



# Brand Purpose in Divided Times

Four Strategies for Brand Leadership



# Hello!

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# What we'll cover

- A New Reality
- Aspirations Across the Globe
- The Brand Purpose Gap
- Four Strategies for Brand Leadership
- Case Study: Danone
- Case Study: Natura
- Case Study: Ben & Jerry's
- Q&A

INTRODUCTION

# A New Reality



**We are feeling  
more divided  
than ever.**

**Me vs You**  
**Us vs Them**  
**Rich vs Poor**  
**Left vs Right**

# Yet the path to brand relevance and resilience

**is recognizing  
what we have  
in common.**

# Aspirations across the Globe



**16,000 People**

**16 Countries**

**34 Languages**

**Urban + Rural**

**What are your  
aspirations for  
the good life?**

# 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

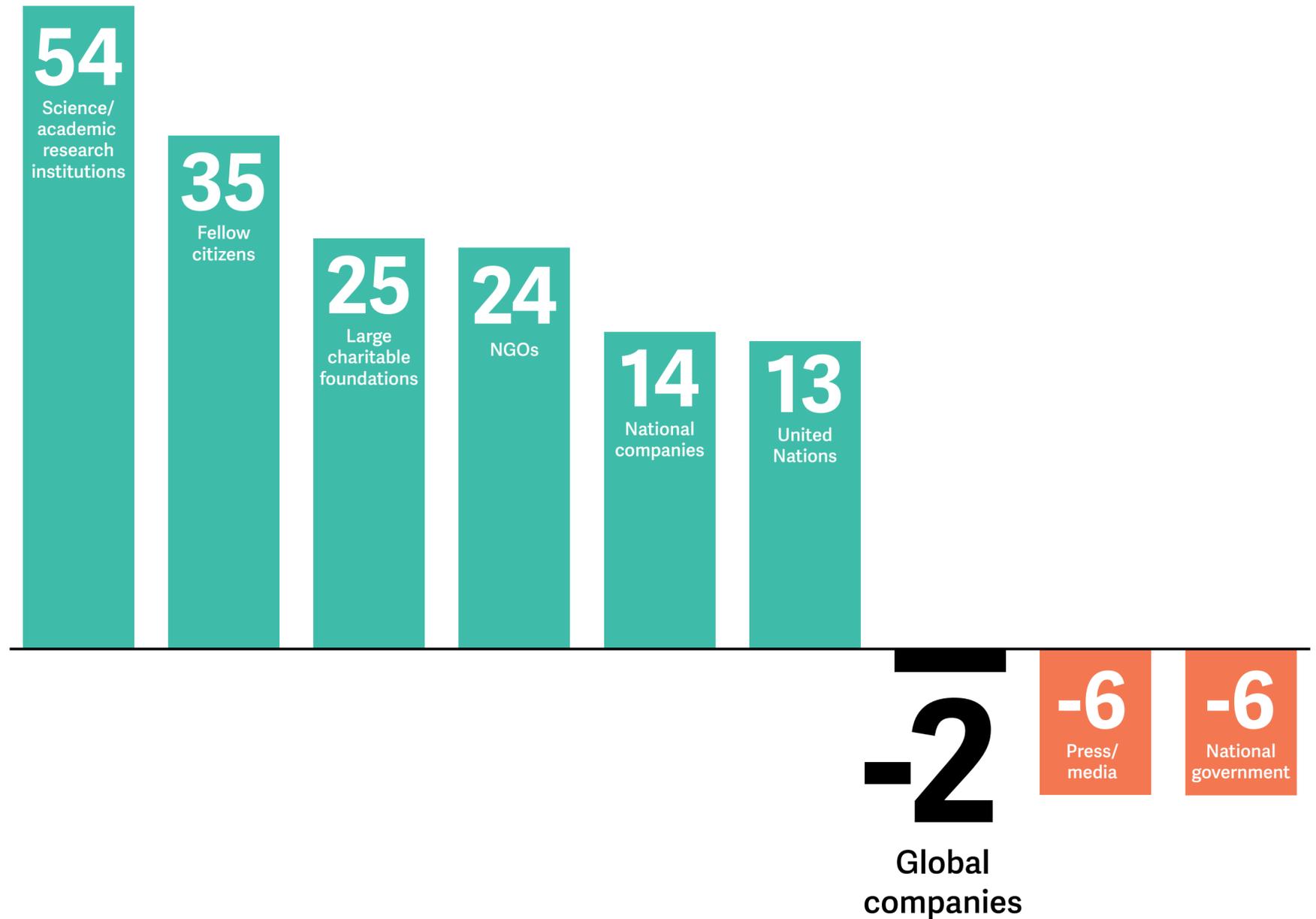
With our basic needs met, people around the world share a yearning to contribute to society, to be educated, to be happy and to enjoy the freedom to do what they want, believe what they want and live in peace.

# Challenges & Opportunities for Brands

# Net Trust

## Trust in Institutions

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



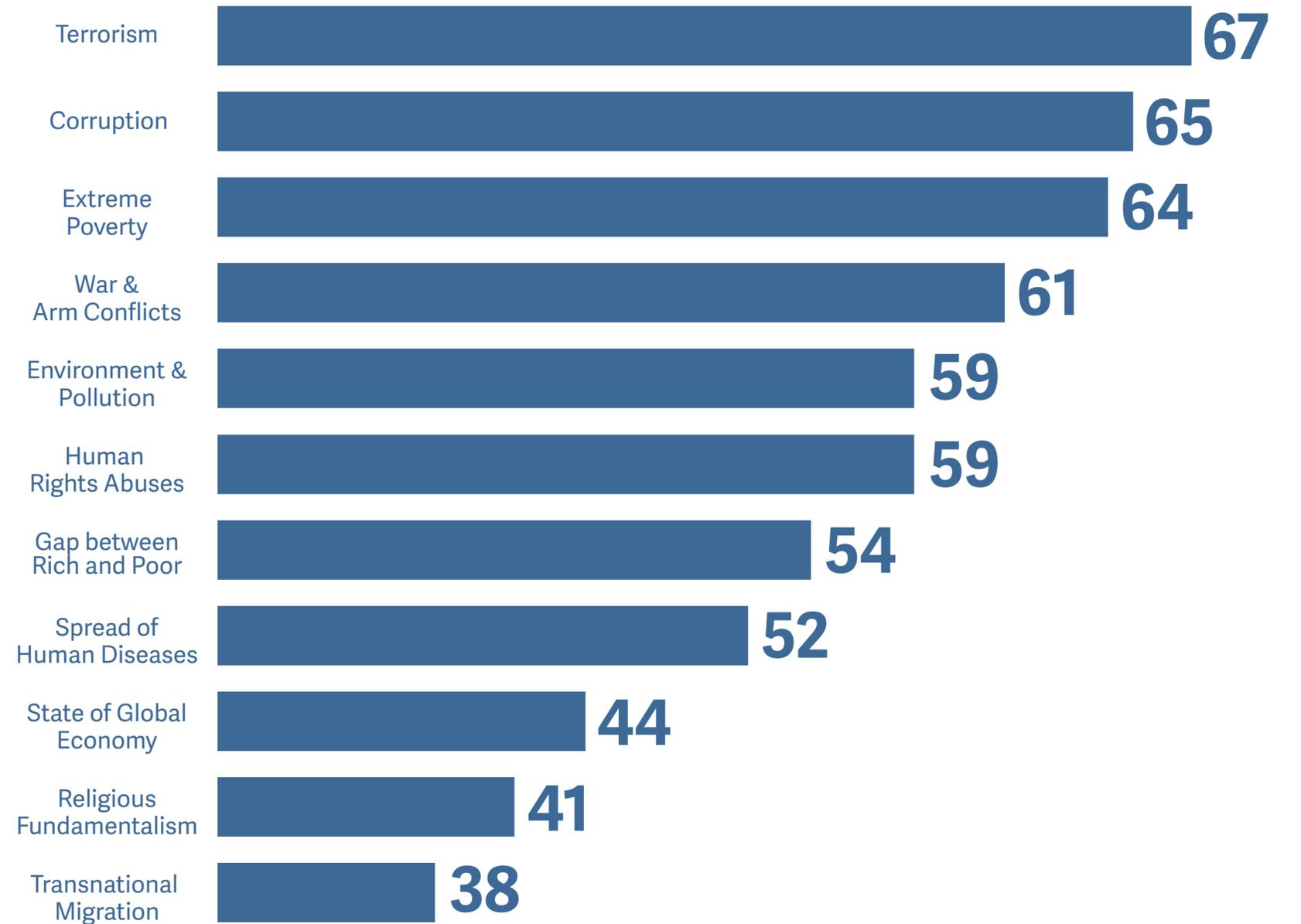
\*"A lot of trust" and "Some trust" minus "Not much trust" and "No trust at all"

\*\*Includes Australia, Brazil, Canada, Chile, France, Germany, Greece, India, Indonesia, Kenya, Mexico, Nigeria, Pakistan, Peru, Russia, South Africa, Spain, Turkey, UK, and USA

# Global Problems

\*Includes Australia, Brazil, Canada, Chile, China, France, Germany, India, Indonesia, Kenya, Mexico, Nigeria, Pakistan, Peru, Russia, South Africa, Spain, Turkey, UK, and USA

## Seriousness of Global Problems



# 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

# Brand Behavior

## 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

# Building Relevant and Resilient Brands

# 1. Start with Empathy: People at the Center

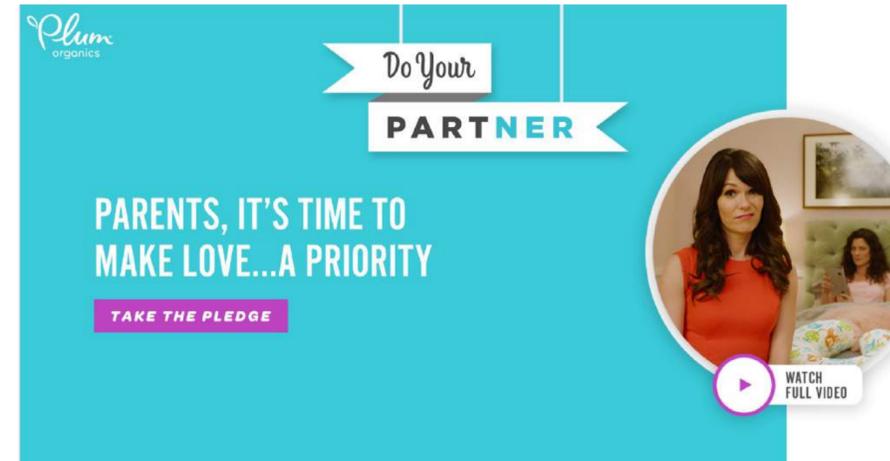
Brand relevance starts with a  
**human truth** that shines through  
in every business decision, product  
design and marketing program.

FOUR DESIGN PRINCIPLES  
START WITH EMPATHY

## Real Talk



## Partners & Parents



## Home Life



# 2. Define Your North Star

Purpose Beyond Products

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.

**FOUR DESIGN PRINCIPLES**  
DEFINE YOUR NORTH STAR

## Nourishing Lives



## Net Positive Impact

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

A vibrant, colorful scene featuring a parrot, butterflies, and a variety of fruits and flowers, symbolizing nature and positive impact.

**THE BODY SHOP®** | **ENRICH  
NOT EXPLOIT™**  
OUR TARGETS BY 2020 | (It's in our hands)

**ENRICH OUR PEOPLE** | **ENRICH OUR PRODUCTS** | **ENRICH OUR PLANET**

## A Kinder World



# 3. Take a Stand

## Perspective on Issues That Matter

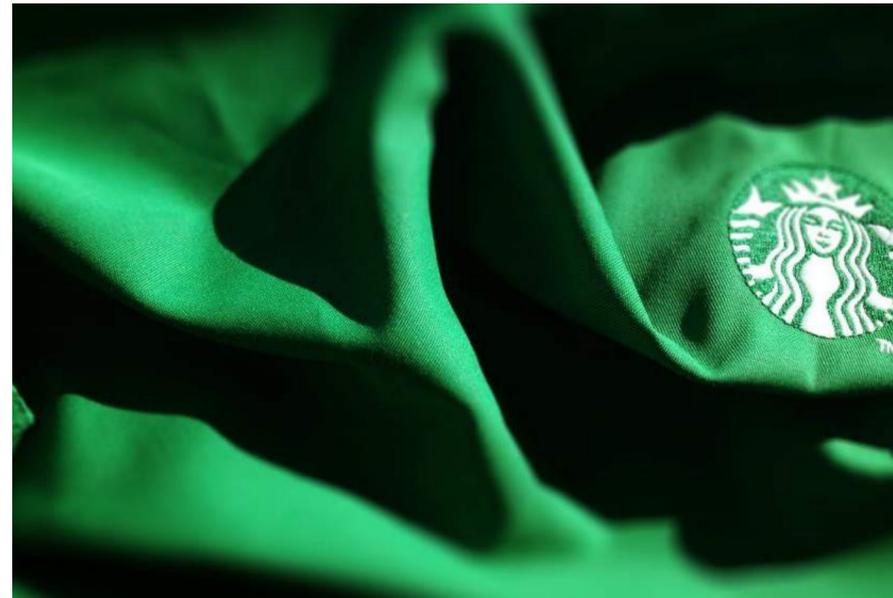
Consumers want brands to put  
a stake in the ground.

It is **not simply about reacting** to  
today's news cycle, but rather  
**knowing where you stand** and  
standing strong when issues arise.

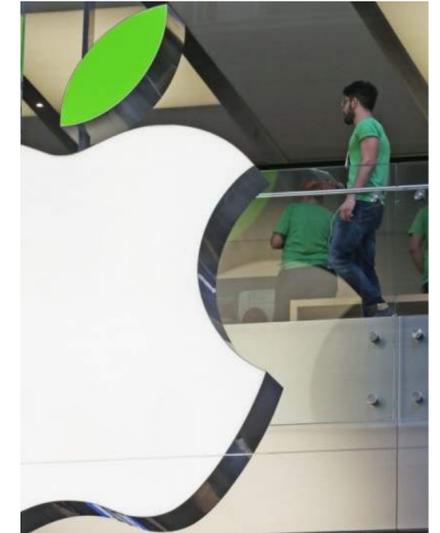
## Fighting Discrimination



## Welcoming Refugees



## No Mining Required



# 4. Start a Movement

Participation by All of Us

Brand relevance requires welcoming **more and different voices** to the table, using our collective wisdom to **solve problems together** and rallying consumers and employees alike to take action with us as brands.

## A Level Playing Field



## Safe Sex is Sexy



## Climate Justice Is Sweet



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

Now is the moment for brands  
to help solve these challenges by  
**designing with humanity**  
**at the center.**

# Case Study: Danone

Emmanuelle Wargon  
Director General of Public Affairs  
and Chief of Communications



**DANONE**  
ONE PLANET. ONE HEALTH

**Emmanuel Faber**

**Danone CEO**

**Consumer Goods Forum**

**Berlin, 22 June 2017**

*“Each time we eat and drink  
we can vote for the world we want”*

# Case Study: Natura

Luciana Villa Nova  
Sustainability Manager

# REASON FOR BEING

Our reason for being is to create and sell products and services that promote well-being/being well.

## **WELL-BEING**

is the individual's harmonious, agreeable relationship with himself/herself, with his/her body.

## **BEING WELL**

is the individual's empathetic, successful and pleasurable relationship with others, with the nature he/she is part of, with the whole





LISO LONGA  
DURAÇÃO  
**SIM**

SOU

ATÉ A  
ÚLTIMA GOTA  
**TAMBÉM**



*SOU tem uma linha completa para todas as tipos de cabelo. Sem desperdício, com fragrância deliciosa e a qualidade Natura. Para você aproveitar até a última gota.*

# Case Study: Ben & Jerry's

Christopher Miller  
Activism Manager

Brand Activism: A Powerful Way  
Drive Your Business  
&  
Change the World

Christopher Miller  
Activism Manager  
@cmwdc @benandjerrys



pissing off some of your  
customers is one of the  
smartest business  
decisions you can make





"The strongest bonds you  
can build with your  
customers is over shared  
values"

-Ben

Combine issue advocacy  
with marketing  
& build better businesses  
& a better world

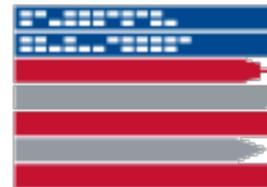


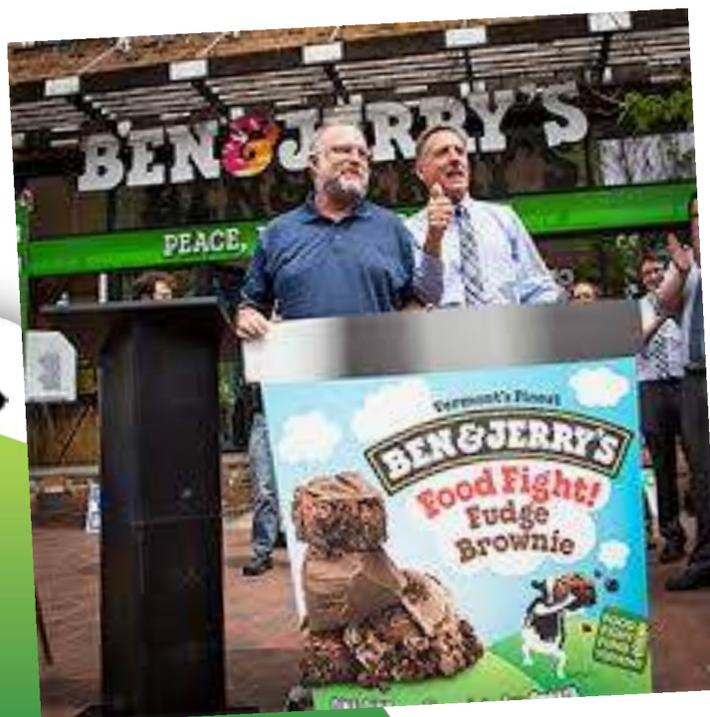
# WE ARE AN ACTIVIST COMPANY



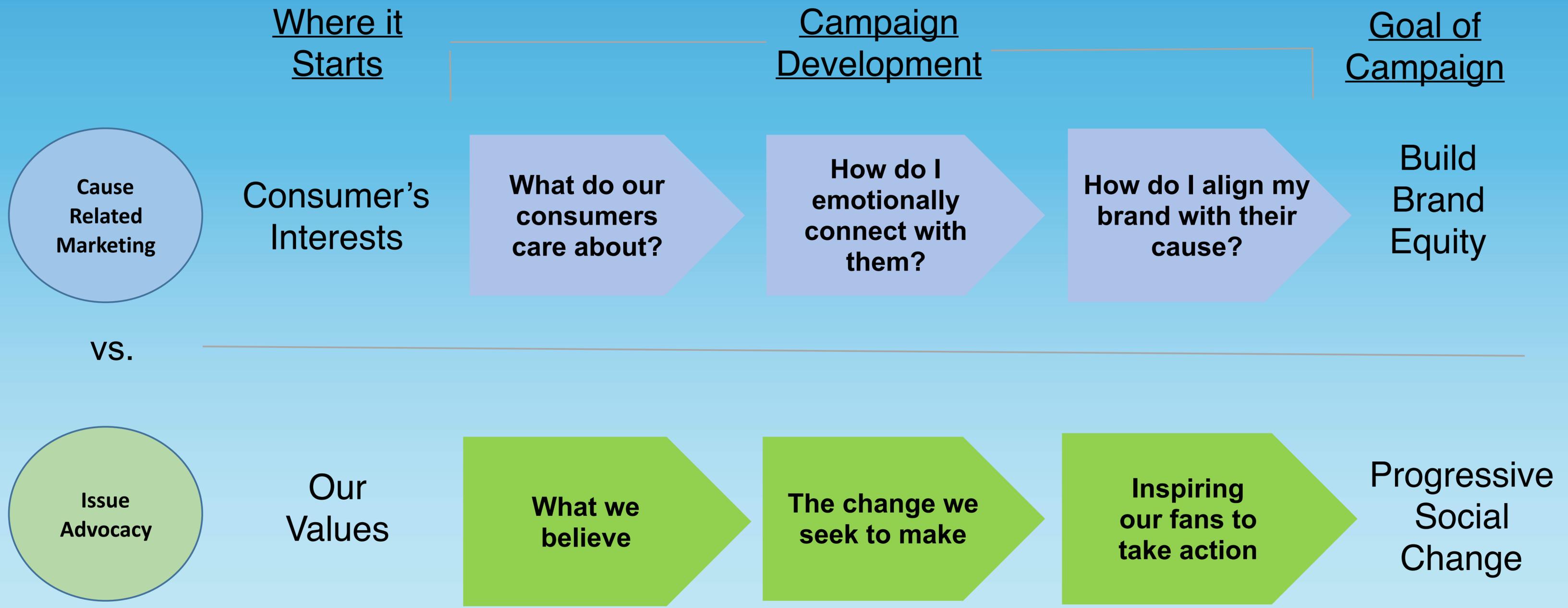
- We **STAND** for something
- We **ACT** on our values
- We **INVITE** our fans and customers to join us in taking action



BUSINESS FOR  
DEMOCRACY 

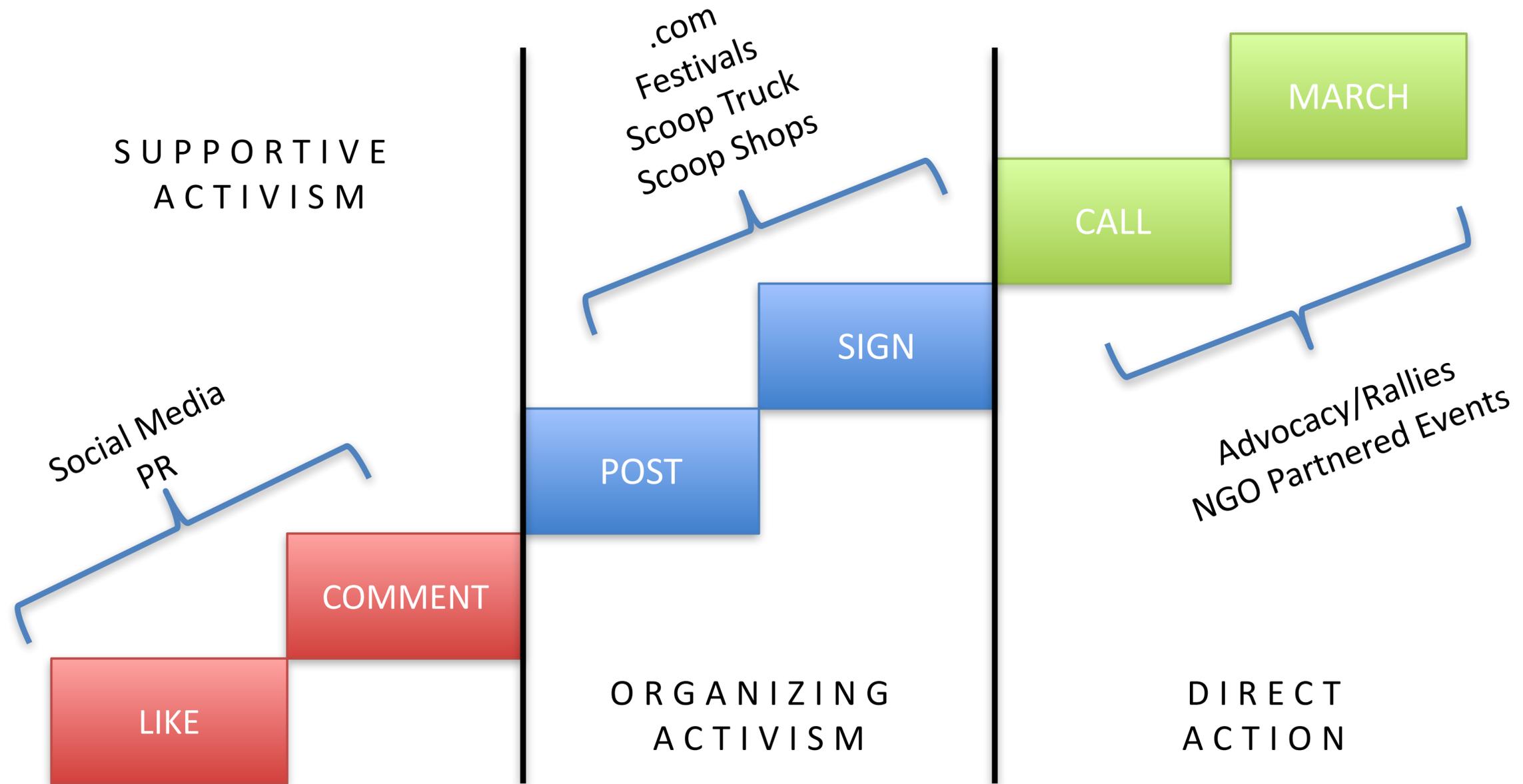


# Cause Related Marketing vs. Values Led Activism



# Grab, Engage, Act

How we move fans from awareness to action on social issues.



**Advocacy campaigns should have set measurable KPIs around fan engagement and impact**



# 18 Month Campaign for Climate Justice



Social Mission Possible: Our Chief Euphoria Officer on the Urgency of Climate Action January 20, 2015



### California Announces Nation's Most Ambitious Climate Goals

May 5, 2015

Most Popular:

Ben & Jerry's @benandjerrys - Jun 7  
The summit has started. We can't afford a compromise on climate at the G7. #ActOnClimate here> benjerrys.co/1ExPX68



View photo

### Ben & Jerry's Puts a Price on

May 12, 2015

Ben & Jerry's @benandjerrys - May 12  
The Road to Paris: Billions spent on risk. We say #ShellNo !! @greenpeaceusa

Ben & Jerry's @benandjerrys - May 2  
Billions spent on risk. We say #ShellNo !! @greenpeaceusa



129 131

### Ben & Jerry's

May 7, 2015

The environment pays the price for carbon emissions, so we've decided to tax ourselves. http://benjerrys.co/1bNuH56



Lose t



Ben & Jerry's @benandjerrys - May 18  
Excess emissions alert! We're already beginning to overwhelm nature's carbon sinks. Story >> benjerrys.co/1LbAhLi



View photo

15 25

Ben & Jerry's @benandjerrys - May 13  
We're taxing our own emissions, because it's the only way to stopping #ClimateChange benjerrys.co/1bNuH56



View photo

37 59

### You Need to Know About Your Climate Cr

### Ben & Jerry's

Published by Sarah Badger [+] · June 5 at 3:23pm · Edited ·

Is climate change a threat to your favorite flavor? See if yours is on the "Endangered Pint List": http://benjerrys.co/1NcMBtP



### Ben & Jerry's Flavors We May Lose to Climate Change

We all love our chocolate, coffee and nut-flavored ice creams, but these crops are under pressure from conditions caused by climate change. Could your favorite flavor become endangered?

BENJERRY.COM

LOU

government "fast tracking" the Trans-Pacific Partnership (TPP), an international trade deal that will have wide-ranging impact on the environment, people, jobs and even

Global Trade Shouldn't Be a Backdoor Deal

Moz

The first warning sign here is that the TPP has been kept almost entirely secret, even from lawmakers. It has been cooked up largely by trade negotiators from the

uction

And, of the TPP, Sen. Jeff Sessions (R-Ala.) said from the US that writing a l... The other will



Ben & Jerry's @benandjerrys - May 29  
As flavor lovers, we're devastated to see more tasty foods at risk. Story > M #ActOnClimate

Ben & Jerry's @benandjerrys - May 7  
California takes a stand to curb #climatechange > benjerrys.co/1F476ei #ActOnClimate



View photo

26 40



View photo

bers

Popular:

- Jerry's Flavors Rank in the World
- Happened to Wacky Gravy?
- Jerry's Flavors We May Lose to Climate Change
- What List the Flavors Que... Climate Crisis

ent Tweets

- Ben & Jerry's @benandjerrys
- Ben & Jerry's @benandjerrys
- Ben & Jerry's @benandjerrys

### Commit Emissions 15

Most Popular:

# Earning Authenticity & Credibility



# Leverage Media To Scale

**Ben & Jerry's (US)**  
Written by 360i [?] · August 3 · 🌐

If It's Melted, It's Ruined.

**THERE IS NO PLANET B.**

**Sign The Petition Now!**  
The scientific evidence is settled; global warming is real and already impacting people around the world. The question now is, "What are we doing about it?"

[WWW.BENJERRY.COM/CLIMATE-JUSTICE](http://WWW.BENJERRY.COM/CLIMATE-JUSTICE) **Sign Up**

**Ben & Jerry's (US)**  
Written by 360i [?] · August 3 · 🌐

If It's Melted, It's Ruined.

**PLANET EARTH NEEDS YOU**

**Sign The Petition Now!**  
The scientific evidence is settled; global warming is real and already impacting people around the world. The question now is, "What are we doing about it?"

[WWW.BENJERRY.COM/CLIMATE-JUSTICE](http://WWW.BENJERRY.COM/CLIMATE-JUSTICE) **Sign Up**

1,208,470 people reached

**Ben & Jerry's (US)**  
Written by 360i [?] · September 28 at 1:07pm · 🌐

If It's Melted, It's Ruined.

**HELP SAVE THE WORLD**

**Sign The Petition Now!**  
The scientific evidence is settled; global warming is real and already impacting people around the world. The question now is, "What are we doing about it?"

[WWW.BENJERRY.COM](http://WWW.BENJERRY.COM) **Sign Up**

897,473 people reached

## Campaign Summary:

- 5 platforms tested
- 24 creative versions/types tested
- ██████████ total spend
- 62 million impressions
- 3:1 ROI on Spend

## Results:

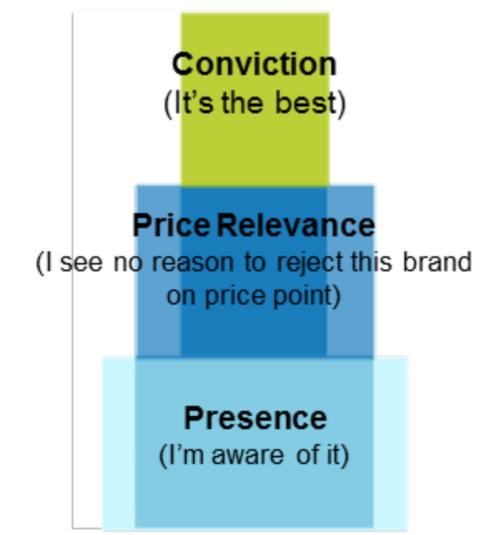
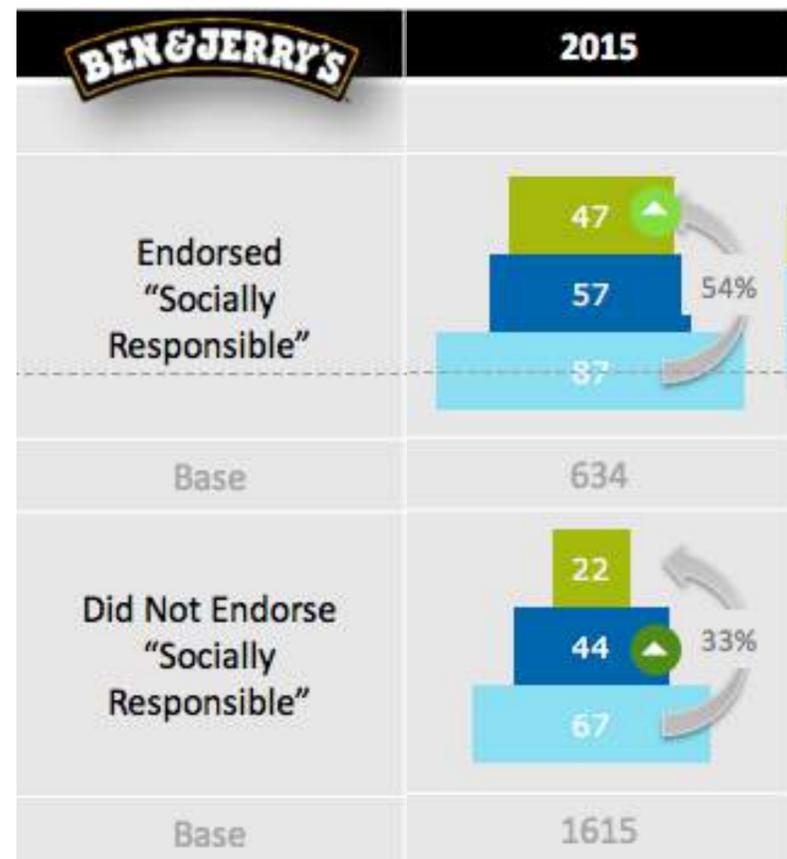
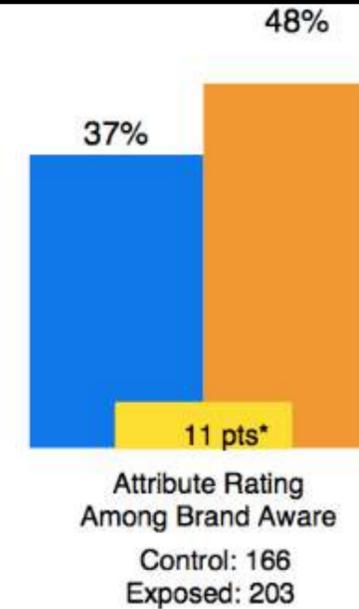
- 168k people signed up
- Nielsen BrandEffect Results
  - Ad recall – 32 pt lift
  - Brand Awareness – 9 pt lift
  - Attribute rating – 11 pt lift



# Activism Results in Conviction

## Nielsen BrandEffect Results

Respondents who were exposed to the Facebook campaign and who are aware of Ben & Jerry's were significantly more likely to rate Ben & Jerry's as 'very high' or 'high' in terms of social responsibility.



# And Drives Relevance

Harvard Business Review

BRANDING

## The Brands That Make Customers Feel Respected

by Charles Trevail, Manila Austin, Julie Wittes Schlack, and Katrina Lerman

NOVEMBER 01, 2016



The image shows a close-up of a hand holding a Ben & Jerry's ice cream cone. The cone is topped with a swirl of white ice cream, chocolate shavings, and a cookie. The background is slightly blurred, showing what appears to be a display case or counter.



The image shows a tub of Ben & Jerry's Karamel Sutra Core ice cream. The tub is blue and white with a brown label that reads "Vermont's Finest BEN & JERRY'S Karamel Sutra Core". The tub is sitting on a wooden surface. In the background, there are some books, one of which has a green cover with the text "EATING HIMALAYAS".

#50 **BEN & JERRY'S**  
**Double-dip**  
**activism**

**Prophet  
Brand  
Relevance  
Index™**

# The New Triple Bottom Line

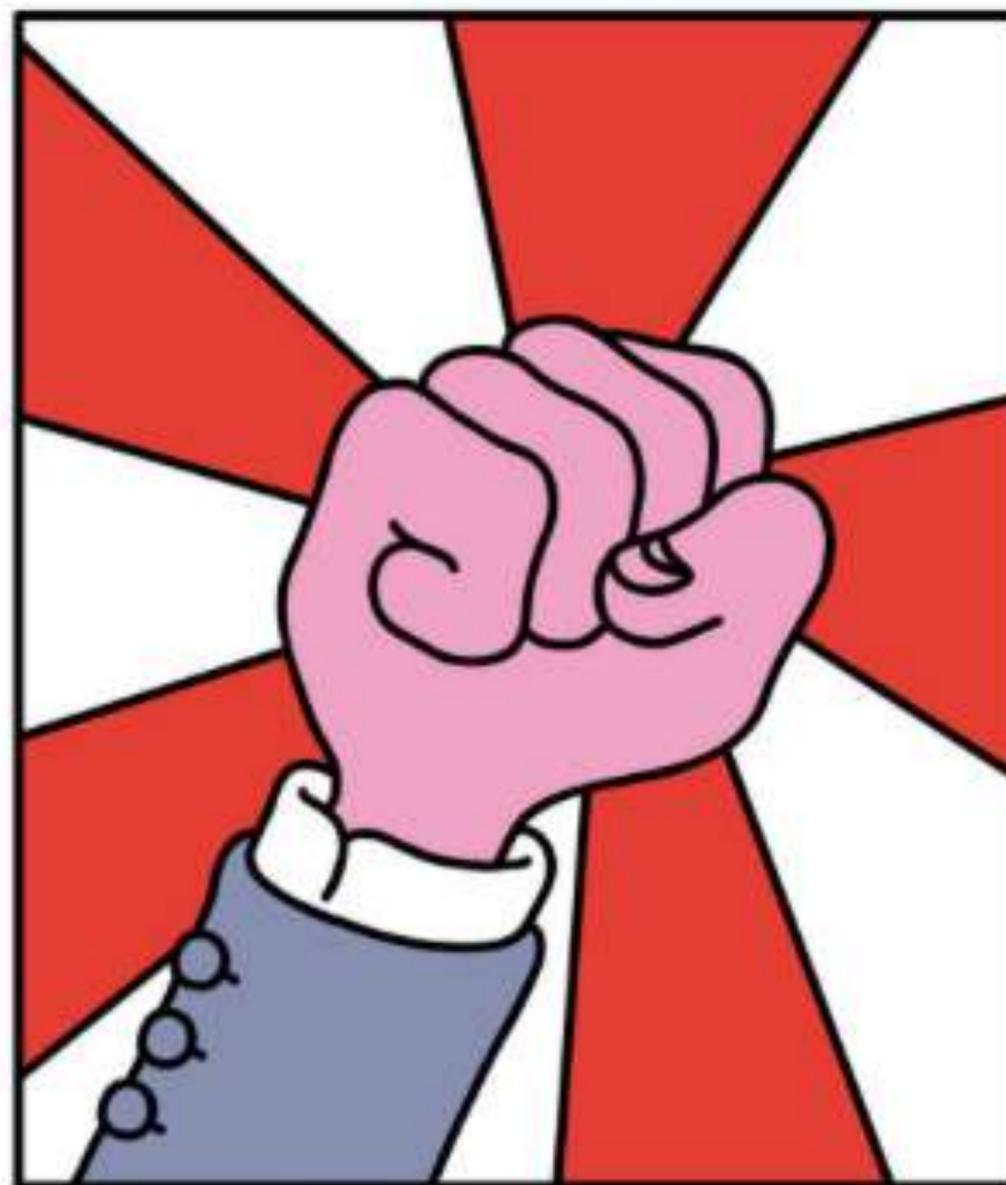
- Social Impact
- Business Results
- Engage and Retain Talent



# The Power of C.E.O. Activism

Gray Matter

By AARON K. CHATTERJI and MICHAEL W. TOFFEL APRIL 1, 2016



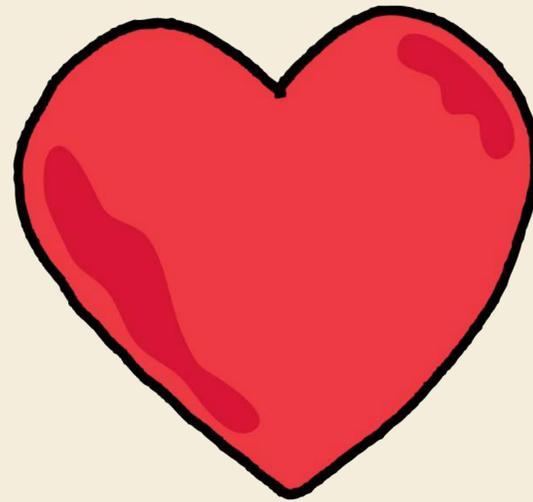
OVER the past few years, chief executives — including prominent figures like Lloyd Blankfein of Goldman Sachs, Sheryl Sandberg of Facebook and Howard Schultz of Starbucks — have been taking public stances on controversial issues like race relations and gender equality that are unrelated to their core businesses. It's headline-grabbing stuff. But is it politically effective?

Anecdotal evidence suggests so. On Monday, for example, after public pressure from the chief executives of

## CEO Advocacy and Thought Leadership

As brands seek to “personalize” their relationships with consumers, is adopting a political orientation part of closing the deal? Perhaps it is better in 2016 to be intensely loved by a few than inoffensive to many.

Thank You



Q&A

To download the report:  
**[BBMG.com/news](http://BBMG.com/news)**

# Thank you





