

# Selling products by selling brand purpose

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Chung-Kue (Jennifer) Hsu

## CHUNG-KUE (JENNIFER) HSU

is an instructor of Marketing in the Pamplin College of Business at Virginia Tech. Her research and teaching interests focus on advertising and consumer behaviour. She received her PhD in Marketing from the University of Illinois at Urbana-Champaign, Illinois, USA.

## Abstract

*This paper reviews the concept and the practice of brand purpose and aims to enhance the understanding of its benefits, and cautions in implementing purpose-driven marketing. It describes what brand purpose is about, why it is important and valuable, how consumer brands are doing it and how it can be done effectively. In practising purpose-driven marketing, brands need to connect their purpose to consumer values and human needs, and pay attention to the 'say', 'do' and 'confirm' messages based on Duncan and Moriarty's Strategic Consistency Triangle.*

## Keywords

*brand purpose, purpose-driven marketing, marketing 3.0, consumer brands, Strategic Consistency Triangle*

*'People don't buy what you do; they buy why you do it. And what you do simply proves what you believe.'* (Simon Sinek)<sup>1</sup>

*'In a world of nearly infinite choice, consumers increasingly base their purchasing decisions on factors beyond price and product benefit. They look to how brands articulate their ideals; not simply the corporate culture, but the way in which they aspire to benefit customers and the world.'* (TED 2012 Ads Worth Spreading Report)<sup>2</sup>

## INTRODUCTION

Today's prosocial consumers increasingly connect themselves with, consume and recommend brands that also serve a purpose to better the world. The Millennial generation, regarded as the purpose-driven generation, is found especially drawn to purposeful brands.<sup>3,4</sup> This consumer trend has led more brands to embrace brand

purpose in marketing their products to the target audience. This paper aims to enhance understanding about the concept and the practice of purpose-driven marketing. By offering definitions, background, real-world examples and practical implications of brand purpose, this paper attempts to serve two purposes. First, it aims to increase brand managers' awareness of the value as well as offer a few cautions of brand purpose so that they can launch and practice their own purposeful branding more effectively. Secondly, this paper also hopes to draw scholarly attention to the important research topic of purpose-driven marketing. Despite plenty of trade publications on this topic, scant academic research has been done thus far.

Purpose-driven marketing has gained momentum in recent years. In 2009, GSD&M Agency's CEO and Chairman Roy Spence and Chief Purposologist Haley Rushing wrote the book *It's Not*

**Chung-Kue (Jennifer) Hsu**  
Department of Marketing,  
2016 Pamplin Hall, Virginia Tech,  
Blacksburg, VA 24061,  
USA

E-mail: [jhsu04@vt.edu](mailto:jhsu04@vt.edu)  
Tel: +1 540-231-9582

*What You Sell, It's What You Stand For: Why Every Extraordinary Business Is Driven by Purpose.* Spence and Rushing define purpose as 'a definitive statement about the difference you are trying to make in the world'.<sup>5</sup> In 2011, another brand-purpose-centred book, *Grow: How Ideals Power Growth and Profit at the World's Greatest Companies*, was published. Its author, Jim Stengel, was the Global Marketing Officer of Procter & Gamble during 2001–2008. Stengel calls the purpose brand ideal and defines it as an organisation's inspirational and motivational reason for being, the higher order it brings to the world.<sup>6</sup> Essentially, a brand's purpose explains why the brand exists and the impact it seeks to make in the world.

Purpose differs from mission. Mission addresses how to undertake a strategy to carry out the purpose statement.<sup>7</sup> A mission statement tends to be internally focused (the organisation or brand), whereas a purpose statement is outwardly focused (whom the organisation or brand is trying to serve).<sup>8</sup> Also, purpose differs from positioning. Advertising critic Bob Garfield states: 'It is not positioning. It does not aim to be differentiating. Purposefulness is an ethic. A worldview. A mentality'.<sup>9</sup> He further declares that purpose marketing is not merely a right way, but the only way, for brands and institutions to operate in the digitally connected, increasingly transparent world during this Relationship Era.

Likewise, marketing scholar Philip Kotler indicates that consumers may be the major driving force that pressures companies to change their marketing practices as consumers share word of mouth information through blogging, tweeting and emailing about positive and negative behaviours of companies. He states that companies move from Marketing 1.0, when they view consumers choosing brands based

on functionality, to Marketing 2.0 on emotional criteria, and now, to Marketing 3.0 on companies' social responsibility.<sup>10</sup> He calls Marketing 3.0 the value-driven era, which recognises consumers as value-driven people with minds, hearts and spirits and as potential collaborators. Also, the objective of Marketing 3.0 is to make the world a better place.<sup>11</sup> Kotler cites Young & Rubicam's BrandAsset Valuator research, which reveals that many consumers are mindful about how a company's values align with their own and how that affects their brand choice. As increasing numbers of people will prefer to buy from companies that care, companies will need to address larger economic, social and political concerns.<sup>12</sup> Whereas purpose-driven marketing often encompasses corporate social responsibility and cause marketing, purpose is bigger than that, and it is an essential principle rooted in a brand.<sup>13</sup> Simply put, brand purpose is an ideal that drives everything a brand does.<sup>14</sup>

## POTENTIAL IMPACT OF PURPOSE-DRIVEN MARKETING

Whole Foods Market's co-CEO John Mackey and co-author Raj Sisodia claim in their book, *Conscious Capitalism: Liberating the Heroic Spirit of Business*, that having a higher purpose is the first principle for business. As Darden School of Management professor and Conscious Capitalism, Inc. trustee Ed Freeman puts it, 'We need red blood cells to live (the same way a business needs profits to live), but the purpose of life is more than to make red blood cells (the same way the purpose of business is more than simply to generate profits).'<sup>15</sup> Purpose-driven marketing, done right, delivers multiple benefits. First of all, brand purpose serves as the North Star that offers a brand a sense of direction. It becomes a filter so as

to decide what a brand should or should not do. Also, conscious business with a deeper purpose inspires, engages and energises its employees, customers and other stakeholders and earns their trust.<sup>16</sup> According to Unilever, its purpose of ethical and sustainable living contributes to recruiting talents, with half of its graduate entrants citing that as the primary reason they want to join the company.<sup>17</sup> Purpose challenges an organisation to aim high and change its culture, which motivates and unites the employees to work with a sense of meaning and drives their productivity. In addition, brand content that is infused with a higher purpose, such as Dove's Campaign for Real Beauty, helps the brand to rise above the noise in a cluttered media world and motivates the consumer to watch, share and talk about the brand's message.<sup>18</sup> Furthermore, marketing on purpose appeals to socially conscious consumers whose buying decisions are influenced by what a brand stands for. Purpose enables brands to form authentic emotional connections with those consumers who share the same essential values and to enhance their brand loyalty. As a result, a brand creates a competitive edge over competing brands and increases its profitability.<sup>19–21</sup> Unilever's chief marketing and communications officer Keith Weed supports the proposition that brand purpose can encourage

consumption: 'We know that consumers want brands with purpose. Global spending on "responsible consumption" (RC) products is US\$400bn (£262bn). In the US, RC products have grown around 9 per cent annually in the past three years. For our brands, we outpaced the global average with a 10 per cent increase in sales for those communicating on sustainability, according to Nielsen'.<sup>22</sup>

## EXAMPLES OF PURPOSEFUL CONSUMER BRANDS

### Proctor & Gamble (P&G) and its Always brand

The public articulation and advocacy about purpose-driven marketing culminated in 2010 during the Association of National Advertisers' (ANA) Masters of Marketing conference. Proctor & Gamble's (P&G's) Global Marketing Officer Marc Pritchard, Coca-Cola's Chief Marketing and Commercial Officer Joe Tripodi and Dell's former CMO Erin Nelson evangelised about purpose-driven marketing during the ANA convention.<sup>23</sup> Most noteworthy was Pritchard's speech on how P&G has moved from the business of selling products to the business of improving life (Figure 1).<sup>24</sup> Pritchard states that to start this change, the first step is to define a brand's purpose, as the soul of the brand, in terms of how it uniquely touches and

### Our Purpose

We will provide branded products and services of superior quality and value that improve the lives of the world's consumers, now and for generations to come. As a result, consumers will reward us with leadership sales, profit and value creation, allowing our people, our shareholders and the communities in which we live and work to prosper.

Figure 1 P&G's Brand Purpose (<http://us.pg.com/who-we-are/our-approach/purpose-values-principles>)



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## P&G LAUNCHES “THANK YOU, MOM” CAMPAIGN FOR RIO 2016



TO CELEBRATE 100 DAYS UNTIL THE OPENING CEREMONY OF THE OLYMPIC GAMES RIO 2016, WORLDWIDE TOP PARTNER PROCTER & GAMBLE HAS DEBUTED THE NEWEST INSTALMENT OF ITS AWARD-WINNING “THANK YOU, MOM” CAMPAIGN BY RELEASING THE NEW VIDEO, “STRONG”.

The new film, “Strong”, follows the Olympic Games journeys of four mothers and their children, showing the moments when a mother’s strength makes all the difference, and building to the moment when each child summons their own courage on the world’s biggest sporting stage – the Olympic Games. The critically acclaimed films from P&G’s previous Olympic Games campaigns, “Pick Them Back Up”, “Kids” and “Best Job”, are among the most-viewed Olympic Games videos of all time.

**WE SEE HOW STRONG MOMS ARE IN EVERY FACET OF THEIR LIVES, AND  
HOW THEIR CHILDREN DRAW ON THAT STRENGTH AS THEY GROW.  
THROUGH OUR CAMPAIGN, WE INVITE EVERYONE TO JOIN US IN SAYING  
‘THANK YOU’ TO MUMS FOR THE ROLE THEY PLAY IN RAISING STRONG  
CHILDREN.**

Marc Pritchard  
P&G GLOBAL BRAND OFFICER

**Figure 2** P&G’s 2016 Rio Olympic Games ad (“Strong”) of the ‘Thank You, Mom’ Campaign (<https://www.olympic.org/news/p-g-launches-thank-you-mom-campaign-for-rio-2016>)

improves lives.<sup>25</sup> Also, he points out that as consumers demand more transparency from brands in this digital age, a purpose lifts a brand's meaning to focus on serving people and addressing human insights with brands.<sup>26</sup> According to Pritchard, P&G is in the business of helping moms. Guided by its brand purpose, P&G created the Big Idea of 'proud sponsor of moms' for its 2010 Winter Olympics advertising campaign. The television spot of 'Kids celebrates athletes' moms, to whom their children will always be viewed as kids. P&G also paid to transport 250 athletes' moms to the Games. P&G's purpose of helping moms and their families live better has emotionally connected with people and created a halo effect on the rest of its many brands. Pritchard reports that the Olympics programme generated US\$30m in incremental sales for P&G.<sup>27</sup> For the following 2012 Summer Olympics and 2014 Winter Olympics, P&G continued to communicate its brand purpose and launched the "Thank You, Mom" theme with the spots of "Best Job" and "Pick Them Back Up." In these ads, P&G puts the spotlight on moms and salutes them as the unsung heroes behind the success of their hardworking athlete children. For the 2016 Olympic Games in Rio, P&G released a new ad, 'Strong'. This spot follows the journey of four Olympian athletes and their moms. The story first portrays these moms' strength at times of life's adversities alongside their children and then shows the Olympian athletes' own strength to brave through their games at the world's largest sporting stage, the Olympic Games.<sup>28</sup> This film delivers the message: it takes someone strong to make someone strong (Figure 2). These ads only briefly show the logos of Tide, Pamper, Duracell, etc. and proclaim P&G as proud sponsor of moms at the end of ads. Through these heartwarming ads,

P&G has demonstrated that even market leaders need to have and communicate brand purpose beyond product performance.<sup>29</sup>

In addition to having a corporate-level purpose, each of P&G's brands also develops its purpose. For example, its feminine hygiene brand Always promises that 'We want all girls to live life to its fullest potential and we're right here to back all of you' (Figure 3).<sup>30</sup> For decades, Always has committed to empowering girls through puberty education with its communication focusing on product performance and protection. In 2013, Always decided to make its purpose more meaningful and relevant to the next generation of girls as they transition to young women.<sup>31</sup> P&G's research shows that girls' self-confidence drops significantly during puberty. To battle this issue, Always started the #LikeAGirl movement in 2014, aiming to destroy stereotypes about girls, show true meanings of being a girl or woman and empower young females (Figure 3). Their first video shows that when instructed to run or fight 'like a girl', young men, women and boys behave in a weak, stereotypical way, whereas prepubescent girls do so as hard as they can, projecting confidence and power.<sup>32</sup> In February 2015, Always aired a 60-second version of the original #LikeAGirl video in the Super Bowl platform. Two months after the Super Bowl, a follow-up spot 'Unstoppable' was launched. In the video, girls and young women first share their experiences about how social norms limit them in what they should or should not be, followed by these females kicking and standing on cardboard boxes that represent the limitations they want to conquer.<sup>33</sup> For both ads, Always leverages the hashtag #LikeAGirl on Twitter and invites women and girls to share what amazing things they do and how they are unstoppable 'like a girl'. They

## What We Promise



Video Component

We want all girls to live life to its fullest potential and we're right here to back all of you.

### Why?

We believe women are incredible. They have unlimited potential. They're strong with a splash of fabulous and a dash of wonderful and can do anything they put their minds to. And Always is their biggest cheerleader!

### Innovation is Power

All women deserve better than the status quo, so we work like crazy to give you the innovative products that keep you unstoppable every single day. From inventing the very first pad with wings, to our latest breakthrough, the world's first foam pad that absorbs 10X its weight, we create pads and pantliners that fit and feel so comfortable, you can run, jump, kick, throw - and almost forget you're wearing one.

### Live Proud #LikeAGirl

Ever been told you do something like a girl? Great! Be proud of that, because girls rule! That's the whole point of our #LikeAGirl movement. During puberty, a girl's confidence can plummet, and Always is out to change that. By working together to destroy stereotypes and showing the world what being a girl or woman really means, we're creating an amazing sisterhood that stretches across the globe.

Figure 3 Always' Brand Purpose and the 'LikeAGirl' Campaign (<http://always.com/enus/about-us/what-we-promise-to-you>)

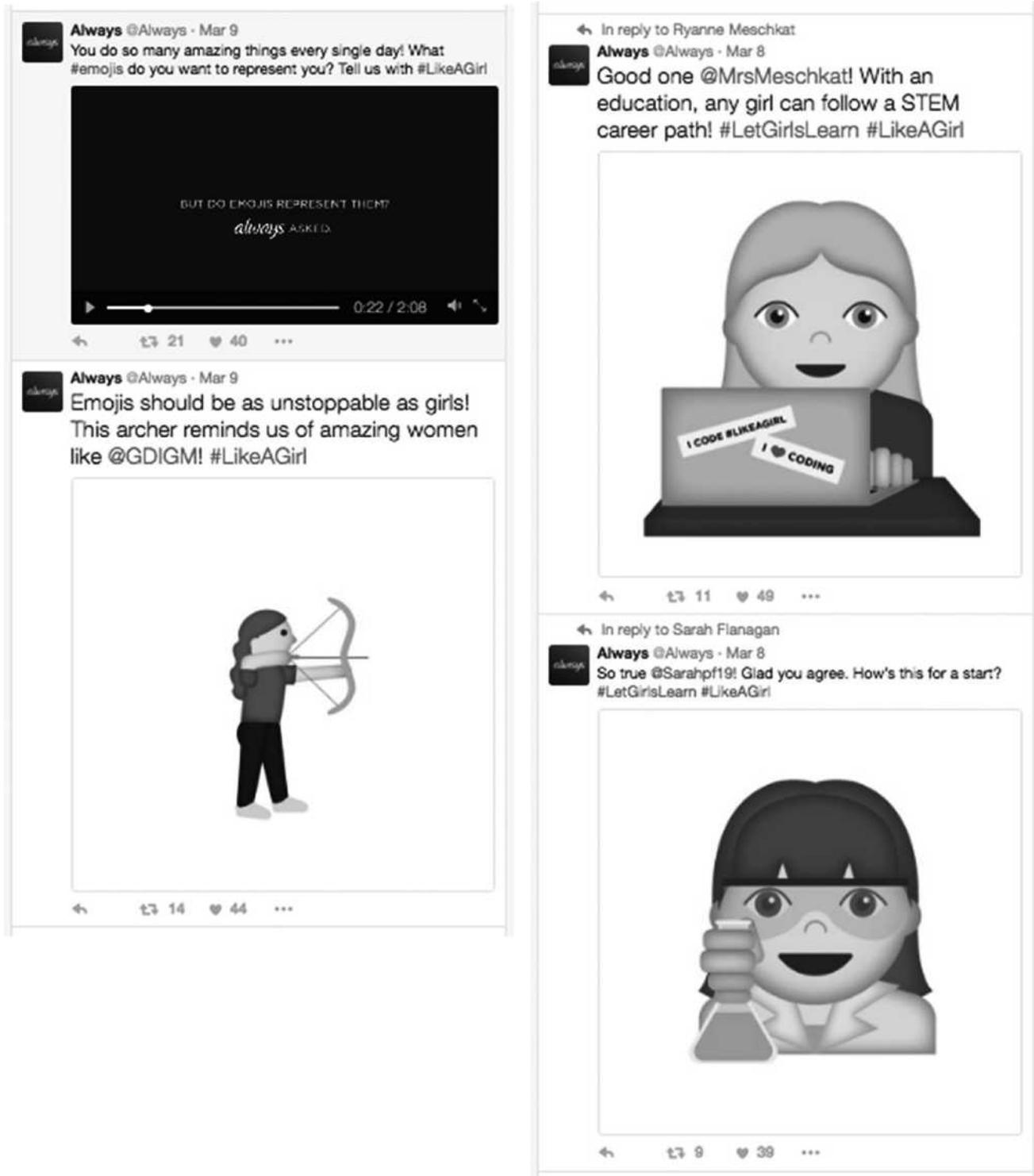


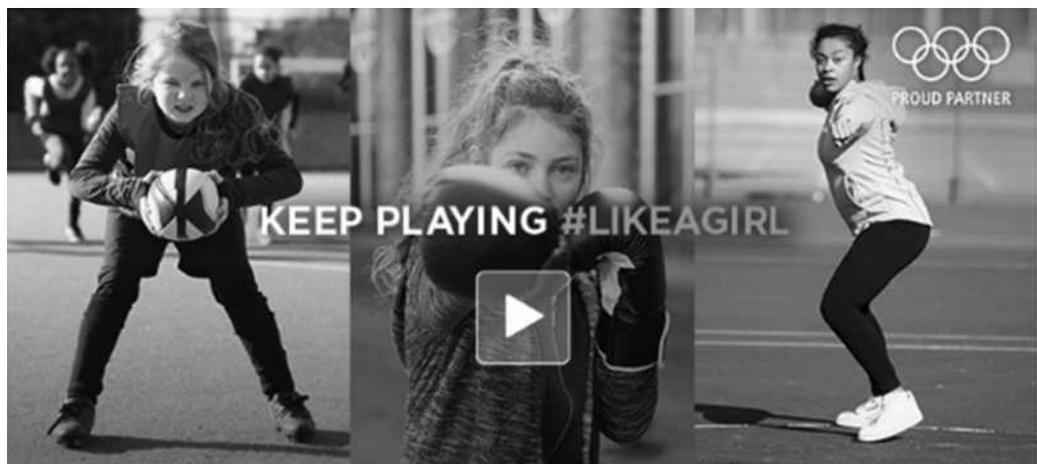
Figure 4 Always' Girl Emoji Tweets of the 'LikeAGirl' Campaign (<https://twitter.com/always>)

also call the audience to join the Always brand to champion girls' confidence at the end of the ads. The 'Like A Girl' campaign sheds new light on an expression intended as an insult and turns it into something that inspires girls to be confident about who they are and what they do. In March 2016, Always released a new 'Like A Girl' video, in which the interviewed girls share how they find female emojis stereotypical, sexist and lacking female representations in sports or professional roles. Always uses this film and its social media to call girls to share tweets, pictures and videos about what female emojis they want, using the same hashtag #LikeAGirl (Figure 4).<sup>34</sup> Subsequently, Always has created multiple girl emojis such as a coder, a lawyer and a paleontologist in response to requests, including one by the First Lady, Michelle Obama.<sup>35</sup> To coincide with the Rio 2016 Olympic Games, Always launched in June a film that features Olympics gold medalist Alex Morgan among other girl athletes and encourages girls everywhere to keep playing sports #LikeAGirl (Figure 5). This

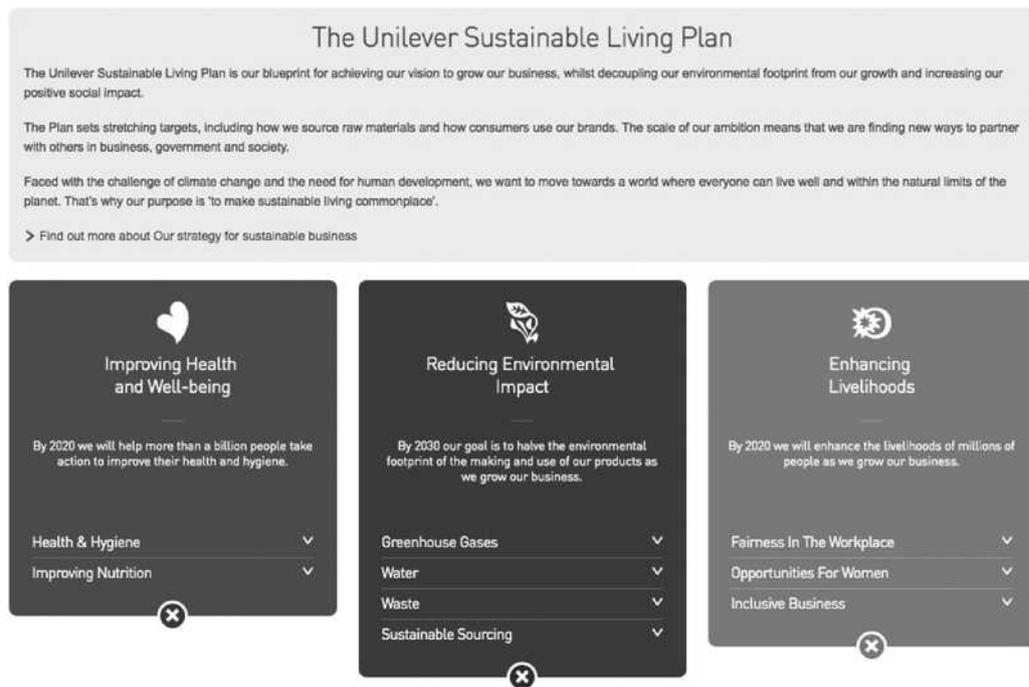
rendition of the 'Like A Girl' campaign was created following the Always Confidence & Puberty Survey, which reveals that 51 per cent of girls have quit sports by the end of puberty and that only one-third of girls feel that society encourages girls to play sports.<sup>36</sup> The message of this film reinforces Always' brand purpose of championing girls' confidence, as studies have found that ongoing participation in sports helps contribute to confidence in girls.<sup>37</sup> Furthermore, Always teams up with TED in developing educational videos on how girls can retain confidence at puberty.<sup>38</sup> Overall, Always cements its brand purpose through redefining the phrase 'like a girl' as a symbol for girl confidence and empowerment.

### Unilever and its Dove brand

Unilever, on the other hand, focuses its corporate purpose on sustainable living and establishes three goals by 2020: improving health and well-being of more than one billion people, reducing its environmental



**Figure 5** Always' 2016 Rio Olympic Games ad ('Keep Playing') of the 'LikeAGirl' campaign (<http://always.com/en-us/about-us/our-epic-battle-like-a-girl>).



**Figure 6** Unilever's Brand Purpose (<https://www.unilever.com/sustainable-living/>)

impact by half, and enhancing the livelihoods of millions of people in areas of workplace fairness, opportunities for women, and inclusive business (Figure 6).<sup>39</sup> One of its brands, Dove, takes on a higher purpose of supporting females' self-esteem and body confidence. Since 2004, Dove has focused on the vision of a world where beauty is a source of confidence, not anxiety (Figure 7). In September 2004, Dove released *The Real Truth about Beauty: a Global Report*, based on surveys of 3,200 women aged 18–64 years old across ten countries. It reports that merely 13 per cent of these women are very satisfied with their beauty and that only 2 per cent choose beautiful to describe their own looks.<sup>40</sup> In response to the findings, Dove launched the Campaign for Real Beauty (also known as 'Movement for Self-Esteem') and the Dove Self-Esteem Project in 2004.

The Campaign for Real Beauty defies the narrow, stereotypical, unattainable

beauty ideal of female models. When Dove kicked off the campaign in 2004, it featured 'real women' in ads and asked viewers to evaluate and even vote at the campaign website whether the models were wrinkled or wonderful, oversized or outstanding. In 2005 the campaign continued with six women sporting their real curves in white underwear.<sup>41</sup> The campaign also conveys how the external influence of mass media portrayals distorts females' perceptions of beauty. For example, the 'Evolution' spot in 2006 portrays a normal female being made up, photographed, airbrushed and transformed into a billboard-perfect image. The 'Onslaught' spot in 2007 depicts a young girl bombarded with thin and sexualised female body images in mass media. This video ends with a call for parents to talk to their daughter before the beauty industry does. The campaign also shows how women internalise the external influence



**Figure 7** Dove's brand purpose (<http://www.dove.com/us/en/stories/about-dove/our-vision.html>)

into their own beauty system and become critical of their self-image. For instance, the 'Real Beauty Sketches' spot in 2013 features a forensic artist drawing two portraits of multiple women one by one, the first portrait based on each woman's own descriptions and the second one based on the descriptions of a stranger whom the woman has met earlier. When these women come back, they are surprised at the contrast between the two juxtaposed portraits and realise: You are more beautiful than you think. Dove's campaign further addresses the issue of negative conversations about women's body images on social media. In 2015 Dove's research reported that eight out of ten women encounter body-negative comments on social media. Subsequently, on Academy Awards night 2015, Dove launched a video and a hashtag #SpeakBeautiful, encouraging

women to use positive words when they tweet about body and beauty image about themselves and others.<sup>42</sup> More recently, the campaign challenges females to make a mindful choice about how she sees her own beauty. According to Dove's survey of 6,400 women aged 18–64 years old in 20 countries, 80 per cent of the surveyed women believed that every woman has something beautiful about her. Nonetheless, 96 per cent of them said that they do not see themselves as beautiful. The survey reveals that it is harder for many women to see their own beauty. Dove then released the #ChooseBeautiful video, showing that women in five global cities entering a building face two doors, one labelled beautiful and the other average, and how these women react to the marked doors and eventually choose to walk through one of the doors.<sup>43</sup>



**Figure 8** Chipotle Mexican Grill's 'Scarecrow' Film and App-Game (<http://www.scarecrowgame.com/>)

Dove's brand purpose taps into girls' and women's real needs. Its Campaign for Real Beauty ranks number 1 on the AdAge's Top 15 Campaigns of the 21st Century. One of the judges Andrew Keller (then CEO of CP&B Agency) comments: 'Bold. Brave. Smart. So right for the brand. A message the world needed. A cultural reality so many before discussed and then said, oh well, that will never change. But not Dove. They went for it, did something about it. They made their customers' values into their purpose and set out to change the world'.<sup>44</sup> Dove's initiatives have opened a global conversation about females' beauty and self-esteem. Furthermore, it has affected multiple brands (eg Nike, Under Armour, P&G's Pantene, CoverGirl, Always) to adopt empowerment advertising in appealing to women and girls, following the footsteps of Dove.<sup>45,46</sup> Also, the 'Dove Self-Esteem Project' of body confidence educational programmes offers 7–17 year old girls online resources ranging from papers, action plans and conversation starters to activities, videos and workshops.<sup>47</sup> Dove reports that this programme has benefited 17 million youths in 112 countries in

ten years.<sup>48</sup> Dove's purpose-driven marketing has been so successful that its sales have leaped from US\$2.5bn–\$4bn in ten years.<sup>49</sup>

### Chipotle Mexican Grill

Another prominent purpose-driven brand is Chipotle Mexican Grill, which leads with the purpose of 'Food with Integrity'. Chipotle's website declares its commitment to sourcing the very best ingredients and working to cultivate a better world for farmers, animals, the environment and consumers.<sup>50</sup> In 2011, Chipotle launched a 2-minute online video of 'Back to The Start'. The animated video tells a story about how a pig farmer transforms his industrialised farming compound to a farm using more sustainable and humane practice. Following the extremely positive response, Chipotle made it into an ad, which was aired in 5,700 movie theatres and also during the 2012 Grammy Awards as its first national Television ad.<sup>51</sup> In 2013, Chipotle introduced another campaign, 'Scarecrow', consisting of an animated film and a free app-game (Figure 8). The film shows gloomy scenes of the



Figure 9 Chipotle Mexican Grill's 'Farmed and Dangerous' Comedy Series on Hulu (<http://farmedanddangerous.com/>)

fictional Crow Foods giant factory's processed food and contrasts that with the scarecrow's farm-grown food, to help people better understand the difference between processed food and the real thing in an entertaining and engaging way.<sup>52</sup> The 'Scarecrow' campaign communicates what Chipotle stands for: to cultivate a better world for generations of human beings as well as for cows and chickens.<sup>53</sup> Following these two ads, Huffington Post, in partnership with Chipotle, introduced the 'Food for Thought' section in 2013. This section features posts of various food experts, bloggers, farmers and chefs and aims to raise awareness about how food is grown, raised and prepared and the impact that food has on people, animals and the environment.<sup>54</sup> In February 2014,

Chipotle launched on Hulu a four-episode comedy series to appeal to the Millennial audiences about the importance of food safety and sustainable farming (Figure 9).<sup>55</sup> In July 2016, Chipotle introduced on YouTube, Snapchat and movie theatres another animated film, *A Love Story* (Figure 10). This story shows how two young entrepreneurs, Evie and Ivan, eventually return to their roots of making fresh food with high-quality ingredients after they have abandoned their integrity of making real food and turned to the practice of industrialised operations with processed ingredients to compete with each other for business. It concludes with the brand's ongoing theme: 'Cultivate A Better World'.<sup>56,57</sup> Also, the Chipotle Cultivate Foundation, created in 2011, is purposed



**Figure 10** Chipotle Mexican Grill's Newest Film: 'A Love Story' (<http://www.chipotle.com/a-love-story>)

to create a sustainable, healthful and equitable food culture and has financially funded initiatives that support sustainable agriculture, family farming, food literacy, nutritious eating and culinary education (Figure 11). Using these continuous and consistent initiatives, Chipotle tells a bigger story about the prospect of a better world built on its 'Food with Integrity' brand purpose.

### GoldieBlox and other brands

In addition to P&G, Unilever and Chipotle, purpose-driven branding has become popular on Madison Avenue.<sup>58</sup> In October 2012, the heads of marketing of Gap, IBM and Coca-Cola met at Ogilvy and Mather's New York Headquarters and discussed their brands' purposes and the benefits of purpose-driven marketing. Gap's purpose focuses on bringing American values and a sense of inclusiveness to the fashion industry, IBM's is about progress to make a smarter planet, and Coca-Cola's is to spread optimism and happiness.<sup>59</sup> Also, in the two books of *It's Not What You Sell, It's What You Stand For:*

*Why Every Extraordinary Business Is Driven by Purpose and Grow: How Ideals Power Growth and Profit at the World's Greatest Companies*, the authors provide a plethora of examples of purpose-driven companies of various sizes and lengths in the market: Wal-Mart ('to save people money so they can live better'), Southwest Airlines ('to democratise the skies'), Red Bull ('to uplift mind and body'), Zappos ('to deliver happiness'), etc.

Whereas these brand examples focus on established, well-known consumer brands with big advertising budgets, GoldieBlox offers an effective example of purposeful branding as a small, start-up brand. Debbie Sterling, a Stanford University engineering and product design graduate, founded this toy company in California in 2012. She observed the meagre number of female engineers (14 per cent) in today's world and set out to reach girls aged 4–9 and 'disrupt the pink aisle' filled with Barbie and princess themed toys with GoldieBlox. GoldieBlox believe that the 'pink aisle' toys tend to send messages of stereotypical images of physical beauty instead of encouraging girls'

“Delicious, affordable food can be produced without exploiting the farmers, the animals or the environment. Chipotle has proven this to be true, but Chipotle is only one small part of the solution. Our goal now should be to have all food produced as sustainably as possible.”

*SE* Steve Ells,  
Chairman, Chipotle Cultivate Foundation

**our MISSION**

Chipotle Mexican Grill established the Chipotle Cultivate Foundation in 2011 to extend its commitment to creating a more sustainable food future. The foundation is dedicated to providing resources and promoting good stewardship for farmers; promoting better livestock husbandry; encouraging regenerative agriculture practices; and fostering food literacy, cooking education, and nutritious eating. Since its inception, the foundation has contributed more than \$3 million to likeminded organizations committed to cultivating a better world through food.

*Our Leadership Team* →  
*Contact Us* →

**WHAT we DO**

Over the last several years, Chipotle has contributed more than \$2 million to help fund initiatives that support sustainable agriculture, family farming, culinary education, and innovation that promotes better food. The Chipotle Cultivate Foundation is a non-profit organization established by Chipotle Mexican Grill to continue and strengthen its philanthropic efforts.

*Issues in Food* →  
*Past Grants & Partners* →

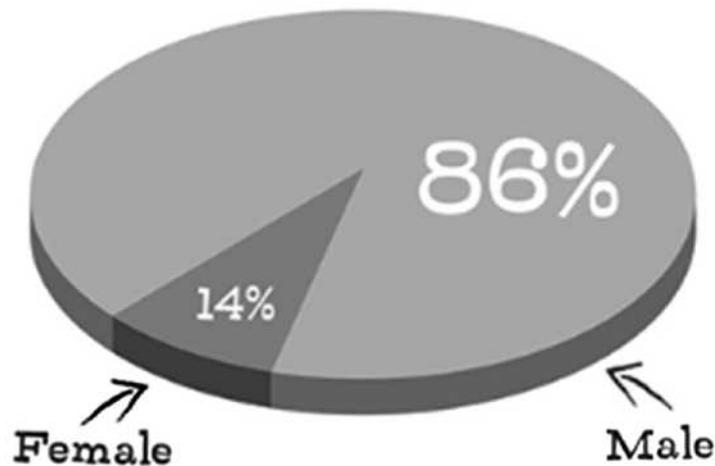
Figure 11 Chipotle Mexican Grill’s Chipotle Cultivate Foundation (<https://www.cultivatefoundation.org/about>)

minds to imagine and create things.<sup>60</sup> The construction toy kits of GoldieBlox are designed from a female perspective, developed on basic engineering concepts, and combined with an interactive book series featuring a girl character, Goldie, who builds machines and gadgets. Interestingly, the character of Goldie is created with curly blonde hair that matches her name and is meant to disrupt the stereotype about blondes’ intellect.<sup>61</sup> Simply put,

the purpose of GoldieBlox is to stimulate young girls’ interest in Science, Technology, Engineering and Math (STEM) and inspire a future generation of female engineers (Figure 12).<sup>62</sup>

To create brand awareness, GoldieBlox first launched a video of ‘Princess Machine’ in 2013. This video motivates girls to become engineers by portraying three girls who are not content with the traditional pink toys but rather enjoy building

## TOTAL NUMBER OF ENGINEERS WORLDWIDE:



At GoldieBlox, our goal is to get girls building. We're here to help level the playing field in every sense of the phrase. By tapping into girls' strong verbal skills, our story + construction set bolsters confidence in spatial skills while giving young inventors the tools they need to build and create amazing things.

In a world where men largely outnumber women in science, technology, engineering and math, girls lose interest in these subjects as early as age 8. Construction toys develop an early interest in these subjects, but for over a hundred years, they've been considered "boys' toys." GoldieBlox is determined to change the equation. We aim to disrupt the pink aisle and inspire the future generation of female engineers.

What we believe is so important in this space are role models — characters that are cool, interesting, smart, and relatable. We're so glad to have organizations like Techbridge, Girls Who Code, Black Girls Code, and the Society of Women Engineers for their work in providing role models and support for women in STEM. We hope that Goldie and her friends provide a vital way to see all the different things that girls can be, and are inspiring examples for girls and boys alike.

We believe there are a million girls out there who are engineers. They just might not know it yet. We think GoldieBlox can show them the way.

Figure 12 GoldieBlox's Brand Purpose (<http://www.goldieblox.com/pages/about>)

a Rube Goldberg machine.<sup>63</sup> In February 2014, GoldieBlox aired a 30-second ad during the Super Bowl after winning Intuit's 'Small Business, Big Game' contest. This 'Come On Bring The Toys' ad encourages young girls to break free from pink toys by showing young girls blast off their pink toys in a rocket into space.<sup>64</sup> In April 2014, GoldieBlox debuted another video, 'This Is Your Brain on Engineering'. Using an egg to represent a girl's brain, the spot compares the brain on princess versus the brain on engineering and demonstrates 'the dangers of limiting girls' playthings to princess dolls — and, more importantly, the positive effects of exposing girls to science and engineering'. The ad also includes statistics and information regarding girls and engineering.<sup>65</sup> Later, in November 2014, GoldieBlox aired a new video, 'Big Sister Machine'. The ad depicts an Orwellian world, where a Big Sister machine repeats: 'You are beauty, and beauty is perfection' as young girls in pink outfits and little pink heels walk down emotionlessly and pick up a pretty, skinny, Barbie-like doll from a conveyor belt. This marching lasts until Goldie shows up and smashes the Big Sister machine with a hammer. This ad represents GoldieBlox's continuous effort to defy the stereotypical beauty focus embodied by the pink aisle toys for girls.<sup>66</sup> In November 2015, GoldieBlox launched a new action figure, Ruby Rails, and a new video that 'rails against sexism in Hollywood'.<sup>67</sup> This ad cites statistics about low representations of women of colour as well as female heroes in movies and delivers the message that 'All girls deserve to see themselves as heroes'. It is noteworthy that Ruby Rails is an African American girl, named after the computer programming language, and is shown equipped with a laptop that she uses to code. The inclusion of Ruby Rails conveys that non-white girls can pursue STEM as

well.<sup>68</sup> To promote its brand purpose of empowering girls to be leaders in STEM, GoldieBlox also utilises social media including YouTube, Facebook, Twitter, Pinterest and Instagram. It creates hashtags, such as #MoreThanJustAPrincess, to engage and inspire girls and their parents. Also, it shares posts and links of inspiring quotations, female engineers and inventors, and events and websites related to STEM fields.

All of these examples create, communicate and connect their brands to higher purposes, which go beyond the product and tie to consumer values and human needs.

## CAUTIONS OF PURPOSE-DRIVEN MARKETING

Despite many praises and admirations for brands' initiatives of purposeful marketing, doubts about purpose-driven marketing also exist. Some question whether it is only noble and uplifting in words but merely a lofty top-down command from the CEO to employees and hence lacks sincerity and transformative actions.<sup>69</sup> Indeed, simply having a brand purpose in advertising to tell people what the brand stands for does not make a brand purpose driven, let alone deliver the desired impacts and benefits. Garfield responds thus to the criticism of purpose marketing: 'Purpose is not a campaign or a gimmick or PR window dressing'.<sup>70</sup> Rather, it is essential that brands not only define and articulate a meaningful purpose but also practise what they preach.<sup>71,72</sup>

## Strategic Consistency Triangle

Duncan and Moriarty's Strategic Consistency Triangle (also known as the Integration Triangle) can be applied to purpose-driven marketing. This model

stresses the importance of strategic consistency between a brand's say (planned), do (product and service) and confirm (unplanned) messages (Figure 13). The 'say' messages are the promises made by a company; the 'do' messages express how well a good or service delivers on the promise and meets expectations created by the say messages. The 'confirm' messages come from other customers and stakeholders (eg the media), which either reinforce or contradict the say/do messages.<sup>73,74</sup> Hence, brands need to be cautioned that in implementing purpose-driven marketing, they have to align their 'do' messages of product offerings, services, cause marketing, etc. with their 'say' messages of the brand's claimed purpose so that they may win their stakeholders' positive confirmation. Merely using a brand purpose as a promotional gimmick can make the stakeholders cynical or sceptical and result in disconfirmation. Chipotle's Chief Marketing Officer, Mark Crumpacker, advises that the advertising messages have to be truthful and accurate in things they are doing.<sup>75</sup> Likewise, the ad's creative director, Jesse Coulter, also comments: 'I think a brand can be a force for good as long as the company is a force for good, meaning what they're saying is what they're actually doing'.<sup>76</sup> When people cast doubt and the

Better Business Bureau (BBB) challenged Chipotle about its specific claims in the 'Back to the Start' ad, Chipotle was able to prove the claims, and the BBB concurred.<sup>77</sup> In this case, Chipotle's congruent 'say' and 'do' messages led to others' 'confirm' messages. This ad has won the award of TED 2011/2012 Ads Worth Spreading as it accurately reflects Chipotle's values and actions on sustainable farming that matters greatly to the consumer.

In contrast, gaps between any of these three components threaten brand integrity and brand-stakeholder relationships. For example, despite achieving much positive impact and success, Dove's campaign has also raised controversy and criticism that disconfirm its brand purpose. Dove was reported to have digitally retouched the female models' body images in ads, violating its own voice against this prevalent industry practice it portrays in the 'Evolution' spot.<sup>78</sup> Also, the parent company Unilever was accused of hypocrisy since it also owns Axe, a brand known for objectifying and sexualising women in its ads.<sup>79</sup> Furthermore, the campaign's recent iterations of #SpeakBeautiful and #ChooseBeautiful have sparked backlashes and been criticised as condescending, patronising, heavy-handed and manipulative.<sup>80</sup> More recently, Chipotle's

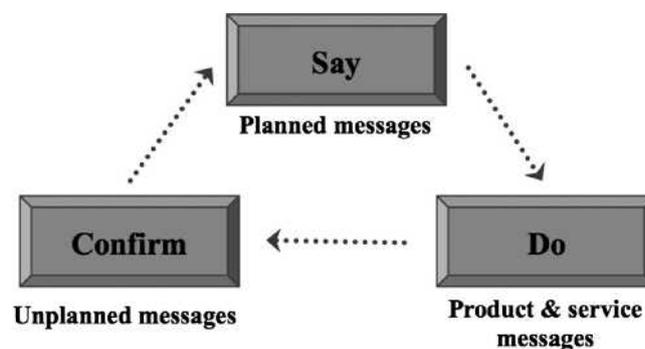


Figure 13 Duncan and Moriarty's Strategic Consistency Triangle

'Food with Integrity' promise has been called into question. Chipotle encountered food safety issues involving successive outbreaks of salmonella, *E. coli* and norovirus in 2015. Notwithstanding Chipotle's efforts to overhaul food safety practices and undertake a new marketing campaign, this failure in Chipotle's brand purpose has impaired its consumers' trust, and the brand's sales and stock price have plummeted.<sup>81-83</sup>

## CONCLUSION

Peter Drucker states, 'Marketing is the process through which economy is integrated into society to serve human needs'.<sup>84</sup> As many marketers jump on the bandwagon of practising purpose-driven marketing, it is fundamental that brands return to the 'human needs' that their consumers care about. Also, it should be a 'shared purpose', which is a purpose that companies share with their co-creators, that is consumers, and work and achieve together.<sup>85</sup> Inspiring, motivating brand purposes connect brands with consumer values and human insights and can lead to a win-win outcome for the brand, the consumer and even society as a whole. When consumers are emotionally connected with a brand purpose, they may not only reward brands through their trust and purchase but also join forces with the brand to spread the purpose and drive meaningful changes in society, related to women and girl empowerment, mother appreciation, sustainable farming and so on. Also, marketers need to keep in mind that consumers are now empowered more than ever to confirm or disconfirm brands' purpose messages via social media, far and wide. Therefore, it is imperative that brands live up to their promised brand purposes in what they do.

## Practical implications

The following recommendations for brand managers sum up the preceding discussions about the background, real-world examples and cautions regarding brand purpose:

1. Have a long-term commitment.  
Keep in mind that brand purpose means why your brand exists and what kind of difference it tries to make in the world. It is your brand's soul; it is not something to change from time to time. So invest thoughtful effort into finding the right purpose, devote your organisation's resources to it and be committed to making it a long-lasting one.
2. Be relevant and have a serving mindset.  
The objective of Marketing 3.0 is to better the world. Find a purpose that intersects your brand, your target consumers and even the bigger culture. A brand's purpose should focus on a real human need that your target consumers care about (i.e., a shared purpose). Also, the chosen purpose is something that your brand is able to contribute meaningfully to and make positive changes in serving your consumers and even the bigger culture.
3. Be honest and transparent in your 'say' messages.

A purposeful brand is expected to be authentic in communicating with its consumers so as to earn their trust and build long-term relationships. Do not try to fool, lie to or hide facts from your consumers in your advertising campaigns or other communications. This is especially essential in the digital age when consumers and other stakeholders have more power and control to confirm or disconfirm the brand's messages than ever.

4. Be consistent in your 'say' and 'do' messages.

Purposeful brands need to practice what they preach about brand purpose. Do not devise a purpose statement simply as a promotional gimmick or an empty slogan. Instead, make sure not only to articulate your brand purpose in communications with your employees and consumers, but also to act upon the said purpose. Let the purpose steer the course and drive actions of your brand, including product design and performance, services, innovations, community outreach, cause-related marketing, etc. Again, be aware that the 'confirm' messages are in the power of consumers or other stakeholders.

5. Use social media to reach, inspire and empower your target consumers.

Recognise that your consumers are your brand's co-creators. An inspiring brand purpose message owns the power to emotionally connect with them and motivate them to share the messages with others via social media. Also, consider a hashtag (eg Always' #LikeAGirl, GoldieBlox's #MoreThanJustAPrincess) that captures brand purpose as well as drives conversations and even meaningful changes.

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