicts and the aspirations of consumers' life experiences and are showing up in honest and authentic ways.

FOUR DESIGN PRINCIPLES START WITH EMPATHY

Real Talk

In light of the deep ideological divides in our politics and culture, [Heineken](#) challenged conventions with “[Worlds Apart](#),” a campaign based on the human truth that beneath the surface we are more alike than we are different. Using the beer’s role as a social lubricant, Heineken invited people with opposing views on issues like transgender rights and feminism to sit down together, have a beer and really talk. With real people and an unscripted setting, the resulting interactions made for a powerful story that reveals how we are more than what you see on the surface. Opening a cold one also cracked open the door to the kind of honest and respectful dialog the world needs.



TRADE MARK
Heineken[®]
open your world



Heineken

FOUR DESIGN PRINCIPLES START WITH EMPATHY

Parents and Partners

Understanding the daily realities of parenting young children led [Plum Organics](#) to create an offbeat ad campaign that took an unexpected approach to selling baby food. Their “[Do Your Partner](#)” platform invited parents to have more sex, since the latest social science research shows that happy, healthy parents means happy, healthy kids. As a brand built by parents, for parents, Plum understood that we all want to be great parents, yet that also means being great partners. By creating an open dialog about the real (sex) lives of parents, the brand gives us permission to let go of trying to be perfect, to have a laugh, and find a true ally along the journey.

Plum organics

Do Your
PARTNER

PARENTS, IT'S TIME TO
MAKE LOVE...A PRIORITY

TAKE THE PLEDGE

WATCH
FULL VIDEO

This graphic features a teal background with the Plum Organics logo in the top left. A white banner with a ribbon effect contains the text 'Do Your PARTNER'. Below this, the headline 'PARENTS, IT'S TIME TO MAKE LOVE...A PRIORITY' is written in white. A purple button with a white play icon and the text 'WATCH FULL VIDEO' is positioned over a circular inset image of a woman in a red top. The text 'TAKE THE PLEDGE' is in white on a purple rectangular background.

Plum organics

This parenting gig? It's not always easy. You need people who have your back. Like the people at Plum. We're a brand by parents, for parents.

A video still showing a woman with curly hair looking at a baby sitting at a table. The woman is smiling and looking towards the baby. The baby is looking towards the camera. The background is a simple indoor setting.



FOUR DESIGN PRINCIPLES
START WITH EMPATHY

Home Life

Recognizing the humanity inside every home, [IKEA](#) created “Where Life Happens,” a campaign that portrays the real – and sometimes complex – life moments that happen at home from divorce to adoption to a father struggling to communicate with his teenage daughter. IKEA designs their affordable furnishings to help meet life’s challenges and changes – the good, the bad and the in between – and the campaign reinforces the fundamental idea that IKEA is there to help you make a home no matter the circumstances.

By seeing the humanity in our customers’ lives, and not simply studying consumption habits, we reveal deeper truths, unleash more value and build more meaningful relationships that endure.



IKEA

2. Define Your North Star Purpose Beyond Products

The new opportunity for brands is not only marketing incremental product benefits, but embodying a higher purpose that serves your consumers' aspirations for a good life by directly addressing the barriers to it.

As capitalism shifts to unite profits and purpose, most brands know how to design a great product or a reliable service. Yet many struggle when their company's deeper mission has become muddy or even irrelevant. Brand purpose lives at the intersection of a company's authentic reason for being and the unmet human needs that it can uniquely fulfill in the marketplace and the world. Revealing this harmonic is the key to defining your north star.

FOUR DESIGN PRINCIPLES DEFINE YOUR NORTH STAR

Nourishing Lives

[DanoneWave](#), the U.S.'s largest public benefit corporation whose brands include Activia, Evian and Dannon yogurt, developed its *Alimentation Revolution* [manifesto](#) to bridge the disconnect between people and the source of their food so we can all make choices that nourish our families, communities and the world. Crafted collaboratively by the company's employees, the manifesto honors the profound role of food in our lives and proclaims that "good health is a state of general well-being, involving the mind as well as the body, and emotion as well as sensation."

Recognizing food's significance for pleasure, culture and the health of the planet, the manifesto commits to the "quest to find better health through better food and beverage for the greatest number." All of the brands in the DanoneWave portfolio are now becoming "manifesto brands," whereby the products, positioning, communications and marketing will holistically support its north star purpose and be measured by the B Corporation impact assessment.

"In 10 years' time, people will say it's inconceivable that business was done any other way," explains DanoneWave CEO Lorna Davis. "The notion that a company can only care about profit will be seen as old-fashioned and irresponsible."

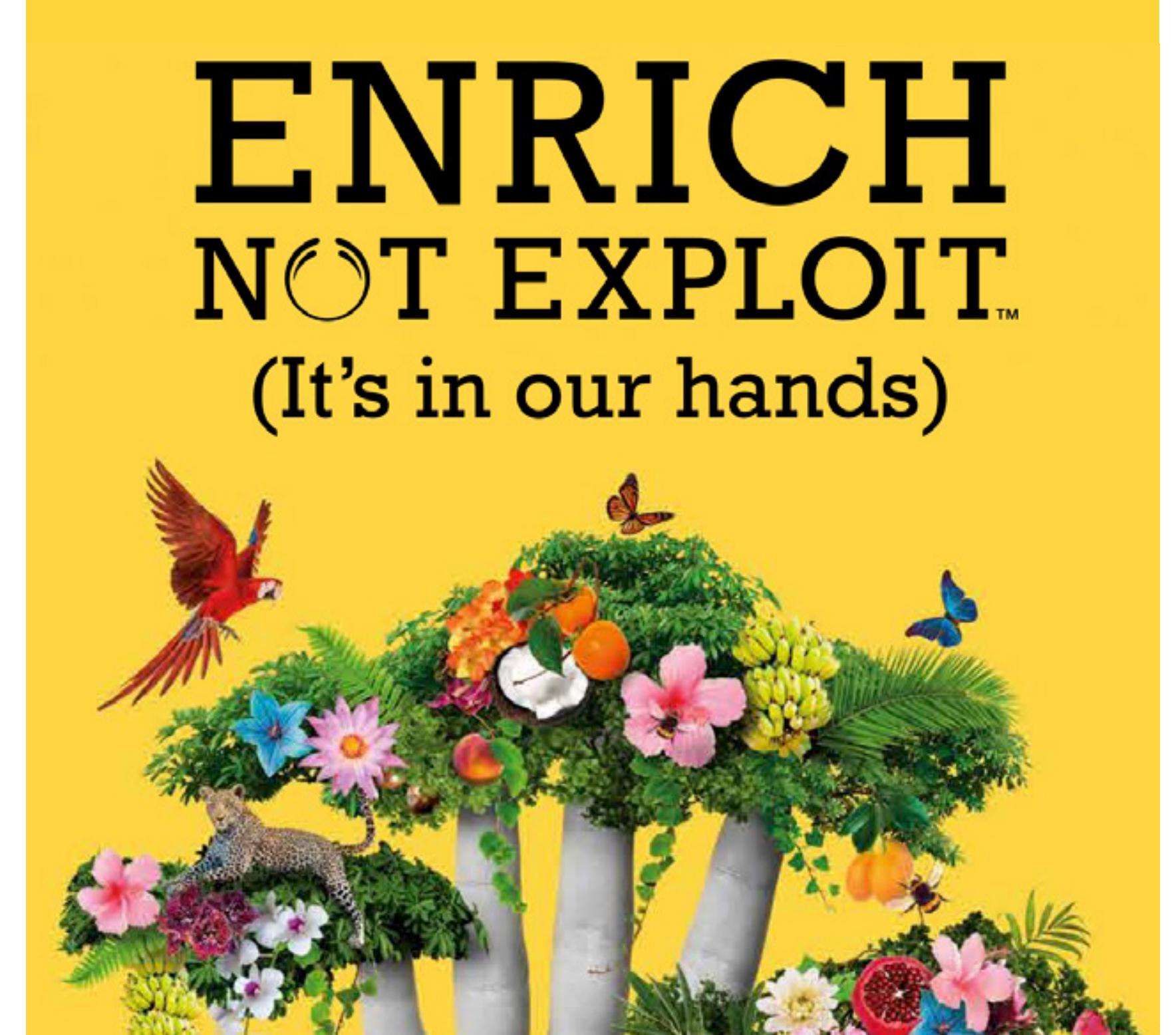


DanoneWave

FOUR DESIGN PRINCIPLES
DEFINE YOUR NORTH STAR

Net Positive Impact

[The Body Shop's](#) north star, *Enrich Not Exploit*, is grounded in the late founder Anita Roddick's belief that business should be a powerful force for good. Ever since the makeup and skincare company's founding in 1976, the brand has committed to working fairly with farmers and suppliers, never testing on animals, addressing taboo subjects like human trafficking and enriching the biodiversity of our planet. Today, the brand is working with [The Future-Fit Foundation](#) to become the world's most ethical and sustainable beauty business. For The Body Shop, it is not just about setting goals to be "less bad," but rather doing business in an intentional and transparent way that actually makes a net positive impact on the planet while also fueling the company's growth.



THE BODY SHOP®
OUR TARGETS BY 2020

ENRICH
NOT EXPLOIT™
(It's in our hands)



The Body Shop

FOUR DESIGN PRINCIPLES DEFINE YOUR NORTH STAR

A Kinder World

Snack company [KIND](#) is on a mission “to make the world a little kinder” by inspiring individual and collective action: “Nice means well, but it’s not enough. Kind is different. Nice is polite, but it stays out of it. Kind is honest – it speaks up and rises to the occasion. Nice doesn’t add to problems, but Kind rolls up its sleeves and solves them. Nice doesn’t bully, but Kind stands up to bullies. Nice is something you say, whereas Kind is something you do.”

CEO Daniel Lubetzky is putting kindness into action by challenging the FDA to update labeling requirements so they encourage nut and seed consumption as part of a healthy diet. And the KIND brand recently created a [45,485 pound pile of sugar](#) in Times Square to draw attention to the amount of added sugar found in most kids’ snacks. “Since day one, KIND has been committed to balancing health and taste, and our KIND Promise has centered on crafting snacks with a nutritionally dense first ingredient,” Lubetzky declared.

By elevating a north star purpose that integrates both business and societal impacts, brands are helping consumers realize their aspirations for a better life by directly addressing the more systemic and structural issues that all too often get in the way.



KIND

3. Take a Stand Perspective on Issues that Matter

More than ever before, consumers want brands to put a stake in the ground. It is not simply about reacting to today's news cycle, but rather knowing where you stand and standing strong when issues arise.

As traditional corporate philanthropy efforts have ceased to capture the love and loyalty of consumers, it is time to rethink old models of CSR and consider how your brand's purpose can translate to more meaningful and culturally relevant efforts that excite and engage consumers.

Marketing and CSR teams are joining forces to create consumer-facing platforms and campaigns that bring the brand's voice, perspective and initiatives to the masses. To navigate today's increasingly volatile political and cultural dynamics, it is essential to use your north star values as a touchstone to connect with consumers who are increasingly preoccupied with serious social and environmental challenges.

FOUR DESIGN PRINCIPLES
TAKE A STAND

Fighting Discrimination

Airbnb disrupted the travel and hospitality industry by making authentic human connection the center of their brand promise to “belong anywhere.” In 2016, when researchers identified a pattern of racial discrimination by users of their platform, the company re-imagined their policies to require all members of the Airbnb community to “accept people regardless of their race, religion, national origin, ethnicity, disability, sex, gender identity, sexual orientation or age.”

To underscore their commitment to building an inclusive community of travelers and hosts, the brand launched “[We Accept](#),” a short film and television commercial that aired during the 2017 Super Bowl that highlights their vision of belonging and reinforces the new Community Commitment that must be signed by all people using the service.



FOUR DESIGN PRINCIPLES
TAKE A STAND

Welcoming Refugees

Similarly, with a mission to inspire and nurture the human spirit and create a place where everyone is welcome, [Starbucks](#) is taking a stand by committing to employ 10,000 refugees over the next five years. Known for their long-standing history of creating job opportunities for all and investing in the people who are a part of the communities where they do business, the initiative not only helps address a serious global crisis, but it reinforces their reputation at the local community level. “We are fighting for what we love and believe in, and that is the idealism and the aspiration of America, the promise of America, the America that we all know and hold so true,” CEO Howard Schultz explained in the New York Times.



FOUR DESIGN PRINCIPLES TAKE A STAND

No Mining Required

In a bold move that reinforces the brand's leadership in design and innovation, [Apple](#) is taking on the industry challenge of mining toxic, rare-Earth metals and materials – like the cobalt in the batteries of their beloved iPhones, iPads and MacBooks – by committing to a future in which no mining is required and all materials in their products are recycled. The brand is taking a stand even though they do not yet know how they will accomplish their goal. As Lisa Jackson, Apple's VP of Environment, Policy and Social Initiatives and a former head of the EPA told VICE News: "We're a little nervous, but we also think it's really important, because as a sector we believe it's where technology should be going."

By acting on your deepest values and taking stands on the issues that are material to your business and meaningful to your consumers, brands can build deeper bonds, pioneer new innovations and drive positive social and environmental impact at the same time.



Apple

FOUR DESIGN PRINCIPLES

FOR RELEVANT AND RESILIENT BRANDS

4. Start a Movement Participation by All of Us

Delivering on brand relevance also requires welcoming more and different voices to the table, using our collective wisdom to solve problems together and rallying consumers and employees to take action with us as brands. When net trust in global corporations is less than zero, it is understandable that brands may feel overwhelmed and afraid to go it alone. That is why thoughtful partnerships can empower brands to tackle meaningful issues without feeling like they are straining credibility or speaking out of turn.

FOUR DESIGN PRINCIPLES START A MOVEMENT

A Level Playing Field

As a co-op, REI is uniquely positioned to rally participation and make change from the bottom up. The outdoor gear and apparel brand broke all the rules of retail with the [#OptOutside](#) campaign, closing its doors on Black Friday to give employees the day off to get outside with their families and encouraging everyone to enjoy more time outdoors. Working with more than 275 national and local partner organizations, the brand is creating a new tradition where “people think about the Friday after Thanksgiving differently,” says REI Chief Creative Officer Ben Steele.

Building on this momentum, REI’s 2017 campaign [Force of Nature](#) champions women’s outdoor adventures with a storytelling series, women-focused events, a national retreat and a product line all intended “to make outside the largest level playing field on Earth” and close the gap in gear design and opportunities for women who want to engage in outdoor sports. REI is creating a movement brand in the way it lives its values and how it engages employees and consumers alike as a committed tribe of outdoor enthusiasts and brand advocates who are proud to use business as a force for good.



REI

FOUR DESIGN PRINCIPLES START A MOVEMENT

Climate Justice is Sweet

[Ben & Jerry's](#) social good efforts go well beyond their ethical ingredients and B Corporation commitments. The ice cream company has a long history of fighting for climate justice and innovating ways to reduce the environmental impact of the business. With the growing concern over [climate change](#), but lack of momentum in places like the United States, Ben & Jerry's is rallying its customers in partnership with the online activism platform Avaaz to raise awareness and demand climate action by engaging our global leaders.

They are doing this through a very simple bit of logic: *If it's melted, it's ruined. It's true for ice cream, and it's true for the planet.* Partnerships with climate action organizations 350org, The Climate Reality Project and BICEP have added more depth to the campaign while Ben & Jerry's lovable brand and extensive reach have helped amplify the cause. They have even taken the message to the freezer aisle where their "Save Our Swirled" ice cream flavor puts the climate action message right on the package. It does not hurt that it is delivered deliciously with raspberries, marshmallows and fudge, too.



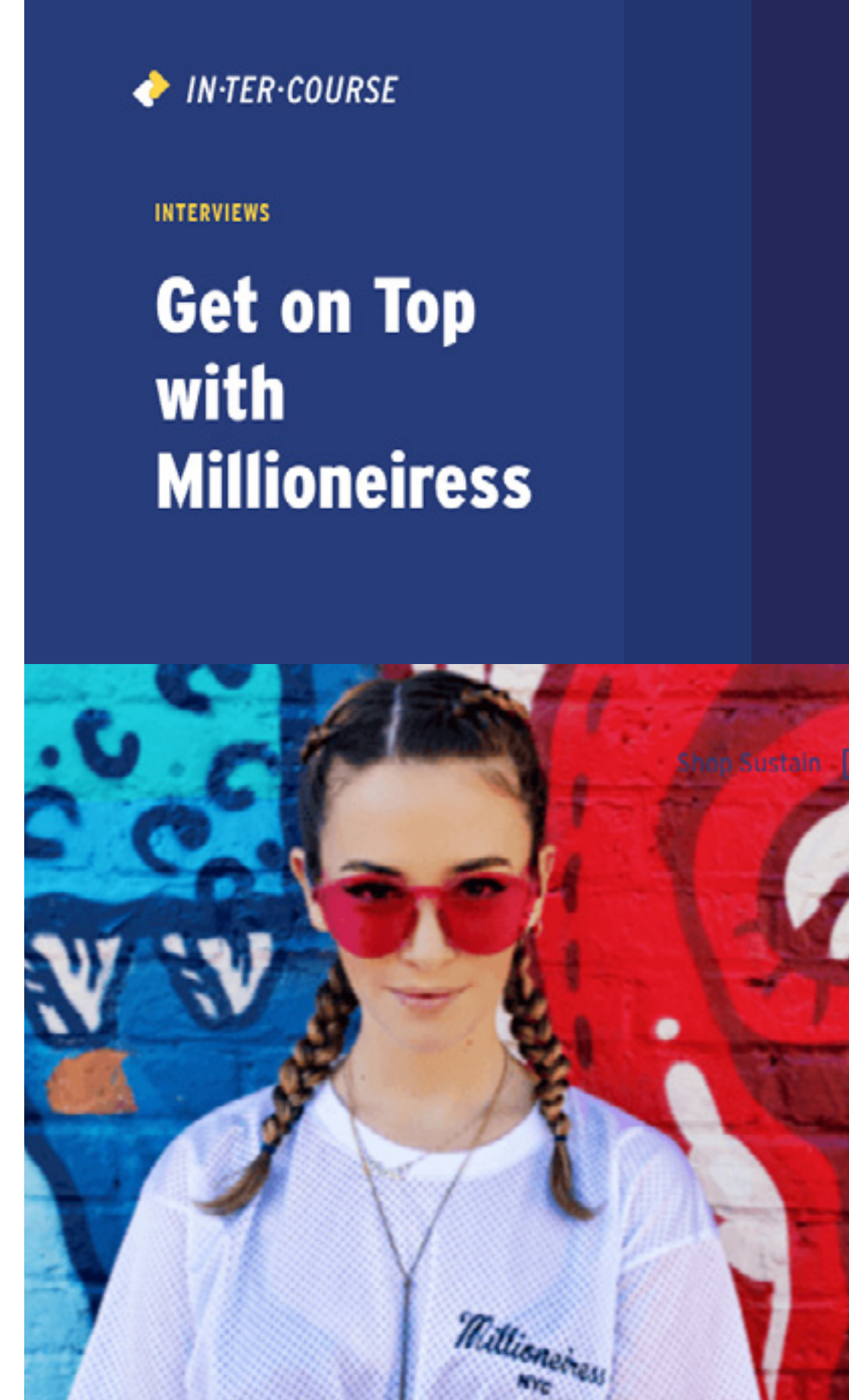
Ben & Jerry's

FOUR DESIGN PRINCIPLES START A MOVEMENT

Safe Sex is Sexy

For Meika Hollender, the co-founder of [Sustain Natural](#), a brand of natural condoms and sexual wellness products, brand leadership means raising her voice to redefine the role of business in society and inspire movements that shift consumer behavior and inspire action. At a time when only 21% of single women use condoms, Hollender is launching a new engagement platform called [Get On Top](#) to inspire women everywhere to practice safe sex. Celebrating a world where “safe sex is smart, safe sex is you in charge of you, safe sex is fun and safe sex is sexy,” the campaign features the voices of women like Refinery 29 co-founder Piera Gelardi, model and activist Yomi Abiola, and THINX founder Miki Agrawal giving the cause an inviting, and decidedly hip, tone.

Hollender has also extended the movement to a book called *Get on Top: Of Your Pleasure, Sexuality & Wellness: A Vagina Revolution*, a “pro-pleasure, safety-first and sex-positive” guide for the “Girlboss generation.” With a serious cause, a relatable, positive tone and a culturally relevant engagement strategy, the brand is breaking cultural taboos, redefining behavioral norms and empowering a future that is safe and sexy.



Sustain Natural



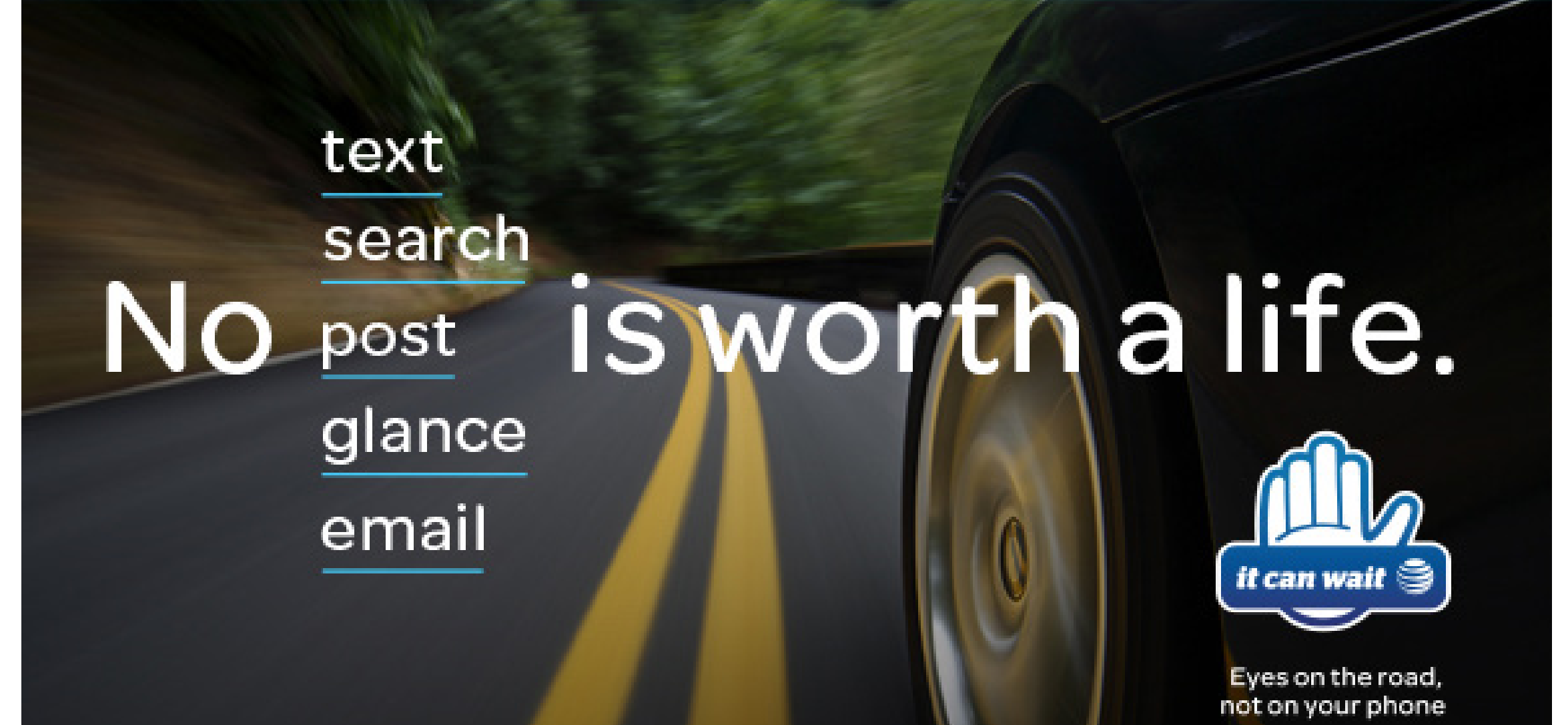
FOUR DESIGN PRINCIPLES

START A MOVEMENT

Life Saving Behavior

Mainstream brands are also working to leverage their reach and influence to affect behavior change. AT&T recognized the tremendous danger of texting while driving and the brand's role in this growing safety threat. To raise awareness of its dangers and help abate the behavior, AT&T launched the [It Can Wait campaign](#) inviting citizens to pledge to never drive distracted. The brand commissioned research to underscore the seriousness of the issue and promoted their #ItCanWait hashtag to encourage social media advocacy for the cause. The It Can Wait movement has grown into a meaningful rallying cry for people who are concerned about safety on the roads.

Starting a movement can be especially powerful when brands join forces and invite participation by their peers and competitors in the interest of making positive change for society. With alliances like the [Sustainable Apparel Coalition](#), [The Climate Collaborative](#), and the [Sustainable Packaging Coalition](#), brands are joining forces to tackle society's toughest challenges and leverage collaboration to increase the pace of change and deliver private sector progress.



AT&T

IN CONCLUSION

At a moment of tremendous social and cultural challenge as well as opportunity, consumers are looking to brands for leadership and action.

Brands are built by humans, and brands are built for humans – based on our common needs, anxieties, aspirations and desires.

We all feel the same pain, and we all want the same things.

The challenges we face are more urgent and interconnected than ever.

Now is the moment for corporations to help solve these challenges by designing with humanity at the center. Brands that do so will remain resilient, earn the loyalty of consumers and lead the way to a new future where businesses, individuals and society thrive together.

CREDITS

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ABOUT BBMG

BBMG is a brand and social innovation consultancy dedicated to creating business growth and positive social impact. Based on experience in brand strategy, retail marketing and advocacy campaigns, we create empowering platforms, programs and experiences that help our clients stand out, build relationships, win loyalty and inspire action. To learn more about how we build brands for humans, visit www.bbm.com.

ABOUT GLOBESCAN

GlobeScan is a strategy and insights consultancy, focused on helping our clients to build long-term trust with their stakeholders. Offering a suite of specialist research and advisory services, GlobeScan partners with clients to meet strategic objectives across reputation, sustainability and purpose. For more information, visit www.GlobeScan.com.

METHODOLOGY

The findings detailed in this report are based on face-to-face and telephone surveys with nationally representative samples of about 1,000 adults in each of 21 countries.

Some urban-only surveying was conducted in certain developing countries, following generally accepted research standards in each country. The polling was carried out between December 2016 and May 2017. In 2017, global averages are not always based on 21 countries, as some countries were not asked all questions. Selected tracking information is shown where data is available.

